

Walter O. Boswell  
Memorial Hospital

An Ongoing History  
1965 -

WRITTEN BY: JANE FREEMAN AND MAURICE MYERSON



## INTRODUCTION

Sun City, known as "America's Premier Retirement Community," was itself barely 6 years old when visionary community leaders foresaw a special need and began to dream. "Yes," they realized with the support of northwest Valley residents, it indeed could be done! Thousands joined the effort with their gifts. Five years later, on November 16, 1970, the dream came to fruition with the much-celebrated opening of Walter O. Boswell Memorial Hospital.

The original plan for the hospital was modest. Today, however, the non-profit, acute-care, community hospital has come of age. As part of the Sun Health family of local, non-profit, community health care services, Boswell Hospital is internationally recognized and studied as a model center of care and treatment for the adult patient. The talented medical and patient-care staffs augment their expertise with some of the world's most sophisticated medical technology, much of it provided through the generous donations from area residents and businesses. The hospital's four white towers now stand as the centerpiece of a campus of health services that also includes homecare, long-term and hospice care, age-related research and education for health professionals and the area residents alike.

In the following pages, you will learn year by year how this dream was developed and how numerous hopes were realized. You will become acquainted with the men and women who helped make the hospital a reality — and those who are continuing its proud tradition more than two decades later.

It is to these fine individuals, and to the many tens of thousands of patients they have served through the years, that we dedicate this history of Boswell Hospital as a lasting tribute.

Special recognition goes to Sun Citizens Jane Freeman, Ed.D., and Maurice (Maury) Myerson, who undertook at my request the preparation of this comprehensive history of the hospital as a voluntary project.

Jane is an active volunteer with numerous organizations and was recognized in 1990 by St. Luke's Men/KPNX-TV as one of its "12 Who Care" Kachina Award winners for outstanding community volunteer service. Her community activities include service as a member of the volunteer boards of Boswell Hospital, Sun Health Foundation, "Meals on Wheels" and the Sun City Library. She also is the founder and past-president of the Sun Cities Area Historical Society.

Research and preparation of this history represented the last project undertaken by Mr. Myerson, who passed away in early 1992. It is unfortunate that he was unable to fulfill his desire to see this work in its completed form, but it does not diminish our appreciation for his many hours of recording the significant events in our development as a health care provider. The retired pharmacist was active as a member of the board of trustees of the Sun

Health Foundation and as past treasurer of the Sun Health Auxiliary, with which he served in numerous volunteer capacities.

May all who read this history gain a rare insight into the unique relationship that exists between a special community and its hospital.

Leland W. Peterson  
President/Chief Executive Officer  
Sun Health Corp.

1992

## ACKNOWLEDGMENTS

The story presented here is a compilation of information from board of directors' minutes, committee reports, scrapbooks, newspaper clippings, various hospital publications and talking with people. To footnote every source would take more room than the story. The compilers have made every effort to be accurate in their presentation. If anyone, or anything, has been overlooked, we apologize.

Many people were involved in the production and we thank the following: Leland Peterson for making this project possible; William Chapman for making his records of some 25 years available; staff members in the administrative office, Gayla Lazzari, Linette Thuran, Sandi Teeple and Sharon Chacon who were extremely cooperative and saw that we were well supplied with pencils and paper clips, showed us how to use the copy machine, supplied us with gallons of coffee, answered a myriad of questions and handled a million and one details. For expediting the early typing of many versions, we thank directors of volunteers, Jane Harker and Diane Thompson at Boswell Hospital and Jean Stahl of Webb Hospital and their volunteers Barbara Gerstel, Jeanne Eshnoz, Katie Wristen and Claire Steen.

Carol Shaw of the Foundation office was an invaluable source of information. To Jerry Porter of the public affairs office, who wrestled the many heavy scrapbooks so we could use them and who did the editing of the manuscript, we say "thank you." Thank you to Dorothy (Dottie) Weisel for the final typing and to Jennie O'Donnell for finalizing the master copy and following through on the complexities and details with the printer. A final thank you to the James G. Boswell Foundation for supporting this project.

Jane Freeman    Maurice Myerson



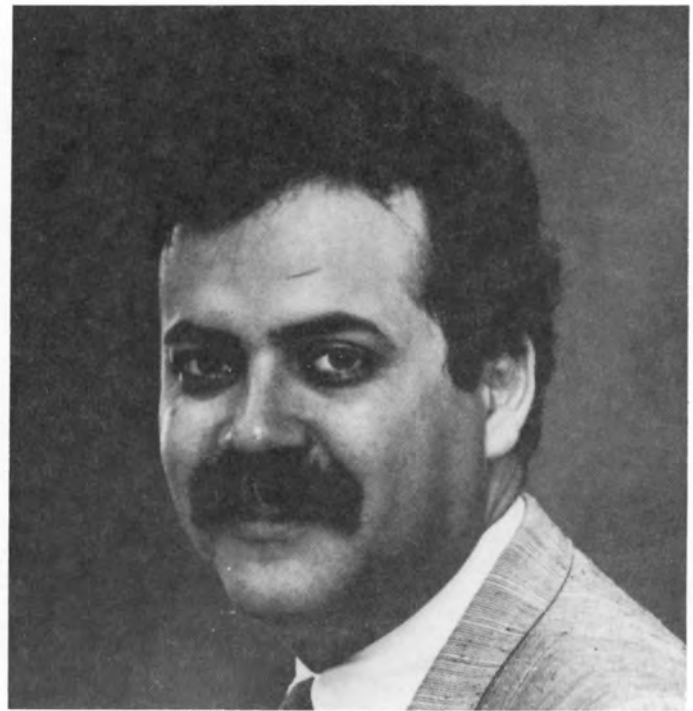
W. Austin Turner



Leland Peterson



Grace Jones



George Perez

# 1965

It was the year of draft-card dodgers, peace demonstrations and marches on Washington as our involvement in Vietnam grew. Man walked in space for the first time and looked at his photographs of Mars. Someone pulled the plug in New York City and the northeastern part of the country plunged into the Big Blackout, leaving 30,000,000 people in the dark for 12 hours or more. Winston Churchill died and Pope Paul visited New York City. The top song of the year was "King of the Road."

And "Kings of the Road" were heading down the highways and byways all leading to Sun City, celebrating its fifth anniversary as well as growing at a phenomenal rate.

What were some of the things happening on the local scene? In March, 5,000 colorful, descriptive brochures were mailed to local residents telling them about a new mode of living - Sun Valley Lodge - retirement apartments with available health care. It was emphasized this was NOT a nursing home.

The Del E. Webb Development Company (DEVCO) announced that in the near future, we would have a private country club (Sun City Country Club), homes complete with horse privileges with up to 2-1/2 acres of land (Rancho Estates) and a bandshell, (Sun Bowl).

In March, a small, 20-bed hospital opened in Youngtown.

Tom Austin, a DEVCO employee and Sun City activities coordinator for five years, resigned to accept the position of administrator of the new Sun Valley Lodge, bringing 15 years experience in hospital administration with him.

With the advent of the Lodge and the small hospital in Youngtown, coupled with the fact that Sun City was rapidly increasing in its number of residents, it became more and more obvious that it was time to consider the feasibility of building an acute-care community hospital to care for the medi-

cal needs of the many people moving into the area.

At that time, it was necessary for any resident with a major health problem to travel to a physician or hospital in Phoenix. Since there was no ambulance service, the time consumed in transporting the victim of a heart attack or stroke to an intensive care facility was, at best, dangerous and sometimes fatal.

This acute need weighed heavily on the minds of many concerned residents as well as officials at DEVCO. Among these were Burr Welch, a local resident and president of the Town Hall Community Center (now Fairway), and Tom Austin, Sun Valley Lodge administrator.

These men were primarily instrumental in commissioning an in-depth study of the feasibility of planning, building, furnishing, equipping and staffing a first-rate hospital. In connection with the study, DEVCO conducted an opinion survey of Sun City residents, which resulted in a highly favorable response.

On December 30, the NEWS-SUN, in bold headlines stated "3 MEETINGS SET TO DISCUSS COMMUNITY HOSPITAL." A sub-headline read "Residents Cooperative Financing Effort Proposed." These three meetings were to be scheduled for January under the aegis of the Sun Valley Lodge Board of Directors, with Tom Austin presiding. The purpose was to determine whether adequate financial support could be mustered among the residents to establish a hospital. Cost of the project could run as high as \$1.5 million with \$500,000 or more coming from the community.

What a way to end the year! What a way to begin a new year! What a challenge facing the community!



# 1966

A story from the January 20, 1966, SUN CITY SUN CITIZEN best tells the story of "getting the show on the road."

*"The first of three meetings by Sun City residents was held to discuss the need for a hospital for the community. A show of hands after the discussion showed unanimous approval of the project.*

*The second meeting will be January 21 at the United Church at 2:00 p.m., and the third meeting will be January 31 at the Sun City Community Center at 7:00 p.m. The meetings have been called by Tom Austin, administrator for Sun Valley Lodge, to assess the desires of the residents on the proposal. Five acres of land near the Lodge have been set aside by the Webb Corporation for the hospital.*

*Preliminary plans for the proposed hospital have been submitted to the Maricopa County Board of Health's Hospital Commission for approval. Austin pointed out that financing cannot be done through the Federal Housing Administration (FHA) altogether, and money for the hospital must be raised principally by the residents.*

*Kline said \$500,000 could be borrowed from FHA, but the other two-thirds of the cost will have to come from the people of the area. The United Church sponsored Sun Valley Lodge, but it will not sponsor the hospital. However, the Sun Valley Lodge is supporting the project.*

*The main speaker Monday was the Rev. Rhinehold Kline, executive director, Retirement Housing Foundation. He showed projected figures for the hospital. Other speakers were Dr. Robert Stump, Dr. C. P. White and Mr. Bill Engels, executive director of the Maricopa County Health Facilities Planning Council.*

*One of the main reasons given for locating a hospital in Sun City was the need for facilities close to the area, both for the patients and for their*

*relatives and friends. Austin noted that for every serious problem there is a solution. 'The journey of many miles starts with one step,' he said.*

*Austin also noted that the master plan of Sun City shows a hospital, and he said a hospital must come to the community. He stressed that the feeling of the people must be ascertained before the hospital is started, residents will have to dig deep for funds. 'Everyone will be asked to get behind the project,' he said. The Rev. Kline said now that Sun Valley Lodge was in operation, it was time to start thinking about a hospital. A 52-bed hospital is feasible,' he said, 'but a volunteer group will have to carry the financial load. I cannot say if any or what amount could be forthcoming from the government. Much will have to be charitable donations.'*

*Kline continued, "Without enthusiasm and financial support, the hospital cannot be started."*

*Austin then noted the serious shortage of hospital beds in the area, and the need for more with the advent of Medicare. He said physicians of Sun City and Youngtown are concerned over the lack of facilities.*

*Dr. Stump then said that the Northwest area is overcrowded. 'We are all going to need a hospital here sooner or later, but the physicians do not need the hospital as badly as the residents of the area do. Some are using nursing homes as hospitals, but the nursing home in Sun City is filling fast. If the medical facilities were here, more doctors would come to Sun City.'*

*Engels asked those present not to consider the question 'in light of fear, panic or emotion, but consider clearly and objectively the need for a hospital.'*

*'A hospital goes on forever, he said, and never goes out of business. Hospitals are expensive and people make hospitals. The doctors, the nurses, the aides, technicians, kitchen staff and cleaning staff are molded together to operate a hospital.'*

*He stressed there is a shortage of technicians, and that a lot of facts are needed before a hospital is started.*

*'No one knows with certainty what Medicare will bring,' Engels said. 'Bricks and mortar should be the last resort in supplying the health care of a community'."*

At all three meetings, the residents enthusiastically endorsed the need and assured the speakers of financial support. In fact, many checks were donated at the meetings.

During the year, Mr. Welch and Mr. Austin conducted extensive research relative to the need for a hospital. They interviewed many physicians in the Phoenix area with regard to ways of attracting doctors, technicians and other ancillary personnel to a hospital in this area and how best to contact such people.

As a result of their study, Mr. Welch and Mr. Austin concluded that the

time and conditions justified formation of a corporation for the purpose of working out a definite plan. To this end, they arranged a meeting with the following people: John Meeker, president, Del E. Webb Development Company; W. A. Warriner, also of DEVCO; Michael Bross, president of the Home Owners' Association of Sun City; Luella Leisy, a pioneer resident and Don Middleton, legal council for the Webb Company. On August 16, this small group founded the Sun City Community Hospital, Inc. Mr. Middleton drew up Articles of Incorporation the following week. The Articles were filed with the Corporation Commission of the State of Arizona on September 1, 1966, naming as officers: Burr Welch, president; Michael Bross, treasurer; Luella Leisy, secretary. These, with John Meeker and W. A. Warriner, comprised the first Board of Directors. In late September, Mr. Warriner was transferred out of the area, and Owen Childress of the Del Webb Development Company was elected to fill the vacancy. For the next five years, Don Middleton continued to be of tremendous help to the young organization.

The American Hospital Association's board of trustees approved the Sun City Community Hospital, Inc.'s, application for institutional membership in the Association. This approval provided access to their vast library and consulting staff of experts.

George Swanson, general manager of the First National Bank of Sun City, authorized a trust fund to accommodate residents wishing to make contributions to the proposed hospital.

In April, the Webb Corporation announced it would construct a Sun City hospital at cost, without charge for overhead, if the residents would display their willingness to support the project through contributions.

In June, Tom Austin resigned his position at the Sun Valley Lodge and rejoined DEVCO as hospital planning director. For the balance of 1966 and for several months in the new year, the board of directors was involved in numerous meetings regarding such items as proposed architectural renderings and various fund-raising projects. Medical clinics and nursing schools in key institutions throughout the United States were contacted. Plans were finalized for an initial presentation to the Maricopa County Health Facilities Planning Council. Following this first presentation, the continuing rapid growth of Sun City presented further problems and gave rise to some misgivings as to the adequacy of the original plan for a 61-bed, one-story facility to be located on a five-acre plot at 101st Avenue and Coggins Drive.

An artist's rendering of the proposed hospital showed a contemporary design with a Spanish flavor. The left wing would have emergency, outpatient and physical-therapy sections, and the right wing would house the dining room, kitchen and other facilities for long-term patients. Provision would be made for intensive care units, pharmacy, X-ray, clinical labs and three operating rooms.

Four prominent physicians serving the local residents — Drs. Robert Stump, Robert Lowe, William Minturn and Oscar Friske — agreed that a meeting of all local physicians should be convened to discuss the formation

of a medical-advisory council. This council would appoint a member to serve as a liaison between the doctors and the hospital's board of directors. The council would also form a committee to draw up rules, regulations and bylaws for the medical staff.

It had become obvious: The hospital would be several years in planning; it could not be built overnight.

# 1967

On February 17, an unexpected and gratifying development caused an abrupt and radical change in plans. On that date, James G. Boswell II, president of the J. G. Boswell Company, became a liaison for the purpose of advising the hospital's board of directors of the interest of the James G. Boswell Foundation in the proposed hospital. The Boswell Foundation offered a grant of \$1,200,000 to the project provided: (1) the plan be expanded to a minimum of 100 beds; (2) the facilities be the best obtainable; (3) the proposed facility serve the entire surrounding community; and (4) the hospital be named the Walter O. Boswell Memorial Hospital in honor of the late Colonel Walter O. Boswell. Colonel Boswell was one of three brothers instrumental in developing a vast agricultural empire in this area, including the land now occupied by Sun City.

James G. Boswell II, said "The late Walter O. Boswell, who represented the Boswell firm in Arizona for more than 30 years, farmed the land on which Sun City was being developed. He would have been vitally interested in the growth and development of the Northwest section of the Valley."

The board of directors unanimously accepted the Boswell offer. This development changed the concept from a small-town, one-story type hospital to a potentially large urban health facility, destined to become one of the largest and best in Arizona. The new hospital was planned originally as a 100-bed capacity building featuring twin circular towers on either side of a central core. There would be four towers — a far cry from the modest 61-bed, one-story building.

The generous gift of the James G. Boswell Foundation soon was followed by a surprise announcement by the Webb firm of their intention to expand the Sun City development north of Grand Avenue. With this expansion in mind, the development company offered to donate 10.6 acres of land (val-

ued at \$265,000) between Thunderbird Boulevard and Santa Fe Drive, a location more centrally located for future residents. Further, the Del Webb Corporation offered to build the type facility outlined in the Boswell Foundation offer at no profit to the corporation.

In March, the board approved the bylaws of the Sun City Hospital, Inc.; the officers of the corporation were bonded; meetings were conducted with the Maricopa County Health Facilities Planning Council and the Arizona State Department of Health Advisory and Construction Council.

Three local physicians were invited to serve as consultants to the board of directors: Drs. Robert Stump, Edgar Deissler and Oscar Friske.

Two outstanding architectural firms were selected to combine their talent and experience in the design of the Walter O. Boswell Memorial Hospital. Bricker and Hoyt Architects of Phoenix was selected to do the resident architectural work. They had designed the Grand Avenue and Plaza del Sol shopping centers, the Sun City Country Club and the Town Hall South (Mountain View) complex. They were not new to Sun City.

Ellerbe Architects of St. Paul, Minnesota, was retained as consultants in the design and plans for the building. Ellerbe had an outstanding reputation in medical-facilities planning.

During the spring, a comprehensive liability policy and blanket bond were obtained. Ellerbe Architects was authorized to proceed with work on the concept and design of the high-rise type facility of a 200-bed capacity. Space for 100 beds was to be finished, and space was determined for 100 beds to be shelled in for future expansion.

During this time, Tom Austin, hospital planning director, severed his connection with DEVCO to accept employment with another firm. Gordon Graham of DEVCO public relations was named interim director. Shortly thereafter, he was succeeded by Jerry Svendsen, DEVCO public relations director, who would also assume the responsibility of putting together a promotional brochure.

The next few months were spent in checking plans and changes being made as recommended by the consulting physicians.

A trust committee of the board was selected composed of Henry S. Raymond of the Boswell Company, newly elected board member Owen Childress of DEVCO and Burr Welch. The first \$400,000 from the James G. Boswell Foundation was deposited in the trust fund account with the First National Bank of Arizona.

By May, a total of 30 contributions from the community had been received totaling \$11,312 — plus interest of \$84.73. And the fund drive hadn't even started!

In September, the hospital was approved by the Internal Revenue Service as a federal tax-exempt, 501(c)(3), not-for-profit organization.

A new rendering of the hospital exterior was made, and important changes to provide greater efficiency were incorporated. Arrangements were made to reimburse the Webb Development Company for the architectural fees which

they had advanced. Jerry Svendsen, DEVCO public relations director, was named as consultant to the board of directors.

During this month, the first serious consideration was given to a local fund-raising drive. Various professional fund-raising organizations were contacted, and Haney Associates of San Francisco was selected to make a feasibility study of the area with regard to such a campaign. Henry S. Raymond of the Boswell Company was to serve as consultant to work with Haney Associates.

In October, Mr. George Vogt of the Medical Services Facilities Division of the Department of Health Services met with the board of directors to discuss problems in building a hospital. He said one of the first priorities as a responsible group was to establish an organized medical staff one year before the completion of the hospital. Also, an administrator must be retained at the start of construction to give him time to learn every phase of the physical plant. Average annual salary in 1967 for a hospital administrator in Arizona was in the range of \$12,000 - \$17,000. He further suggested the only fringe benefits be car expense (mileage) and a tax-sheltered annuity.

Vogt went on to say the administrator must establish an early date for setting group health insurance for employees; must staff the hospital completely, including a director of nurses three months before opening. Furthermore, he should be a member of the American College of Hospital Administrators and have a personal recommendation from the president of the hospital association.

Vogt was firm in stating that the hospital should run its own pharmacy, hire a well-qualified pharmacist, and under no circumstances to lease it or any other facility.

It was obvious the directors had their work cut out for them.

By December, the hospital planning committee was exuberant over plans and progress — only to come to an abrupt pause.

In mid-December, Burr Welch, president of the board of directors, died unexpectedly at the age of 72.

Mr. Welch was credited with spearheading the drive for a hospital in Sun City by Owen Childress, vice president and project manager of DEVCO. "Very substantial progress has been made through Mr. Welch's dependability and leadership," Childress said. "His boundless energy and sincere devotion to the task were commendable. He will be missed as an associate and as a friend." In connection with his many contributions, the circular drive in front of the hospital was dedicated in his name.

The death of this leader of the hospital project since its inception created a vacancy that would be difficult to fill. Treasurer Michael Bross agreed to assume the added responsibilities of president and member of the trust committee until the annual corporation meeting in April 1968.

And "the beat goes on!"

# 1968

In January, William A. Chapman, Jr., former president of Town Hall Center, the organization of residents operating the recreational facilities in Sun City, was designated to assist in planning the hospital and to coordinate the various programs involved in hospital development. On February 1, Mr. Chapman was elected as a member of the corporation and of its board of directors. With the escalation of activities and additional responsibilities, the number of corporation members and members of the board of directors was expanded.

The board met with representatives of the Maricopa County Health Facilities Planning Council. That meeting led to the selection by the council and the hospital's board of a joint committee for the stated purpose: "to explore ways in which the Sun City Community Hospital Corporation and the Health Facilities Planning Council might work toward the development of a hospital-medical care program in Sun City which would complement and supplement existing health resources in Maricopa County." Board members Michael Bross, William Chapman and Owen Childress, with legal counsel Don Middleton, were named to this committee to work on the joint effort as outlined.

In March, Landon B. Atkins, chairman of the steering committee for the hospital fund campaign, and Gerald W. McCarty were elected as additional members of the hospital's board of directors. At a meeting of the board during this month, a representative of Haney Associates, which would conduct a local \$1 million fund-raising campaign, together with a medical advisory committee composed of physicians, Drs. Bayard Horton, Leonard Larson, Charles Watkins, Oscar Friske and Edgar Deissler, participated in discussions of plans and progress with the board.

It was April 5 that the deed transfer ceremony was conducted on the



hospital site with Del Webb and James G. Boswell II the featured speakers. Approximately 10.6 acres of land was officially transferred by DEVCO to the Sun City Hospital, Inc. Mr. Boswell presented a check of \$200,000 during the ceremony.

With the acceptance of the Boswell grant, the official name of the hospital was formally established as the Walter O. Boswell Memorial Hospital.

At the annual corporation meeting in April, the following were elected as members of the Sun City Hospital Corporation: Dr. Mark Anderson, James G. Boswell II, Kathryn Evarts, Dr. Bayard Horton, Robert Johnson, Dr. Leonard Larson, Alan Mann, Gerard McDermott, Henry Raymond and Dr. Charles Watkins. Members of the board of directors elected at this meeting were William Chapman, Landon Atkins, Michael Bross, Owen Childress, Luella Leisy, Alan Mann, John Meeker and Henry Raymond. At the April meeting, the following officers were elected: William Chapman, president; Landon Atkins, vice president; Alan Mann, treasurer and Luella Leisy, secretary. A special vote of thanks was given to Michael Bross for his willingness to assume the additional responsibilities of president during the previous several months. Mr. Chapman submitted a comprehensive report on the activities of the board since the founding of the corporation, the result of his extensive and exhaustive research and study.

During the month of April, President Chapman, on behalf of the corporation, signed rent-free leases for office space donated by DEVCO, to be used by the director of planning and fund raising, and for later use by the hospital staff until the completion of the building and opening of the hospital. Office equipment was borrowed from local businesses. Board meetings continued to be convened at a conference room in the Sun City Professional Building, and space was also used at the Medical Center on Oakmont Avenue.

The Boswell Memorial Hospital Auxiliary, with 31 founders and 127 charter members, was formally organized with Margaret Newby as the temporary chairman. Mrs. Newby had retired as director of nursing at Indiana's Riverside Hospital. Among the first projects of the auxiliary was the serving of coffee and doughnuts at the kick-off meetings for the first fund drive on April 16-17. The Auxiliary bylaws were approved by the corporation board in June.

By now, the architects had a rendering which enabled people to "see their hospital." Phase I called for the construction of basic facilities plus the first two floors of twin circular towers. Eventually there would be two more towers. Each floor of each tower was to have a centrally located nurses' station, with rooms arranged in a circle around the perimeter. The central core would house elevators, lounges and doctors' offices. A self-contained surgical unit was to be located at ground level in the back section so it could be effectively sealed from infectious materials.

The kick-off fund-raising rally was conducted April 16 at the Town Hall South (Mountain View) Auditorium. Serving on the panel were Dr. Leonard Larson, past president of the American Medical Association; William Chapman, presi-

dent of the hospital board; Rev. Carlyle Boynton; H. Gregg Armitage, former administrator of the Oak Knoll Naval Hospital in Oakland, California; Mrs. Margaret Newby and Landon Atkins, director of the fund drive. Chairmen were announced for the following committees: Advance gift section; commerce and industry; national firms; areas outside Sun City; clubs and organizations; Speaker's Bureau; and an Audit Committee. Michael Bross, the first treasurer and former chairman of the hospital's board was to serve as treasurer for the fund drive.

At the time of the meeting, voluntary pledges ranging from \$100 to \$25,000 had been received, and one valuable gift of out-of-state land was deeded to the hospital prior to the drive.

In May, Arizona granted the Sun City hospital tax-exempt status.

In the spring of this year, Landon Atkins was named general campaign director for the hospital's first intensive building campaign which ultimately would raise more than \$1 million from a community of 12,000 persons.

The concept of a separate board or group devoted to fund raising was proposed by consultant Arthur Sherman. This was realized in 1971.

The first office-staff personnel came in June. Mrs. Carol Mizer was retained as secretary-stenographer at \$80 per 40-hour week, and Esther Becker came as bookkeeper-clerk at the same rate. They would be working under the supervision of Alan Mann, treasurer, in an office located in the Medical Arts Building on Oakmont Avenue and 105th Avenue. They would be responsible for handling pledges, fund solicitation, payment notices, etc. The board of directors approved the purchase of office equipment to replace borrowed furniture.

In July, an administrative selection committee was appointed with Gregg Armitage, a retired hospital administrator, as chairman along with John ("Jim") Mead and James Cullum. The committee would screen applicants and make recommendations to the board for the final selection of an administrator.

It was agreed that the name of Walter O. Boswell Memorial Hospital in conjunction with the Sun City Community Hospital, Inc. become standard on all stationery, envelopes, purchase orders — anything printed. Art work done by Marie Martell of DEVCO was incorporated in the letterhead and the official mailing address was P.O. Box 10, Sun City.

In July, the gift of out-of-state land was sold. The land was located on the Hawaiian Island of Maui. Before the sale could be finalized, it was necessary for the hospital to meet all the requirements of foreign corporation laws of the State of Hawaii. The hospital met this requirement and was duly qualified to transact business in the State of Hawaii as a foreign non-profit corporation on July 5, 1968.

In August, the hospital filed a petition to be included in the Sun City Volunteer Fire District.

As of this time, 24 applications for the administrative position had been received. Perquisites, in addition to salary, included a car, quarters, insurance and retirement programs, plus moving expenses.

By September, 96 applications had been received and the four best-qualified had been selected. It was recommended that the board interview these candidates. By unanimous vote, Warren Austin Turner was selected. Mr. Turner accepted and assumed the duties of administrator at a salary of \$20,000 per year on October 28, 1968. His first office was located in the Del Webb sales office complex at the new model homes north of Thunderbird Boulevard on Del Webb Boulevard. Turner noted, "Everything was on paper when I arrived. Actually, this was helpful because I still had input into the design. For example, one thing I noticed was that the elevators were not deep enough to accommodate the latest type of electric beds. Fortunately, we could change that before the elevators were in place." Later his office was located above the Western Auto store in Peoria. The initial staff consisted of 17 people. Two major challenges were to obtain planning council approval to staff the hospital and arrange the finances, which made excellent use of Turner's earlier professional tenure with accounting firms in Las Vegas and San Francisco.

"My job was to work with the architects, planners, board of directors and members of the community as well as to hire personnel. It was a pretty exciting time," Turner said.

The PHOENIX GAZETTE, on November 27, reported that construction of the Walter O. Boswell Memorial Hospital would begin with a ground-breaking ceremony on January 24, 1969, as announced by Owen Childress, vice president and special projects manager for DEVCO. Six hundred three Sun Citizens were honored for raising \$250,000 in the previous six months under the direction of President William Chapman and fund drive chairman, Landon Atkins.

At this recognition meeting, Del E. Webb announced the inclusion in his will of a \$500,000 grant to the hospital to be paid from the residue of his estate. The Del E. Webb Foundation was established following Mr. Webb's death, and this was the very first grant given by the Foundation.

Each campaign volunteer received a handsome gold-filled key chain attached to a medallion representation of the "twin silo" Walter O. Boswell Memorial Hospital as seen by an approaching 'eagle in flight'."

The auxiliary brought their first year to a close by electing their first official slate of officers: Mrs. John (Margaret) Newby, president; Mrs. Merrill (Janet) Castle, vice president; Mrs. R. V. Beline, recording secretary; Mrs. W. K. P. Anderson, corresponding secretary and Mr. David Cross, treasurer. Members were busy getting ready to open (in January 1969) a gallery for display and sale of resident-made arts and crafts at Plaza del Sol shopping center, 107th and Peoria Avenues. Articles would be handled on a consignment basis, with profits going toward hospital projects. The gallery would be staffed by auxiliary volunteers in store space made available by DEVCO.

The year ended on December 27 when a personal check of \$25,000 was received from Mr. & Mrs. William Boswell of Corcoran, California. This pushed the fund-raising campaign over its minimum goal of \$800,000 for

1968. Mrs. Boswell's husband was one of the three brothers who owned and farmed the area, now Sun City. They were the parents of James G. Boswell II. The family came to Sun City in the spring to get away from the dense fog in the San Joaquin Valley.

Yes, an active year, and with a hospital administrator on board, things really started to hum.



The original 61-bed hospital plan, 1966.



Campaign Headquarters, 10828 Oakmont Avenue. (L to R)  
 Michael Bross, Board Chairman  
 Landon Atkins, Chairman, Campaign Fund



August 17, 1966 First Board of Directors (L to R)  
 Burr Welch, President – Michael Bross, Treasurer  
 Luella Leisy, Secretary – John Meeker – H.B. Warriner



April 5, 1968  
 Accepting James G. Boswell  
 Foundation proposal  
 to build Walter O. Boswell  
 Memorial Hospital. (L to R)  
 John Meeker, President DEVCO  
 James G. Boswell, II, President  
 J.G. Boswell Company  
 William Chapman, Chairman  
 of the Board of Directors  
 Del Webb, President,  
 Del Webb Corporation.

# 1969

On January 6, the auxiliary opened the first RESIDENTS' GALLERY, featuring handcrafted items made by local residents, in space made available in the Sun Bowl Plaza shopping center of Sun City by DEVCO. This project was destined to become one of the more profitable enterprises of the auxiliary with hundreds of hours donated by the members.

January 24 was ground-breaking day — a rainy, chilly, windy afternoon. More than 300 persons watched William W. Boswell of Corcoran, California and Del E. Webb turn the first shovel of earth using chrome-plated shovels. In typical builder style, Mr. Webb said, "A construction project is never a reality until you get the pick into the ground." Thereafter, turns were taken by Merle Dennis, Spring Fund Drive Chairman; Edward H. "Ted" Brainard, Fall Chairman and Carl H. Anderson, February Drive Chairman. One chrome-plated shovel was placed on display in the hospital lobby.

February saw the start of the "cleanup campaign" to bring contributions to a level in excess of the \$1 million goal. To date, \$828,934.36 had been collected.

John Meeker, President of DEVCO, announced that arrangements for financing the remaining cost of construction of the \$5 million hospital had been made with the Security Pacific National Bank on the strength of reaching the \$1 million goal and guaranteed by DEVCO. He also announced construction was to begin in March.

In March, Vol. 1, No. 1 of the Walter O. Boswell Memorial NEWS was published. This NEWS issue highlighted the gift of an oil portrait of Walter O. Boswell, done by Clair Fry, a noted Sun City artist. Mr. Fry was, before retirement, the art director for Brown & Bigelow.

Austin Turner remembers when he hired Mary Simunich in March as director of public relations and first department head. She had held a similar

position at St. Luke's Hospital in Phoenix.

When Mary Simunich wandered into Austin Turner's office behind the Grand Avenue shopping center in 1969, Boswell Memorial Hospital's staff consisted of three people — Turner and the two ladies working on fund raising.

"She wore a hat, musical note eyeglasses and an attractive smile," Turner said. But it was the rare combination of style, talent and public relations experience that tipped the scale to her appointment as the first public relations department head of the newly organized hospital.

The finished plans and specifications for construction of the hospital were delivered March 28 to Mr. M. P. (Bill) Collins, vice president in charge of construction for DEVCO. Austin Turner announced the construction of a patient's room exactly as it is drawn in the plan. This would serve as a "testing site" to see if short cuts could save on construction costs; allow for testing planned fixture locations; would it accommodate moveable equipment and also serve to train hospital personnel and volunteers. The room, to be open for public inspection, was located in the Phase II sales office area for model homes on Del Webb Boulevard.

The area of the hospital was approved for inclusion in the fire district.

May 7 was a red-letter, banner-waving day as a construction contract was signed with DEVCO to build the hospital at a cost of \$3,711,331. The Corporation donated its construction profit to the hospital's building fund. The contract did not include provisions for the construction of the power house and the necessary equipment, for landscaping or for utility connections from the building to the public lines.

The First National Bank of Arizona was named lead bank in a negotiated \$3.5 million loan payable in not less than three years to provide construction funds.

The administrator announced approval by the Maricopa County Comprehensive Planning Council for construction of a building with a capacity for 100 beds for immediate use, and the roughed-in space for an additional 100-bed capacity. The approval was contingent on cooperation with other area hospitals. The board expressed an intent to cooperate with the council and with other area hospitals to develop and implement plans for improving the health-care services to residents of the area.

In July, the construction loan was consummated, and the construction of the power house was added to the contract, bringing the total estimated cost to \$4,507,148.

Rex M. Davis Interiors, located in Studio City, California, was awarded the contract to do the interior design planning and work. Mr. Davis had done the design work for Loma Linda Hospital in California.

The Maricopa County Planning Commission assigned 10401 Thunderbird Road as the official address of the hospital. The street name was to be changed to Thunderbird Boulevard as of August 4, 1969.

The board of directors, looking to future needs, filed an application for a

heliport to be located one block north of Grand Avenue and 103rd Drive. Board President William Chapman explained the heliport would be a valuable adjunct to the hospital's emergency services.

Showing their interest and community support, the Sun City Saints Girl's soft pitch softball team got into the fund raising act by collecting almost \$1,000 at a double-header benefit game. Truly, "The Saints Came Marching In!"

With construction under way, attention was turned to a full fund-raising campaign to put the drive over the \$1 million mark. A big boost was the receipt of a \$500,000 grant through the efforts of Howard Vecelius, a retired Kresge executive, from the Kresge Foundation. The grant had been promised earlier contingent upon "our ability to meet certain high standards with our fund raising, financing and business operations."

Construction was well under way, and every day brought new advances in the building progress. The construction committee met weekly to monitor the building's progress. Plans were under way for a chapel, with guidance coming from the Sun City-Youngtown Ministerial Associations.

It was reported that through the fine cooperation of the administrator, the construction committee, the architects, the engineers and DEVCO, with all the improvements and change orders made, there had been sufficient savings in the construction costs to pay for the entire landscaping and changes and improvements made to the hospital.

And what a way to end the year! On December 16, the local fund drive went over the \$1 million mark. Sun City's population had reached approximately 12,000. An analysis of the drive disclosed slightly more than 52 percent participation with almost 99 percent of the pledges being paid. Meeting this goal amazed a professional fund raiser who said this was unprecedented for a small community with no industry. Gifts ranged from \$1 to \$50,000.

Fantastic!



# 1970

The beginning of the year saw many new hospital activity developments. With the hiring of new personnel, the temporary office at 10820 Oakmont Drive had become too small and was moved to the office space over the Western Auto Store in Peoria. This space was used until the office area in the hospital became available in September.

On January 1, a group life-insurance plan for employees became effective; the employee benefit program development continued and was finalized in the spring with the establishment of the Pension Fund Trust with the First National Bank of Arizona.

The board of directors approved the formation of the medical staff organizing committee. The appointed chairman was Dr. Bayard Horton, assisted by Drs. Leonard Larson, Charles Watkins, Walter Sittler and E. B. Kuhe. This committee was charged with the writing of the bylaws, rules and regulations for the staff.

During this month, Austin Turner, administrator, announced the appointment of three key personnel: Marian Clark was to be the director of nursing to start in March. She had earned a Master's degree in nursing administration from UCLA and had 18 years' experience at the University of Chicago Hospital. She was a strong proponent of encouraging the patients to help themselves as much as possible and supportive of the concept to provide every opportunity for volunteers to participate in health care. She instituted the 8:00 a.m. to 4:00 p.m. shift to allow patients to sleep an extra hour in the morning. The director of purchasing, Bill Reed of Glendale, had served in this capacity at Phoenix Baptist Hospital. The director of personnel, a Sun City resident, started on a voluntary basis to help the policies and procedures committee draft the personnel rules and regulations. Because of this and his background in personnel work, George Wilson was hired as a full-time employee.

On Thursday, January 29, the hospital was "topped out" with unusual ceremonies. All the traditional rituals were performed. The last bucket of concrete was hoisted to the roof; the foreman dressed in top hat and white tails poured the cement into the final form and the pine tree placed at the edge. A new twist was added when 200 racing pigeons, supplied by the Phoenix Racing Pigeon Club, were released to carry the news to Phoenix that a 200-bed, acute-care general hospital had been topped out and 100 beds would be available in November. The birds, all veterans of 500-mile flights, never had been released from so high before. They circled over Sun City, headed for Wickenburg, swarmed and finally made it back to Phoenix.

Prior to the ceremonies, the board of directors hosted a luncheon honoring those who helped raise more than \$1 million — a difficult feat in a community with no industries. On Friday, the board saluted the construction crew for an excellent job by hosting a luncheon on the site. All in all, it was a memorable occasion.

By February, 284 applications for employment had been received, indicating great interest in the new hospital.

The Federal Aviation Administration announced it had no opposition to a heliport at the hospital site — provided three specific regulations were followed: flights remain low so as to be consistent with safety, maintain a two-way radio contact with Luke Air Force Base, and that all pilots understand operating procedures, including those set forth by Luke Air Force Base. The heliport would be for private use, not open to the general public. It was to be used as an emergency landing site for transport of sick or injured persons. About three landings per month were anticipated.

The board approved a draft of Bylaws, Rules and Regulations of the Medical, Dental and Research Staff, prepared by the medical staff organizing committee as a working document to guide in the selection of staff members.

In April, the board approved the recommendation of the medical staff organizing committee in naming the following physicians as the first members of the Boswell Memorial Hospital medical staff:

Richard Belgrade  
Jack Cannon  
James Fuzzell  
Floyd Gindhart  
Joseph Marcarelli  
Baroukh Marzouk  
William Minturn

Jerome Reichenberger  
A. L. Rhoades  
Leland Sargeant  
Daniel Shanahan  
Walter Sittler  
Donald Tobias  
Robert Waldman

Earl McDonald was appointed Chief Engineer.

The Chapel Fund had received commitments for furnishings of five pews, three windows, a pulpit desk, an altar table, a large altar Bible and a carved-oak chapel door. The chapel still needed three additional pews, a dossal, an

altar set for each faith and a sound system as well as an organ.

In May, the following physicians were added to the staff: Drs. Oscar Friske, Robert Stump, Edgar Deissler and McDonald Wood. Dr. Jack Cannon, who recently had served on the faculty at UCLA, was appointed head of the department of surgery.

In observance of National Hospital Week, the auxiliary hosted a "sit-in." The scene of this activity was in the hospital's model patient room where five patient chairs were on display. The public was invited to come in, test the chairs and then vote for the one they thought most comfortable and attractive. The results were forwarded to the purchasing director.

June saw the appointment of two very important people. Gary S. Turner, (no relation to hospital administrator Austin Turner), was named director of fiscal services. He brought with him 4-1/2 years of experience as Flagstaff Memorial Hospital's controller, familiarity with the medical program and an involvement in the shared computer programs for hospitals. Wesley Matthews, the architect who had coordinated the hospital planning and construction from the beginning, agreed to join the staff as director of general services.

The 75-foot flagpole in front of the hospital was dedicated in June. The construction workers at the hospital site raised funds toward half the cost and would install the pole at no cost, in memory of 17-year-old Kenny Meiner, son of one of the inspectors on the job, who was slain while working in a Phoenix store being robbed. The other half of the cost was provided by Mrs. Lawrence J. Lohr in memory of her husband, a World War I veteran who passed away in 1967. An appropriate bronze plaque was installed on the flagpole. Total cost of the pole was \$3,500.

Mary Simunich was elected president of the Arizona Chapter, International Council of Industrial Editors.

Nurses were recruited on a national basis in nursing journals, newspapers and nursing schools. By July, the hospital had received more than 700 applications for various positions. Because of the responses, the personnel director could be very selective.

During the summer, Austin Turner, Marian Clark, Gary Turner and Mary Simunich visited several hospitals to see the latest innovations. The Loma Linda, California hospital had been built by Del Webb and planned by Ellerbe Architects and had circular nursing towers and a layout similar to what Boswell Hospital has today. The University of Arizona Hospital also used the circular-tower concept. They found the UCLA Hospital had many innovations in patient-care techniques. Del Webb had for many years gone to the Mayo Clinic, Rochester, Minnesota for his annual check-ups. The circular-tower concept was incorporated and tested at the Rochester Methodist Hospital. It had proven to be a very effective and efficient way to provide quality care.

Contracts for major, moveable equipment in the amount of \$280,924 were executed and a time-shared computer service contract for payroll, inventory and capital equipment and accounts payable were consummated

with Blue Cross-Blue Shield of Arizona.

On August 13, Dr. Bayard Horton was elected to membership on the board of directors and was appointed chairman of the medical committee. Dr. Walter Sittler, internist and cardiologist, was appointed chief of staff and chief of medicine of the medical staff.

Three more staff positions were filled: Phyllis Wells, R.N., joined the staff as operating room supervisor, coming from a similar position at Good Samaritan Hospital, Phoenix. Beverly Harker, R.N., M.A., was appointed assistant director for nursing education. The first director of volunteers, Mary Beth Tompane, came from Phoenix where she had been active in many community organizations. The volunteer department was set up separately from the auxiliary. The volunteers worked in the hospital in activities related to patient care. Their jobs were carefully described, and they were assigned to specific departments under the general supervision of the volunteer director and coordinated with the director of nursing. The auxiliary, on the other hand, was a fund-raising organization led by their elected board of directors and worked directly under the administrator through their president. Many members worked, and still work, as volunteers.

A story in the PHOENIX GAZETTE, August 4 reported, "In order to develop a manpower source of its own, Walter O. Boswell Memorial Hospital began classes for training unit secretaries at Glendale Community College." Students who registered for the 16-week course were from Buckeye, Glendale, Waddell, Peoria, Goodyear, Sun City and El Mirage. The hospital paid the tuition and bought books for the students. Upon completion of their schooling, trainees received 16 hours of college credits. They then were given a physical examination and, if fit, placed on the hospital's payroll. According to Mrs. Joan Dahlstadt, R.N., assistant director of nursing and coordinator of the training program, steady work would be provided for those who qualified. "This program will supply the hospital with skilled secretarial workers, specially trained to relieve nurses of non-professional duties. Nurses can then devote their talents toward giving more personalized patient care," said Mrs. Dahlstadt. The hospital's second program began August 10. Nursing assistants were to be trained in anatomy, physiology, medical terminology, communication skills and bedside nursing skills. This also was a 16-week program. The facilities of John C. Lincoln Hospital were used for clinical training.

Steps were taken in August to develop and inaugurate a health maintenance program to supplement the inpatient program and to provide an organized services plan in the community and homes of the residents.

The administrator announced the filling of all necessary department head vacancies.

An interesting committee came into being — an art committee chaired by Clair Fry. Other members were Ronald West, Rex Davis, Janet Castle, Wes Matthews and Austin Turner. An art committee at a hospital? Such an effort would set up a procedure to screen paintings done by local artists for display

in the hospital for purchase. Wes Matthews oversaw the hanging of the prints, and Austin Turner organized a group of physicians' wives who called themselves ARTIVES. The first president was Virginia Johnson. The director of volunteers, Mary Beth Tompane, set up the distribution program. From the very beginning, art has played an important part in the hospital and patient room decor.

October brought the appointment of Dr. Irving Pallin as head of anesthesiology; Dr. Waldman as head of diagnostic services and Dr. Oscar Friske as head of general practice.

The temporary office in Peoria had served its purpose, and the hospital offices and entire staff moved to the nearly finished hospital building in September.

In October, just a few weeks before the completion and dedication of the hospital, word was received of the death of William W. Boswell, affectionately known to the hospital staff as "Mr. Bill," a member of the pioneer Boswell family. Mr. Boswell had been deeply interested in the building progress and had patiently looked forward to the completion of the hospital. The administrator attended the funeral in Corcoran, California.

Residents of Sun City and Youngtown received a letter inviting them to apply, at no cost, for a hospital identification card. By having such a card, one would have an emergency record established at the hospital. It would expedite admission to the hospital if needed, including outpatient and emergency facilities. This program was under the direction of Geneva Anthus, director of admissions. One woman reported later that she used her card to check into a New York City hotel and it was accepted by the hotel management as valid identification!

On November 6, the great dream was fulfilled with the dedication of the Walter O. Boswell Memorial Hospital. The ceremonies were conducted on the parking lot west of the building with more than 5,000 guests in attendance. Board President William Chapman, presided; Brig. General James O. Boswell, son of the man for whom the facility was named, presented the dedicatory plaque to Austin Turner; Carol Cramer, daughter of Burr Welch, the first corporation president, sang a solo. Others who were present and took part in the ceremonies were Dr. Bayard Horton, emeritus staff of Mayo Clinic, member of the Boswell board and chairman of the medical staff organizing committee; Del E. Webb, head of the corporation bearing his name and developer of Sun City and Henry Raymond, board member and Arizona manager of the J.G. Boswell Company. Dr. Frederick N. Elliott, assistant director of the American Hospital Association, was the keynote speaker. On the day of the dedication, tours were assembled outside the front lobby. With more than 5,000 people attending, it was impossible to take them all on tour that day. The volunteers quickly made up tickets for tours during the entire two weeks before the opening. Many were furious that they were turned away, and their planned tours delayed; the next two weeks were spent in soothing hurt egos. And to add insult to injury, the new elevator

got stuck between floors that day. Our people did a good job of pretending this was kind of a test, and kept the occupants cool and unfrightened.

At 12:30 p.m. on Monday, November 16, Stuart Beecher of 11033 Cinnebar Avenue walked into the new hospital as its first patient. He was greeted at the door by Dr. Sittler, chief of staff and head of the department of medicine. Shortly thereafter, C. F. Martens was admitted into a room that his donation to the hospital had purchased. Other admissions on that first day were Carl Christy, William Buntin and Floyd Holm. Room charges that first month were \$55 semi-private; \$67 private; \$55 isolation; \$125 ICU and \$125 for CCU.

Before the first patient was admitted, four emergency cases already had been treated. Aided were a Webb employee with a fractured toe; a hip injury on a person who had been struck by an automobile in a parking lot; another with an asthma attack and a case of vertigo or dizziness. The last emergency was admitted as a patient and brought the total number of admissions that first day to six.

When the hospital first opened, the emergency room was considerably smaller than it is now. Dr. Harold Gries recalled he was the emergency room physician the day the hospital opened. He went on to say the first few weeks the emergency room was very quiet. There was one 24-hour period when there was only one patient. One of the earliest patients was a resident who had fallen while attempting to put his garbage in the outdoor, ground-level receptacle. The patient and his wife had moved the day before from the east coast and thought it hilarious to come that far to retire and then to begin retirement with the husband falling into the garbage can. Because the hospital census was initially low, it was not unusual for the emergency room physicians to make rounds for some of the private attending physicians. This helped to shorten the long hours spent in the emergency room waiting for patients, according to Dr. Gries.

Earlier, it had been strongly recommended that the hospital have a highly visible identification mark on all printed materials. During this year the Boswell logo appeared and is still in use.

In an exhaustive search for a logo, the hospital administrator finally found one that suited the need. It was as modern as tomorrow and as old as man's beginning. Designed by Barry Wickliffe, art director of the Jennings and Thompson Advertising Agency of Phoenix, it was the result of hours of tireless research into ancient legends, folklore, signs and omens that have guided man through the ages. All this finally brought about a concentration of the idea of a bird in flight bringing a message of divine hope. It was a thought that carried back to Plutarch, Euripides and Socrates...that the deity conveys his messages to man on his winged creatures. The opening of the hospital, with its complete health and medical care facilities, brought hope for health and happiness to all who needed acute hospital care.

In the form of a highly stylized "B" for Boswell, the bird's wings form perfect circles, the symbols of eternal life. And, of course, the brilliant sun

typifies the healthful location here in Arizona.

Before opening day, the "state of the art" patient-tray assembly line in the kitchen was tested. This was the latest mechanical measure of efficiency. Workers gathered around to watch. All went well at first. The trays were placed on the conveyor belt and dietary personnel quickly placed the plates to be filled down the line. Everything worked like clockwork when "CRASH" — the first tray hit the deck on the far end. All the rest followed! Needless to say, the system was changed.

Junior volunteer chairman, Mrs. Carol Genske was already at work. High school students interested in doing volunteer work were invited to attend a Coke party. Their duties would include acting as messengers and escorts and giving light assistance to patients. Hours were assigned for after school and weekends.

Prior to the opening of the hospital, Helen Bartholomew joined the staff as nursing-in-service instructor and was asked to develop the initial orientation and staff development program for the newly employed nursing-management team and for future staff inservice continuing education.

The hospital also was interested in community education and sought ways to reach the residents. Steps were taken in August to develop and inaugurate a senior-health initiative, to enrich the inpatient services and to provide an organized plan in the community and homes of the residents. Nell Redwood, R.N., M.S., was employed to develop this outreach program.

She met with representatives from the hospital staff and community residents to identify needs of the older adults and how a community hospital could develop an outreach program to serve that need. Arizona State University collaborated in the development of a research design to do the analysis.

The committee and the fruits of their labor reflect the genesis of programs to come in the future, e.g., Telephone Reassurance, Friendly Visitors, Community Education, Home Health Services and Meals on Wheels.

The community-education program, under the direction of the home care coordinator, became a separate department in 1979, and telephone reassurance moved to the volunteer department in 1973.

The two unfinished top floors of the hospital served a number of catch-all uses, and it was here the health seminars were conducted right along where all hospital beds were stored. It also was here that the famous bats found a roosting place. Helen Bartholomew reported that somehow the winged visitors had found their way to the top floor and decided her draperies in the classroom made an excellent motel room for the night. She would have to clear them out every morning. Could we say "bats in the belfry?"



January 24, 1969  
 Groundbreaking (L to R)  
 William W. Boswell, Brother of W.O. Boswell  
 Del Webb, President, Del Webb Corporation



August 5, 1969  
 Construction gets underway.



May 5, 1969  
 "As it was in the beginning..."



December 19, 1969  
 Landon Atkins points to  
 \$1 million goal achievement.



December, 1969  
 Twin Towers! Looking north to Viewpoint Lake;  
 103rd Avenue upper right.





1970 - Executive Committee,  
 Medical, Dental Research staff. (L to R)  
 Dr. Oscar W. Friske, General Practice  
 Dr. A.L. Rhoads, Surgery, Ophthalmology  
 Dr. Walter Sittler, Internal Medicine  
 Dr. Robb S. Waldman, Diagnostic Services  
 Dr. Irving M. Pallin, Anesthesia  
 Dr. Jack A. Cannon, General Surgery  
 Austin Turner, Administrator



January 29, 1970  
 Topping out last bucket  
 of concrete and pine tree  
 placement.

January 20, 1970  
 Phoenix Racing Pigeon Club  
 veterans are released by  
 hospital officials.



November 6, 1970  
 Over 5,000 people attended the dedication.

# 1971

In January, a tax deferred variable annuity plan was approved as an addition to the employee-benefit plan.

The hospital received notification from the San Francisco Regional Social Security office that Medicare coverage had been approved as of November 16, the opening date of the hospital. In addition, the Blue Cross-Blue Shield board of directors accepted the hospital as a participating member.

On the 10th, another wing was opened for patients. The third floor opening gave additional 26 medical/surgical beds bringing the total number of beds to 72. These beds were a welcome addition as there had been a waiting list for rooms.

Mrs. Esther Ruskin, food service director and dietician, was proud of the fact that meals could go from the kitchen to bedside in three minutes. This was accomplished thanks to moving belts and automatic elevators. Patients were offered five meals a day, three regular meals, a "coffee call" served by volunteers at 7:00 a.m. and a bedtime snack, subject to physician's order. Guest meals could be served in the rooms. These practices still exist today.

Much excitement occurred on Thursday, February 11. The first baby born in Sun City was delivered at 11:40 p.m. Mrs. Sosa Dominga of El Mirage was admitted to the hospital at 11:25 p.m. and 15 minutes later gave birth to a seven-pound, two-ounce girl named Maria. The mother and baby were transferred to the Maricopa County Hospital as Boswell did not have the proper facilities for providing the necessary care.

In March, the board adopted a proposal of the Policies and Procedures Committee to give a semi-annual adjustment of employee pay schedules when the necessity was indicated by changes on the Department of Labor's Consumer Price Index and when funds were available. The first such adjustment was authorized, effective with the second pay period in May.

A letter of intent regarding Boswell's participation in the Council's "Task Force for the Poor" was sent to the Maricopa County Health Planning Council.

The board adopted a resolution to the effect that no discounts would be granted to employees for hospital services except as uniformly granted to all employees as part of the employee benefit program. No discounts on hospital services would be granted to members of the medical profession, clergy, hospital directors, corporation members, volunteers or other groups, except for charitable reasons.

Attorney Don Middleton resigned as corporation counsel, and the firm of O'Connor, Cavanaugh, Anderson, Westover, Killingsworth and Beshears was retained as legal counsel.

Time marched on and again the bats arrived. It seems the hospital had been built inadvertently on their migration path. They used the elevator shaft as a resting place before continuing their journey. So no one would feel neglected, the bats decided to visit the patients on the fifth floor. The maintenance department was kept busy capturing bats for a while. Finally the pulmonary function director, Al Zelecki, volunteered to take his equipment to the roof and the ultra-high frequency drove them away.

Most people think of hospitals as being in the business of treating only those who are ill. Not so with Boswell Hospital! For six weeks in the spring, the hospital presented a series of health-information seminars led by health experts. Nell Redwood, R.N., M.S., home care liaison, said, "These lectures are a form of preventive medicine." The seminars were co-sponsored by the Sun City Community Association.

It was discovered a high percentage of Sun Citians suffered from respiratory problems. To help them, the Cardio-Pulmonary Department, headed by Barry Horst, organized the Huffers and Puffers, a health care club to help people help themselves. Probably one of the earliest designated non-smoking areas resulted when the club requested that DEVCO designate areas for non-smokers at public functions — a foreshadowing of things to come. This was done when the company set aside a section at the Sun City Saints softball games.

This was the start of the now extensive community education programs and support groups available to residents. National recognition was accorded the hospital for its preventive medicine approach.

The hospital was approved by the Arizona State Board of Nursing for clinical training for students at Glendale Community College.

The Rev. Dr. Frederick Smith was appointed as volunteer chaplain on a 90-day trial basis, as recommended by the Sun City Ministerial Association.

The hospital board of directors approved the Articles of Incorporation for the Sun City Hospital Foundation and, by resolution, provided a line of credit and capital fund for the establishment of the Foundation, which would be the responsibility of a separate board of directors. Offices would be in the new Lakeview Medical Center, 103rd Avenue and Thunderbird Boulevard.

In May, the Foundation was incorporated and was to act as the fund raising arm for the Sun City Community Hospital Corporation, of which Walter O. Boswell Memorial Hospital was the first operating unit. The Foundation's goal was (and still is) to provide a continuing fund to supply capital needs, future development, patient care and medical education research programs. A charter board of 25 members was announced with Mr. William B. Gay, president; Frank Boettger, vice president; V. R. Van Buskirk, treasurer and Charles Miller, secretary.

June being the month for weddings, it was only fitting that the hospital be the scene of its first wedding when the Rev. Dr. Frederick Smith, hospital chaplain and Mrs. Daphne Meilingaard exchanged marriage vows.

Before the end of the month, the hospital instituted the first hospital-based outpatient surgery unit in Arizona. This was a new service which permitted the patient to come into the hospital for minor surgery and be home the same night. Gary Turner said, "We feel this is a forward step in controlling medical costs. It keeps our rooms available for the acutely ill."

And room rates were increased: coronary care increased \$20 making the new rate \$145 a day. Intensive care increased \$5 to \$130 per day. Acute observation increased \$11.50 to \$97 per day.

July saw a change in personnel when Leon Haskell was appointed director of personnel.

It was announced that speech therapy services were now available on an on-call basis.

Two gifts were received. The hospital auxiliary gave a C-Arm Mobile Image Intensifier for use in surgery while the B-4-9 Lions Club made a substantial contribution toward the purchase of a fundus camera for use in detecting eye damage.

In August the board was advised that, because of the price-and-wage freeze imposed by President Richard Nixon, all pay raises and rate adjustments were frozen for an indefinite period.

This could not have come at a worse time as the board had just approved a rate increase to help offset a deficit budget incurred in the first year of operation. It was crucial that we have this increase. Gary Turner made a trip to Washington, D.C. and persevered until he captured the attention of a sympathetic committee member. This price-and-wage freeze was so new there were no guidelines. Turner presented a viable case and convinced the committee to grant an exception to the hospital. As it turned out, this was one of the few exceptions. Thank you, Gary Turner.

A home care nursing and homemaker service was introduced to serve approximately 40 people of the community at any one time, at an average monthly cost of \$140 and \$150 respectively. The program was to officially start on October 1.

The big news in September was the inauguration of the Telephone Information and Reassurance Service staffed by volunteers. Volunteers, under the direction of Martha Maxon and Hazel Anderson, would be on duty from

8:00 a.m. to 8:00 p.m. every day to answer questions.

The reassurance portion of the service was designed for people who live alone. Residents were invited to call in at a specific time to say "all is well." If the call did not come in, a check was made to be sure everything was all right. "This was just another step in our program of helping people help themselves," said Nell Redwood, home care liaison nurse.

During the year, Marian Clark, director of nursing, started to work with Glendale Community College to provide clinical experience for the two-year associate degree nursing students.

Not all glitches were confined to opening day. Tom Bromert had Ocie Clark prepare a detailed report on I-V additives which took more than a week to compile. When finished he took it up to the copy machine — carefully fed two of the three sheets into the machine and realized he had put them into the shredder!

The hospital chapel was dedicated by the Sun City-Youngtown Ministerial Association. It was appropriate because during the planning of the hospital, the association was asked to plan the chapel and provide fixtures. Mr. & Mrs. Howard Lentz provided the organ. Three stained-glass windows representing the Jewish, Protestant and Catholic religions — each symbolizing its distinctive faith, were installed. Twining all through the windows is a common vine affirming the oneness of the chapel for all beliefs.

A schedule for "Chaplain of the Week" was set up. Each church was assigned an equal number of weeks for the year 1971. It was suggested that patients, at the time of their admission, indicate the name of their church, which then was notified. The chaplain's office was available for conferences whenever needed.

Architectural plans, drawings and specifications for the expansion of the fourth and fifth floors were approved.

1971 indeed had been another busy and exciting year, and by now there had emerged some basic goals. Austin Turner strongly supported the concept that the goal of any organization is to attract and retain high-quality leaders. To do this, there must be opportunities to learn to challenge oneself by doing new things and being rewarded for doing a good job.

Another goal was to organize in a way that keeps the costs of operation as low as possible to meet organizational objectives.

In striving to meet these goals the organizational leadership of the Boswell Hospital (and later Sun Health) was always changing to give opportunities to supervisors to understand different aspects of hospital operation and to take on increasing responsibility as the hospital organization grew.

At the same time, the relationship with the federal and state agencies and their cost-reporting requirements necessitated careful review of organizational structure to separate and define carefully those activities related to different government programs.

Long-term financing also involved collateral considerations for bond-holders and, at the same time, the need to avoid related cumbersome and costly accounting controls.

Who said starting a hospital would be easy?

# 1972

By now, things were beginning to run smoothly. In February, the hospital exceeded its 95-bed capacity, and planning started toward the completion of the shelled-in fourth and fifth floors. DEVCO estimated the cost at \$1.04 million, plus \$215,000 for equipment.

The auxiliary, membership now numbering 670 members, raised \$60,000 through the Residents' Gallery in 1971.

Foundation President William Gay reported receipts of pledges amounting to \$272,000 toward the cost of completing the top floors, with assurance of an additional pledge of \$15,000. The employees pledged more than \$8,000, and 12 physicians made commitments.

In February, the first transfer of funds from the foundation to the hospital was initiated and plans were made to make monthly payments.

Dr. Walter Sittler was re-elected chief of staff.

Again in February, the administrator reported the average patient occupancy per day was running at 92, as compared with 82.5 in January. These had to be accommodated within a bed complement of 95.

Construction for the completion of the fourth and fifth floors was reported as being ahead of schedule with "substantial completion" expected in June. The projected opening date for the 5 West unit was set for the first week in October.

The highlight of the month took place February 16 at the Del Webb Townhouse in Phoenix in the form of a benefit banquet. The price was \$25 per person, with the proceeds to be used toward the completion of the top two floors of the hospital. Featured personalities were Bob Hope, a personal friend of Del Webb. Lawrence Welk's daughter-in-law, Tanya, was the vocalist. The banquet cleared \$25,000.

A "wish list" of pieces of equipment was made available to clubs and

organizations desiring to make a donation as a club project.

In April, the corporation bylaws were amended to clarify the relationship of the auxiliary to the hospital.

The executive committee of the board and the medical executive committee approved a histamine therapy program, a program developed by Dr. Bayard Horton at the Mayo Clinic, designed to improve the micro-circulatory system of the patient. Dr. Dorothy Macy said the program would start July 1. It was anticipated that this unusual service would be a significant step in establishing Boswell as an outstanding geriatric center serving a unique community.

The Sun City Hospital Foundation received a \$100,000 grant from the Kresge Foundation, contingent upon the local foundation raising the balance of monies needed to complete the hospital. In recognition of this gift, the hospital's board of directors designated the cardiac care nursing unit on 5 West as the "Sebastian S. Kresge Wing."

In May, the foundation reported the fund drive goal of \$1 million had been reached. Cyril Rogers was hired as executive director of the foundation, effective July 1.

On May 1, Meals on Wheels, a program to bring meals to homebound residents, was slated to start. Volunteers would deliver the food to the subscribers' homes each day at noon. Of the two meals, one would be hot and include a salad, roll and dessert; the cold meal would be a sandwich, or equivalent, plus milk and fruit. Cost of the program would be \$3 daily, payable one week in advance. Service was not available on Saturdays, Sundays or holidays. Two kinds of meals were planned; regular diet meals would be prepared by Wilcrest Restaurant in Sun City, and Boswell Hospital would supply special-diet meals to those furnishing a prescription signed by their physician which specified the recommended diet. Chairing this new program was Rena Williams, assisted by Pearl Coulter, Evelyn Bucknam and Opal Iverson.

In June, the board of directors was informed by the Board of Commissioners of the Joint Committee on the Accreditation of Hospitals, that Boswell Hospital had been approved for a period of two years, the longest period for which such recognition is given. The hospital was commended highly for maintaining these standards and for constant efforts to improve the quality of patient care.

Mrs. Roberta Shantz succeeded Mary Beth Tompane as the second director of volunteers.

Ellerbe Architects presented a master plan for expansion which took into consideration the anticipated growth of Sun City and the surrounding community and the resulting needs for additional healthcare services, including inpatient, outpatient and home care services. The plan provided for expansion of bed capacity from 99 to 156 by late 1972; to 252 by 1975 and to 380 by 1978. The proposed square footage expansion would be from 88,178 to 393,581 by 1978. The estimated cost would be approximately \$3.2 million

for the building; \$300,000 for the power plant and \$500,000 for equipment and fees to complete Step 2.

The general membership meeting of the auxiliary honored the founders and received a report that the membership had reached 697.

Provision was made to separate the hospital inpatient nurse service from the patient care service in the home. Jo Castine was appointed coordinator for home health care services. Under the new state law, the home health service must be separately licensed from the hospital; and those activities would be supervised by the new coordinator.

On July 1, the Arizona State Department of Health approved the home health care program for licensure. Mrs. Castine said, "As this community grows, we plan to expand the program to meet the needs of the community."

The home care program, or its official name, Coordinated Home Health Services, was the first full-service, hospital-sponsored home health agency in Arizona. Prior to becoming licensed by the state and certified by Medicare, it had to first demonstrate the services.

The day of the neighborhood movie house where one could while away the afternoon may be gone, but in June Sun City moviegoers were offered some old-fashioned prices reminiscent of those bygone days. The auxiliary sponsored memberships in the Alco Theater Movie Club for \$20, entitling the member to 50 admissions to either the matinee (normally \$1.50) or to the evening performance at \$2.

An expensive Cavitron/Kelman Phaco Emulsifier, equipment used in the removal of cataracts, was personally purchased by Dr. Ronald W. Barnet and placed for use in Boswell's surgical suite. It was the first in Arizona.

In July, the administrator reported an average inpatient occupancy of 72 as compared with 55 in 1971, and an active home health care service patient enrollment of 15.

Auxiliary membership had increased to 714.

During August, State Representative Howard Adams requested that the hospital provide ambulance service. A committee was formed by the board with Gerry McCarthy as chairman and John (Jim) Mead and Owen Childress as committee members. They were asked to make recommendations to the board on this matter.

Austin Turner introduced Leland Peterson who joined the hospital as administrative assistant with a master's degree in public health hospital administration. With his experience at Brookside Hospital in California, and as administrative resident at Alta Bates Hospital in Berkeley, he brought a wealth of knowledge to the hospital.

Private and semi-private room rates were increased \$3.

In September, the board approved the utilization of a mini-computer system to improve billing services.

On September 12 there were only two beds available in the hospital.

Dr. Edward DuBrow, pulmonary disease specialist, arrived September 15



as director of the department of Pulmonary Medicine. He succeeded Dr. Irving Pallin who had served as director of anesthesiology and pulmonary medicine.

The Sebastian Kresge Coronary Care Unit was dedicated on October 3 despite cloudy skies and intermittent rain. An estimated 250 people came out. During the dedication ceremonies, Mr. Stanley S. Kresge, son of Sebastian, was presented with a plaque that was later placed at the entrance of the 5 West Cardiac and Intensive Care Unit.

The annual corporation meeting luncheon was convened at the Lakes Club with Dr. Jack Layton, acting dean of the College of Medicine at the University of Arizona, as the key speaker. Cost of the luncheon was \$3.75 per person. A report showed 331 people were in attendance. An audit of unsold tickets against tickets presented at the door, showed a discrepancy of one ticket; some lady presented her beauty shop appointment card in lieu of her regular ticket!

The nursing unit of 5 East opened October 9.

Associated Ambulances' Sun City-Youngtown unit was stationed at Boswell Hospital on a 24-hour basis, according to Duncan McQuarrie, vice president of Associated. The ambulance previously had been stationed on Nevada Avenue in Youngtown and was relocated at Boswell in October under a contractual agreement. The ambulance would continue to be operated and owned by Associated. The hospital would provide quarters for the crew on duty under the agreement.

Because of overcrowding in November, five elective surgeries had to be cancelled.

In November, Dr. Sam Banks received the 1972 Surgeons Award for distinguished service from the National Safety Council for his significant contributions to prevention and treatment of accidental injuries.

November saw the second annual lecture series sponsored by the auxiliary and DEVCO. Season ticket proceeds went to the hospital. Lowell Thomas opened the series.

In December, Coordinated Home Health Services was certified for Medicare.

To end on a holiday note, hams and turkeys were distributed to all employees.

# 1973

The contract with Associated Ambulance was signed and recruiting started for a coordinator for the Emergency Medical Services. Services were to be limited to Sun City and environs with ambulances being based at the hospital. Sleeping quarters for ambulance personnel were provided in the power plant.

Health-education seminars were announced beginning January 16 and ending May 14. Sixteen topics covering a wide spectrum of interests would be discussed by hospital staff members.

The highest occupancy and the largest revenues since the hospital opened were recorded this month of January.

In February, in recognition of the excellent progress in construction and operation of the hospital, the James G. Boswell Foundation made a grant of \$1 million. Half of this grant was made available immediately, with the stipulation that these funds be used to reduce the corporation indebtedness.

The Webb Company's final construction billing for completion of the fourth and fifth floors was in the amount of \$1,035,508. It disclosed a savings of \$53,133 from the original estimate.

Long-range financing for additional expansion by a bond issue was being explored.

A little more than two years old, the hospital was being recognized for its free community-service programs. At this time, telephone reassurance, friendly visitor, community resource referrals and health education seminars were well established.

Vol. 1, No. 1 of ASRT, the official newsletter of the Arizona Society for Respiratory Therapists, Inc., came off the press with Boswell's Barry Horst as editor.

An Addressograph mailer graphotype, valued at \$2,000, was donated to

the hospital by Richard C. Brown of Wilcox, Arizona.

The Friendly Visitor program was activated, providing auxiliary volunteers to visit home care patients. "A friendly smile goes a long way."

The auxiliary, now 800 strong, donated \$22,000 for a colonoscope, gastro scope and additional monitoring equipment. This brought total auxiliary donations to date to \$76,000.

A "Statement on Patients' Bill-of-Rights," as recommended by the American Hospital Association, was adopted and copies distributed to all medical staff members.

The March 23rd issue of the NEWS-SUN reported:

*"One project can have many benefactors. The Artives of Boswell Memorial Hospital have been sponsoring such a project for just over a year. It benefits the patients, staff and visitors at the hospital by providing a variety of paintings on the walls in public areas."*

*It benefits Sun City artists by providing them with an outlet for their work. It benefits the medical staff library at the hospital by providing money to purchase current books and periodicals. And, finally, it benefits every patient.*

*Artives is a contraction of art-wives, a group of 25 wives of the medical staff who obtain paintings through the Fairway Art Club and hang them throughout the hospital.*

*"We put in a new group twice a year, then rotate them throughout the corridors, waiting rooms, lounges, administrative offices and cafeteria once every two weeks," explains Mrs. Charles Johnson, president.*

*'There is space for 65 paintings although there may not be 65 on display at any given time. Anyone who comes to the hospital can buy a painting right off the wall,' Mrs. Johnson said. Prices usually start at \$30 and purchasers can pay the hospital cashier and take the framed work home.*

*The artist receives two-thirds of the price, the Artives place the other third in their treasury. We consult with the medical staff librarian and the active members of the medical staff to determine what publications are needed.'*

*In just one year, the group has collected more than \$500.*

*Art works range from etchings to watercolor, oil and acrylic. The Fairway Art Club selects from members' work, but any Sun City artist who would like to have his work seen and purchased through the Artives arrangement may contact Cyril Nutley, club chairman for particulars.*

*Other officers of the Artives are Mrs. Leslie Taylor, vice president; Mrs. Kenneth Huey, secretary; Mrs. Peter (George) Cannon, corresponding secretary and Mrs. Donald Humphrey, treasurer."*

In April, the board, by resolution, appointed attorney James H. O'Connor as its lawful agent in and for the State of Arizona.

A donation of \$5,400 was received from the Sun City B-4-9 Lions Club, the Sun City Noonday Lions Club and the Sun City Mid-Week Lions Club for the purchase of a Corning PH Blood Gas System for the use of the cardio-pulmonary department.

Supervisory development classes, under the guidance of John (Jim) Mead, were continuing. Mr. Mead was commended for the generous donation of his time for this important task.

Being hospitalized is not wholly a happy occasion, so Mrs. Mary Beth Rody, assisted by the junior volunteers, used their imagination to make whimsical tray favors used at holiday time. She called them "get-well sparklers."

In May, on the basis of a review of projected hospital facilities utilization, it was considered possible to delay start of construction of any additional building expansion until March 1975 by using additional temporary building space. The projected completion date was extended to September 1976.

Plans were approved to expedite amortization of hospital indebtedness as rapidly as possible.

The first complete set of preliminary floor plans for the expanded facility were reviewed to determine the best possible use of available floor space. Also, a study was made to determine the best utilization of space afforded by temporary buildings to be obtained from DEVCO.

The foundation's pooled income fund received approval from the Internal Revenue Service.

Spencer Moore thanked Mary Simunich for her fine editing and guidance in the printing of the latest hospital brochure and JOURNAL issue. He reported that distribution of the brochures was going well, with the Homeowners' Association including them in the distribution of its telephone directories and the Webb Sales Department accepting 10,000 at three cents each. They were also given out with each "key inspection" and by the Welcome Wagon hostesses.

A speakers bureau was being organized in connection with the foundation. National Hospital Week coverage was extensive with a fine editorial written by Mary Simunich and printed in the NEWS-SUN. Suggestions for a slogan for the annual report were forthcoming.

Home care visits numbered 4,265 for the fiscal year ending June 1973. This was a whopping 248 percent increase over the previous year.

A new director of personnel was appointed in July. Prescott native John H. Zuckworth began his personnel work at Stanford University Medical Center, then joined Kaiser-Permanente Medical Program's Northern California regional headquarters in Oakland, California.

Junior volunteers "came into their own" with the publication of the Junior Volunteer Handbook. These young people proved to be valuable assets and were extremely well received by the patients. Who wouldn't welcome a fresh, young, smiling face? Two of the volunteers were recipients of the first scholarship awards given by the auxiliary. Both students enrolled at

the University of Arizona — one in pharmacy and the other in pre-med.

Peoria Police Chief L. H. Johnson and Duncan McQuarrie, vice president of Associated Ambulance Service, recently announced an additional link in the emergency dispatching of ambulance and medical equipment. Through the cooperation of the Peoria Police Department and the ambulance service, a direct "hot line" telephone linked the police dispatcher with the dispatcher of the Medical Emergency Communications Assistance (MECA) switchboard. This enabled direct communication between the police dispatcher and the ambulance dispatcher, and allowed for direct communication to the hospital via the switchboard without the need for dialing. Chief Johnson and Mr. McQuarrie agreed that at least 50 percent of the time needed to summon an ambulance would be saved and, in addition, the system would enable a police officer or an ambulance attendant to communicate directly with a physician or the hospital should the need arise. The system linked the Phoenix Police and Fire departments, Glendale Police, Sheriff's Office and Peoria Police into a single switchboard. The board also contained direct lines into all emergency receiving centers in the Valley and to ambulance firms serving the area.

The mountain came to Mohammed! A high-school graduation took place at the hospital. Robert Hickey was graduated from Glendale High School complete with cap and gown over a body cast. Hickey had been under treatment and confined to his bed since January 17 when he suffered multiple fractures in a car accident. Technically, he was "back in school" by February, when he began a homebound program. The principal of Glendale High School, Bruce Heatwole; Judy Starr, Hickey's teacher and his parents surprised the student with his graduation and diploma-award ceremony.

A first in the United States was recorded at the hospital with the installation of a Business and Professional Women's Club among the staff members. "This is the only one of its kind within a hospital — in fact, it is the only one within the walls of any building," according to the state executive secretary for the Arizona BPW Federation. Heading the new club were Marcell Jenkins, president; Roberta Coffman, Kay Kendall and Virginia Erickson, first, second and third vice presidents; Esther Becker, treasurer and Mary Simunich, historian.

In August, the first issue of the BOSWELL HOSPITAL PHARMACY NEWS-LETTER, containing information about new products, the problems with such products and other information necessary to keep physicians and nurses currently informed, was distributed.

Continuing their phenomenal program of donation of funds to the hospital, the auxiliary donated \$22,700 for the purchase of pacemaker clinical equipment, two electro-cardio recorders and supplies, an osometer and hot-food delivery system equipment. This gift brought the total contributions to date to \$99,657.

The board adopted a resolution setting forth standards of conduct and requiring board members and the administrator to disclose all factors that

could result in a conflict of interest.

In September, an employee tuition-reimbursement program was adopted and the action was well received by staff members. Also, in September, Helen Bartholomew was appointed as home care coordinator.

Hospital administrator Austin Turner announced a savings through cooperative purchasing. Boswell Hospital's shopping list was big enough to give anyone a headache, especially in the days of booming costs: 50 million paper towels, 150,000 loaves of bread, 25,000 dozen hamburger buns, 36 million paper cups, 15 million can liners - just to mention a few items. But, unlike most shoppers today, the buyers of these and scores of other more exotic-sounding items like "Dexamethasone" and "racemic epinephrine" think they effected great savings last year.

The Cooperative Purchasing Association of Arizona, in its fifth year of bulk buying for hospitals, announced it saved 28 member hospitals more than \$1.3 million during the year. The principle is simple: It's cheaper to buy as a group than individually.

Dr. C. Thomas Read, chief of staff, reported that 49 new physicians had been approved for privileges during the year, 17 of whom have offices in Sun City. New specialties instituted at the hospital included endoscopic and pulmonary disease services.

An architectural rendering of the hospital, showing the planned expansion including the two additional towers, was the object of a surprise presentation to board chairman William Chapman by the administrator on behalf of the "Boswell Family."

In November, new identification cards were issued to Sun City and Youngtown residents, replacing the 14,000 old cards in use. Instead of being assigned an account number, social security numbers were used, which were already being used for hospital patient records.

In keeping with his interest and desire to help the hospital, Del E. Webb made a gift of two micro-circulatory correlators, one to be used in the clinical investigation unit and the other to be available for general hospital use.

An organ donated in honor of a patient was dedicated in the hospital's interfaith chapel. The \$3,250 Baldwin Fantasia organ was donated by Mrs. Dorothy Meyer's son, T. E. Meyer of Cleveland, Ohio, in appreciation of the care his mother had received. The first organ to be donated to the chapel was placed in the Lakeview Recreation Center by the Sun City Ministerial Association for use by congregations meeting there.

The speakers bureau formed by the foundation to tell of the services offered by the hospital and the foundation was kept busy filling requests for speakers.

And so ended another year! Busy, yes! Successful beyond dreams, definitely satisfying!

# 1974

In January, Austin Turner and several board members attended a meeting of the American Hospital Association in Washington, D.C. The meeting was addressed by President Nixon. While in Washington, they met with Senator Barry Goldwater, Senator Paul Fannin and Representative John Rhodes to express their concern with certain proposed federal regulations affecting hospitals.

The now well-known annual calendar made its appearance and contained the annual hospital report. The calendars were distributed to the public at no charge.

Recognizing the need for continued support financially, the foundation made available a "newcomers" packet which contained information about the hospital, the foundation, the speakers bureau, home care program, the ID card, pooled income fund, memorials, etc.

Hospitals throughout the Valley were watching our new computer system that was handling patient accounts. Almost two years of work went into the system's design and installation. Hospital staff members and two national computer firms, one from Phoenix, cooperated in designing the mini-computer which handled professional fees, outpatient charges and the billings for hospital identification-card holders.

Using the ID card and the mini-computer, physicians could have a mini-medical history on patients in less than two seconds. Because a medical history could be obtained in a short time, emergency-room doctors knew right away what the person's past illnesses and treatments had been, and even what medicines the persons may be allergic to or may react against. The physicians also knew next-of-kin, the person's religion and family doctor or specialist who had been treating them for a chronic condition. The system attracted attention from other hospitals and computer and electronic

firms. It was considered the first of its kind in a hospital environment in the country, and the information was supplied to numerous other hospitals.

The small meditation chapel was used sometimes for individual solitude, quite often for worship services or organ presentations, but rarely for weddings. February 15 was such a rare day when Darlene Freiburger and Thomas Marcell exchanged vows. The bride had been a patient for several weeks as a result of multiple injuries and fractures from a fall from her horse. Her fiance flew in from Fort Carson, Colorado, where he was stationed. February 15 was the original wedding date and the bride was determined to go through with it. Although she arrived in a wheelchair, she was able to stand for the ceremony.

On March 18 and 19, the first free blood-pressure screenings were offered as a community service. This was a cooperative project with the Arizona Heart Association, the Physicians Club of Sun City, the Registered Nurses' Club of Sun City, the hospital's auxiliary and the Recreation Centers of Sun City participating. More than 2,400 persons took advantage of the screening conducted at Mountain View and Sundial Auditoriums.

Mrs. Pearl Coulter, president of the Sun City Meals on Wheels, reported that in 1973 a total of 8,054 meals were served and this year they projected 13,738. Special diets continued to be prepared by the hospital and regular diets by a local restaurant. (By contrast, 81,378 meals were served in 1990.)

At a board of directors meeting, Dr. Walter Sittler introduced Dr. Kevin Ware, family practice resident in the first-year residency program at the University of Arizona. Dr. Ware was here at the hospital for a trial residency during the month of March and was primarily under the supervision of Dr. Sittler while here.

Dr. Ware reviewed the residency program at the university and related his experiences and feelings about the hospital's participation in this program. He noted the university has had a family practice program for two years, and there were six residents in his group. He thought Boswell would appeal to young doctors in this program because of its fine cardiology department. He saw patients that came to the emergency room and had the on-call doctor assigned to them. He noted also that he saw about two or three cardiac patients a day. He thought the knowledge and experience that could be gained at Boswell was worthwhile for residents, and participation in the residency program possibly could generate the interest of some new doctors when selecting an area to start a practice.

In April, the hospital was again awarded a full two-year accreditation with a minimum of recommendations for improvement. This was the second consecutive full two-year approval resulting from the only two inspections since the opening. It was obvious that the staff must be doing something right.

In May, a special corporation meeting, to which foundation trustees were invited, was held to present plans for implementing steps II and III of the



master plan expansion. The corporation treasurer, reviewing the financial requirements, estimated the total cost of construction and equipping the project at \$11,829,000. Funds that must be on hand to start construction amount to \$3,019,000. The administrator enumerated the necessary approvals required for expansion of the hospital: the board of directors, the Maricopa County and the Arizona Department of Health Planning Council and the Arizona Department of Health — a time-consuming exercise. During this special meeting, Bruce Chandler discussed basic sources of funds and noted non-taxable bonds financing offered an interest-saving cost of approximately \$3 per day per hospital bed. This would represent a sizeable savings over the life of 25-year bonds. Recent legislation made this method of financing available to hospitals. With the continuing substantial increases in the cost of supplies and service, it was becoming important that new sources of revenue be explored.

The first quarter ended on a bright note when the hospital received \$250,000 representing the remaining balance of the James G. Boswell Foundation's prior grant of \$1 million.

And something *N.I.C.E.* took on a vital and important role and continued to grow. The Nursing In-service Continuing Education Program made current information and practices available to staff members.

June brought exciting activity for the auxiliary with the new — and second — Residents' Gallery opening in the Thunderbird Shopping Plaza. At this date, auxiliary membership totaled 924 plus 45 active junior volunteers. The auxiliary donated \$23,389 for the purchase of a bi-plane film changer.

Approval was granted the residency program in cooperation with the University of Arizona School of Medicine, on a student-by-student basis for the coming year.

Summer brought three promotions: Gary Turner and Marian Clark were appointed associate administrators and Leland (Lee) Peterson, assistant administrator.

On July 4, 1974, Del E. Webb died in the Mayo Clinic Methodist Hospital, Rochester, Minnesota, of complications following exploratory cancer surgery.

The board approved the continuation of the employee pension plan and, at the same time, implemented an employee savings plan.

Volume 1, Number 1 of the M.D.'s NEWS CAPSULE made its appearance. This was to be a bi-monthly news digest for the medical staff, edited by Mary Simunich.

The hospital became one of 20 health institutions in the country to join the nationwide "Infection Alert" system, a computerized system to guard patients against hospital-acquired infections. Lab results on all patients, fed into the computer, sped up the detective work of tracking down sources of infection and corrective measures could be taken before a serious out-break occurred.

In September, the hospital took on a brighter look when 50 new paint-

ings were "hung" by the Artives. Dr. Kenneth Huey, vice chief of staff, accepted a check for \$500 from the group to be used for purchasing needed materials for the medical library. This was money realized from the sale of paintings.

On September 19, William Chapman reported to the board of directors that "last June 30, 1974, we completed our first fiscal year since the opening of the hospital with a surplus — a goal we have long sought."

Retiring President Chapman was presented with a replica of a plaque which was to be placed outside the board room designating it as the "William A. Chapman, Jr., Board Room." Mr. Chapman had been president for six and a half years and during that time missed only one meeting, which was because of illness.

Finally, after much debate and discussion, the Maricopa County Comprehensive Health Planning Council approved plans to add a third tower and 55 beds.

The 1974 annual report was again printed in the format of the 1975 calendar and made available to the public. These calendars go like hot cakes. At no charge — the price is right!

To date, the auxiliary had purchased equipment for the hospital totaling \$122,077 and had 992 members.

Contributions to the hospital during the seven year period consisted of: \$2.7 million from the James G. Boswell Foundation; land valued at \$265,000 at appraisal date from DEVCO; and \$2,233,659 contributed by Sun Citizens and business firms.

With the rapid growth of the hospital, water pressure to the upper floors was becoming a major concern. To assure adequate supply, it was proposed that the Sun City Water Company furnish the water. The necessary equipment and water tank would be furnished by the hospital at an estimated cost of \$300,000 and \$100,000 to the water company.

The 4 East nursing unit was fully opened, leaving only the 4 West area not fully occupied for patient care.

The auxiliary pledged an additional \$40,000 toward the purchase of ultrasonic equipment for the radiology department and granted scholarship aid to an additional two junior volunteers.

Unfortunately, the end of the year brought a necessary room rate adjustment of 10 percent. This was needed because of inflation and escalating costs of supplies and equipment.

On the move again! One of the temporary structures located west of 105th Avenue went into service with the moving of several departments to quarters in that building.

Maricopa County approved the hospital's application for the issuance of tax-exempt bonds.

Since none of the pharmacies in the area provided all night service, the hospital opened its pharmacy to the public from 9:00 p.m. to 9:00 a.m. Sunday through Thursday. It was expected most of the business would come

from the emergency room; however, it was open to the public. Prescriptions could only be filled from the originals. This was just another example of meeting community needs.

Sun City had experienced a growth of from 4,000 to 5,000 residents a year, and this, together with the growth of the surrounding areas served, made it imperative that facilities, services and staff be provided to meet this need. For those reasons, the past year was filled with planning for both immediate and future demands.

A review of the year disclosed many outstanding accomplishments and developments. Boswell Hospital had taken its place as a major Valley hospital, providing services comparable with the best, and leading other Arizona hospitals in several procedures and services. Increased use of the hospital and the many important community health services created a need for more hospital beds, more skilled personnel and the necessary funds to cover the cost now — and in the future.

There was still a lot of work to be done.

# 1975

Ever cognizant of the continued need for capital fund raising, William Nix Associates conducted a study to determine the feasibility of arranging with Maricopa County the issuance of tax-exempt bonds for the purpose of obtaining monies to proceed with expansion of the hospital. This report was favorable, and work started on a proposal to be submitted to the Maricopa County Board of Supervisors.

The recently initiated Savings Plan Trust Agreement for Employees was approved by the Internal Revenue Service.

Because of increased need, laboratory service was stepped up to seven days a week, 24 hours a day.

February showed the hospital was operating with an average daily census of 132 inpatients, and revenue generated by both inpatient and outpatient services was the highest to date.

In March, BOSWELL HOSPITAL PROCEEDINGS, the first medical journal produced by an Arizona hospital, began twice yearly publication. The new journal, containing clinical articles written by members of the hospital's medical staff, was sent free of charge to all registered Arizona physicians, medical schools, hospital libraries and to retired Sun City physicians. The PROCEEDINGS included original articles, case reports, editorials, topical reviews, preliminary reports, book reviews and medical news in the broad fields of medicine and surgery. Dr. Bayard Horton, hospital director of medical research, served as editor-in-chief. Publication was financed by a grant from DEVCO. The PROCEEDINGS was most favorably received by the medical fraternity in Arizona and by medical schools across the country.

The hospital's fourth employee, Marian Clark, had completed five years of service and received a five-year pin.

Because of the good record which the hospital had established in its

employees' accident rate, it was possible to improve the employee health insurance program materially without an increase in premium. The maximum benefit was increased to \$50,000 and supplemental accident coverage was added to the benefit.

For the fourth straight month (April) the hospital operated in the black. During the first quarter of the year, the average daily census was 126.8, and the length of stay averaged 8.1 days.

In the employee's favor, the length of service requirement for an employee to be 100 percent vested in the hospital's pension plan was reduced from 15 to 10 years.

The annual report of the auxiliary showed an income for the fiscal year ending June 30 of \$68,785.34. Hospital equipment purchased totaled \$161,077. In addition, commitment for an additional \$87,000 had been voted for the purchase of an automated clinical analyzer for the clinical laboratory. The auxiliary now had more than 1,000 members.

A new director of volunteers, Mrs. Dorothy Koehn, succeeded Roberta Coffman Shantz.

As in 1990, abortion was an issue; in 1975 a revised abortion policy necessary for all hospitals was put into effect, including Boswell. However, it was not expected it would find much use in our "geriatric oriented" hospital.

The seemingly endless and hopeless task of attempting to obtain approval for increasing the bed capacity and for the completion of the necessary ancillary support facilities kept members of the board and administrative staff busy and discouraged at the slow progress. Approval must be granted by the Maricopa County Health Planning Advisory Council and the Arizona Department of Health Services. Expansion approval was denied because the council based its decision on the hospital's occupancy rate of 62 percent of its licensed beds. But actually, there were only 151 beds available and the first five months of this year showed an 88 percent occupancy. A good example of political football.

An employee benefits administration committee was appointed by the board of directors to administer the various benefit programs of the hospital, including but not limited to the savings and pension plans. The appointment of the committee was in conformity with the requirements of the Employee Retirement Income Security Act of 1974, commonly known as E.R.I.S.A.

Patient opinion-survey forms designed to learn the opinions of patients with regard to services, and which were distributed for return after discharge of the patients, showed that, in the opinion of those responding, the service rated 3.90 with 4.0 being perfect.

The second edition of the BOSWELL HOSPITAL PROCEEDINGS, the professional publication edited by Dr. Bayard Horton, was distributed. Many fine comments had been received from those who had examined the first edition.

"Boswell Hospital Goes Hollywood for Nursing Film" read the headlines in the November 15, 1975 issue of the ARIZONA REPUBLIC. The surgical

suite was temporarily converted into a movie studio for the filming of an educational film on the "Fundamentals of Aseptic Techniques." The film was written, directed and produced under the direction of Phyllis Wells, R.N., operating and recovery room supervisor. The film, done under the auspices of the Association of Operating Room Nurses, was financed by Davis and Geck, a division of American Cyanamid Company.

To facilitate patient admissions, the board approved the establishment of the pre-admitting department located in the Lakeview Medical Arts building.

Twenty-four hour paramedic service started in December when the hospital officially received certification as an emergency center by the Arizona Department of Health Services. Boswell was the only such center in the northwest area of the county and also would serve Youngtown, El Mirage, Surprise and Peoria. Fully qualified paramedics were able to perform life-saving techniques in the field while in voice communication with the emergency room physician.

During the year, the hospital ran out of space for potential support services and leased buildings from DEVCO. They were located west of 105th Avenue across from the hospital. Administrative services took one building; outpatient and clinical services another. Other moves included data processing, outpatient billing, personnel, public relations and the volunteer office.

Complicated new federal and state health care laws and regulations necessitated the spending of considerable extra time and effort by all concerned with the hospital. Administrator Austin Turner said, "We are now thoroughly under bureaucratic control, both in Arizona and Washington."

Boswell completed five years of operation on November 15. On opening day, there were six patients; On the average day for the first months of this year, there were 135: 100 residents of Sun City, 29 from surrounding communities and six from out-of-state. Before the hospital opened, fewer than 10 physicians had offices in Sun City. Now, more than 180 doctors were on the medical staff (87 having offices in the Medical Arts Building adjacent to the hospital) to serve the patient needs.

Yes, in five years we've come a long way!

# 1976

The Clinical Laboratory reported that an automated analyzer, having been in use for six months, had significantly improved the quality of service in the areas for which it was being used. The laboratory could now give 24-hour service for tests for inpatients; test results were available to professional personnel on the nursing floors by 1:00 p.m., and the results of patients in acute heart and health areas by 8:00 a.m. These included 76 percent of inpatient chemistry studies. Approximately 12,190 tests were performed during these six months, generating a revenue of \$171,032. This represented a doubling of the cost of the equipment.

A report from the volunteer services department disclosed that 81,243 hours of service by the auxiliary volunteers had been donated during 1975.

Shortage of available beds was causing great difficulty. On midnight of January 13, there were 173 patients in the hospital, and it was necessary to postpone 10 admissions. At that time, the hospital was staffed to handle 161 patients. When that number is reached, the admissions stop, but emergencies keep coming.

A gift in the amount of \$2,000 from the medical staff was announced as follows: \$500 to assist in the publication of the BOSWELL PROCEEDINGS; \$500 for use in the medical library; \$500 toward the education of medical students and \$500 toward installation of a laminar flow unit in the operating room.

The reports of a recent survey of rates and the charges of the various Valley hospitals, prepared by the Arizona Department of Health Services, showed that Boswell compared favorably with other area hospitals. Semi-private rates at St. Luke's, Good Samaritan, Phoenix Memorial Hospital and Glendale Samaritan were all higher than those charged at Boswell.

In February, records showed that the average daily census for January was

144.5 — the highest for any month thus far. Further, records also revealed that approximately 25 percent of the surgeries performed involved ophthalmology — an “eye opener.”

Dr. Bayard Horton introduced Miss Evelyn Huettle to the board of directors, a victim of a very unusual eye condition. Dr. Horton commented on the success he had in using histamine in her treatment. He plans to continue the study to determine if histamine proves to be more useful than penicillin.

The State of Arizona finally issued a permit allowing the hospital to proceed with construction of the planned expansion within 120 days. The president of the board was authorized to renew a preliminary underwriters' agreement with Bache, Halsey, Stuart, Inc. to set in motion the necessary mechanics to obtain the financing of this planned expansion.

The Boswell Foundation reported the receipt of pledges totalling \$1,048,930 to the advancement fund in its general public fund-raising campaign.

Thirty-two junior volunteers received awards for having given 6,000 hours of service between February 1, 1975 and January 1, 1976.

The Sun City Radio Club, in conjunction with the Department of Civil Defense, offered to provide emergency communication services, using the hospital as a base station. This offer was accepted enthusiastically.

The editors of BOSWELL HOSPITAL PROCEEDINGS JOURNAL were accorded a very high honor when the American Medical Association extracted, for publication, an article from the PROCEEDINGS. Ordinarily the association condenses articles from scientific journals but made an exception in this case, thus Boswell's hospital journal was the first from which the AMA abstracted. Nice work!

Plans for steps II and III of the long-range expansion had an estimated cost of approximately \$15 million. How quickly costs had escalated since 1969.

And once again the Joint Commission on the Accreditation of Hospitals granted Boswell another two-year approval.

A construction contract with DEVCO was signed in May, along with a covenant contract and agreement with the Maricopa County Department of Building Safety, for construction permits to complete steps II and III.

Gifts continued to come in. A Tomac Ultrasonic Model 1700 was donated by Mr. William Freidrick, and Miss Winifred W. Eliason gave \$2,242.50 to be used toward the purchase of X-ray equipment.

The auxiliary reported its total earnings for May as \$7,419.44 and its membership as of June 15 had climbed to 1,095. A total of \$87,000 was turned over to the hospital during the fiscal year, bringing the total contribution for equipment by the auxiliary to \$248,077. There were 90 male members of the auxiliary. They have become a very necessary group when it comes to volunteer hours and financial contributions.

Dr. G. A. Peters agreed to fill the vacancy caused by the retirement of Dr. Dorothy Macy in the clinical investigation unit. Because of recent publicity about the histamine therapy work previously done, more than 70 calls were



received from all over the country from individuals desiring histamine treatment. Dr. Peters plans to supervise the clinical investigation unit four mornings a week, and on Tuesday and Thursday afternoons he will do allergy consultation work, which is an area of specialization. He was the only board-certified allergist in Sun City at the time. Working with Dr. Peters was Vernie Verhoeven, R.N.

To commemorate the United States' bicentennial, a replica of the Bennington banner, considered to be oldest known version of the American Stars and Stripes flag, was obtained and flown over the hospital for the remaining months of the year. A flag-raising ceremony took place June 11.

A review of the operations during the fiscal year ended June 30 showed a remarkable growth since the first patient was admitted November 16, 1970: total patient days 47,000; average daily census 128.8; operating room procedures 3,262; emergency room visits 8,080; laboratory tests 100,086; EKG examinations 9,384; EEG examinations 695; pulmonary function tests 4,336; respiratory treatments 56,367; X-ray examinations 23,569; nuclear-medicine examinations 2,531; medication units administered 376,786; physical-therapy treatments 24,824; home-care visits 3,630; meals served 251,068; total admissions 5,493 and average length of stay 8.6 days. The percentage of Medicare patients was 77.1 percent.

It was obvious the hospital was outgrowing its space, and breaking ground for the third tower could not have come at a more propitious time. The story from the ARIZONA REPUBLIC on July 20, 1976 best described the event:

*"About 300 persons gathered in the early morning heat Monday for the groundbreaking of the \$10.3 million tower addition to Boswell Memorial Hospital.*

*The Sun City Six Minus Two musicians enlivened the occasion with old favorites like 'You're in the Money,' and 'Sunny Side of the Street.'*

*John W. Meeker, President of the Del E. Webb Development Company wielded a jackhammer to break through the asphalt for the new construction which will add 164,629 square feet to the hospital.*

*Hospital board of directors took turns moving dirt with a shovel used by the late Del E. Webb and William W. Boswell, in the first groundbreaking ceremony for the hospital in 1969.*

*John R. Mead, president of the Boswell Hospital board of directors and Bruce Chandler, vice president of the Valley National Bank tried to burn the note for nearly \$42 million covering indebtedness on prior hospital construction. The paper had been fire-retarded for the ceremony and refused to burn. Chandler solved the problem by tearing up the document and tossing it into the hole opened by the groundbreakers while the musicians played 'Taps.'*

*Henry S. Raymond, vice president and general manager of the J. G. Boswell Company, announced that the James G. Boswell Foundation pledged \$1.2 million toward the new tower. The Boswell Foundation*

*already has given \$2.7 million to the hospital.*

*Sun City residents and businesses subscribed \$1,824,000 to help retire the old indebtedness. The new tower with connecting spline and equipment is expected to cost \$12.7 million.*

*The new tower project, to be built by the Del E. Webb Construction Company, is financed by \$16,950,000 in non-taxable bonds issued by Maricopa County and underwritten by Bache, Halsey, Stuart, Inc. Charles Hoyt Associates, Phoenix area local architects, along with Ellerbe Association of Bloomington, Minnesota, are consulting architects.*

*Construction will require about 22 months. At its completion, Boswell Hospital will have 261 beds. A major part of the new program is to increase space available for the diagnostic and therapeutic services of the hospital."*

When the hospital issued the non-taxable bonds, the issue was quickly sold out, once again proving strong community support, as by far, the majority of sales were to Sun City residents.

Utilization of the "Pre-Admit" unit, located in the Lakeview Medical Arts building, was on the increase and this resulted in decreased traffic in the admitting department. This shortened the time required to get patients to their assigned rooms.

Because of the construction, parking patterns and habits were changed radically. Visitors, volunteers and board members had to park in the east lot, while employees parked in the west lot and the lot at 103rd and Burr Welch Drive.

A payment of \$300,000 was received from the James G. Boswell Foundation representing a payment on their pledge to the hospital of \$1.2 million.

The kitchen staff was happy to learn that the patient-opinion survey gave the food service department a rating of "Satisfactory to Excellent."

A revised schedule of charges, to become effective October 1, included \$73 per day for a semi-private room and \$87 per day for a private room. Rates varied in different nursing units such as acute observation, intensive care, coronary care, etc.

At the regular meeting of the board of directors, approval was given to purchase 55 each of a new type of electric bed, side rails and overbed stands. The total purchase price for these items was \$82,420. (No bargain-discount rates here). Approval also was given to purchase X-ray equipment for the three new X-ray rooms in the amount of \$390,000. No wonder fund raising drives were an ongoing event.

The remaining rooms in 4 West nursing unit were opened, bringing the hospital to its full complement of 173 beds, including coronary and intensive care. Last winter, the highest occupancy in the hospital's six-year history was recorded. The average daily census was up more than 12 percent from the preceding year, and this figure continued to rise.

The hospital now had a complete cardiology service and a board-certified

cardiologist, Dr. Eugene Schwartz, who coordinated the coronary care unit and the cardiology department.

At the end of the year, the administrative offices moved to the temporary administrative service building located west of the hospital. This was a temporary move permitting the remodeling of the administrative services area in the hospital.

The personnel rules were amended to provide that all periods of excused leave-of-absence-without-pay should be calculated as service for the purpose of retirement credit. This was another step to bring the policy into conformity with the requirements of E.R.I.S.A. of 1974.

Twenty-four hour paramedic-manned ambulance service was inaugurated at Boswell. The hospital now was classified as an emergency center by the Department of Health Services.

Another fruitful year came to an end!

# 1977

The first chief of staff of the hospital retired because of ill health. Dr. Walter F. Sittler did much to help build the medical staff into a strong and viable unit.

The administrator explained that he was considering a request to revise the auxiliary membership requirements regarding male volunteers. At present a male volunteer did not need to be a member of the auxiliary. It was proposed that in the future all new male volunteer workers at the hospital would be required to be a member of the auxiliary. It did not appear this would be a problem or cause any severe hardship as dues were only \$1.

Meals on Wheels continued to grow and last year delivered 19,814 meals to shut-ins.

Discussion was conducted on the question of the chief of staff being paid \$12,000 per year by the hospital for his/her services. The committee recommended that this matter be tabled for a year, and it was returned to the medical executive committee on that basis.

The retired Rev. Gerhard Barthel, a Lutheran minister, was appointed to serve on a part-time basis as hospital chaplain with compensation to supplement his Social Security. He would be working out of the chaplain's office on a regularly scheduled basis. The chaplaincy program was to be covered in the next issue of the BOSWELL JOURNAL.

DEVCO announced that 714 houses were sold in Sun City during the first three months of the year and that a total of 1,800 living units had been sold since the preceding January 1. This made it obvious that the hospital would need additional space at an early future date.

The Artives continued to be busy and presented a check for \$418.25 to be used toward the purchase of a Mack 12 Wright Respirometer to monitor patients' breathing during surgery.

In April, Austin Turner was installed as president of the Arizona Hospital Association.

An announced inspection of the hospital by a representative of the Occupational Safety and Health Administration (OSHA) was conducted in the spring. No significant violations were found.

The hospital heartily endorsed the paramedic unit. The hospital contracted with a group of emergency physicians, headed by Dr. Henry Eshelman. A State Health Department official, who observed paramedic units across the state, described the Boswell/Associated set-up as the best in Arizona. He had similar praise for the continuing education of the paramedics.

In the near future, a biomedical telemetry system that would transmit instrument reading taken by paramedics at an accident scene directly to the emergency room would be in use. This would make for faster service once the patient arrived at the hospital.

The foundation reported that it had received \$8,750 from the United Steel Workers as a memorial to Mr. Joseph P. Malony. Another donation of \$1,000 was received from the Pope Foundation for the purchase of orthopedic equipment.

Upon recommendation of the administration and nursing services, the hospital purchased a Motorola internal paging system at a cost of \$40,483.50.

June saw another topping-out ceremony. Articles in the June 18 ARIZONA REPUBLIC and the June 21 NEWS-SUN best describe the ceremony.

*"Labor Foreman Mal Gibson, wearing white formal evening dress and gesturing grandly — like an impresario — presided over the pouring of the last bit of cement into the recess which contained the silver time capsule.*

*In the cylinder was a copy of an appreciation letter, along with lists of contributors, a copy of the day's program, a souvenir key ring marking the occasion and turquoise pieces placed by Austin Turner, hospital administrator, for good luck.*

*It was Boswell Memorial Hospital's topping-out ceremony Friday to celebrate completion of major construction work on the 261-bed expansion.*

*Then, to the tune of 'On the Trail of the Lonesome Pine' played by the organist, Boswell auxilian Mrs. Richard ("Mid") Hill, a worker affixed a pine tree to the top of the connecting spline between the east and west towers. Addition of the pine tree is said to be an historical ceremony for such events. One version is that the pine tree indicates that no one was killed during construction of a major project.*

*The organist switched to a new tune, 'Release Me', a whistle blew and a flight of 261 red and yellow balloons were released to float upward to the tune of 'Up Up and Away'.*

*The ceremony began with a welcome from John (Jim) Mead, president of the hospital board, who briefed guests on the topping out and made introductions of principals involved in the expansion."*

On a more somber note, the Arizona Supreme Court rendered its decision that the hospital could require the medical staff to carry liability insurance. This decision was to be challenged.

On July 9, Dr. W. Walter Sittler died. Dr. Sittler served on the advisory committee to Boswell's board of directors prior to the opening of the hospital and became chief of staff in 1970. He held that position until 1974. He came to Sun City from the Northwestern University School of Medicine.

The first physical-therapy student arrived in late summer for a five-week clinical experience. The University of New Mexico was responsible for physical examinations, malpractice coverage, personal and hospital medical coverage and Workmen's Compensation in the event of injury during this period for the student.

Approval was granted for a 10.3 percent increase on room rates effective September 1. The increase was needed because of inflation and additional operating costs. The increase boosted the price of a private room from \$87 to \$96 per day; semi-private rooms went from \$73 to \$80.50. The last prior increase of 6.8 percent was granted the previous October.

In August, the PHOENIX GAZETTE published one of Art Buchwald's columns. Under his "Odds and Ends" he wrote, Frank Sinatra was turned away for treatment from Boswell Hospital after a fight the other night because he wasn't wearing a tie. When told by a reporter whom he had turned away, the chief surgeon said, "I don't care if it was Richard Burton himself, the hospital has to maintain a decorum or we'll lose our clientele." Is this fact or fiction? Will we ever know?

True to his philosophy of equal employment opportunities, Austin Turner announced the appointment of Grace Jones to the position of assistant administrator on September 27. Grace received her undergraduate degree in medical economics from the University of California, Berkeley, and a master's degree in public health. During her 12 years at the hospital, she served as vice president, administrative services and executive vice president, chief operating officer, Boswell Hospital and later Del E. Webb Memorial Hospital. She resigned August 7, 1990 to pursue doctoral studies at the Wharton School of Finance.

September was another financially good month in that the estate of Aetna M. Newman distributed \$10,000 to the hospital.

The statistical reports for July and August showed substantial increase in volume over the preceding year. Occupancy for July and August averaged 81.1 percent compared to the average occupancy for the first two months of fiscal 1977 of 66.7 percent. Activities in all hospital departments were up with a few minor exceptions. Home-care visits, in particular, showed double activity compared to last year. Patient days were running 7.5 percent over budget projections and 21.6 percent over last year for the first two months.

The Good Samaritan Hospital's mobile hemodialysis unit treated seven patients last month and expected 15 patients in October. Because of the increase, Good Samaritan recommended Boswell provide this service. A cer-

tificate of need for such was filed with the state.

A heretofore unknown side of Austin Turner came to light in a feature story in the NEWS-SUN of September 30, 1977. It was revealed he was a rockhound of long standing and was even the owner of a turquoise mine know as the Red Mountain Turquoise Mine. At the other end of the spectrum, he has his own "cattery", raising "Moqui" Siamese cats and he organized the Turquoise Cat Club of which he was president. Rocks and cats gave a nice break from hospital concerns — what a great balance!

In October our lack of patient-care facilities was dramatically demonstrated when, for the first 26 days the average daily census reached 172 at the same time our bed complement was 173.

It was reported that the hospital, by buying through the Cooperative Purchasing Association, had realized a savings of about 15 percent on the materiel purchased amounting to approximately \$150,000.

Like cold stethoscopes and funny nightgowns, one inevitability of a hospital stay is trying to swallow a mountain of multicolored pills the medical staff provides for ailments. Because of their age, and the likelihood of multiple ailments, patients do even more pill swallowing than the national average, according to the hospital's director of pharmacy services, Tom Bromert.

To help keep this medication straight, and reduce the likelihood of serious drug interactions, Bromert was instrumental in bringing the Total Pharmacy Computer System to the hospital. The computer works by entering each patient's medication and personal information in its memory bank. As the prescriptions and the number of doctors for the patient increase, the computer keeps the pharmacist informed if there is a question of dosage, the possibility of allergic reaction, or a drug interaction.

The computer system, the first of its kind in the Southwest, helps the pharmacist keep the physicians and nurses up to date on the patient's medication. If there is a discrepancy in the medication, the pharmacist discusses it with the physician before the patient is administered his first dose. The computer also prints out the billing document, so the patient is charged only for the medication and dosage he received during his stay.

This procedure frees the pharmacist to give more time to work on the hospital's clinical program. He also acts as a consultant for both hospital personnel, and at the physicians request, for homebound patients.

The Kresge Foundation of Michigan awarded a \$100,000 challenge grant to be applied toward the construction and furnishing of Tower Three. The grant was conditional upon raising the balance of the needed funds, estimated at \$444,000 in community contributions and pledges by July 15, 1978. The challenge was successfully met before the deadline date.

A cardiac rehabilitation program got under way the last month of the year. Dr. Edward Smith, under the direction of Dr. Eugene Schwartz, director of cardiology, would be in charge. Arrangements were made with the Recreation Centers of Sun City, Inc., to use gym space three days a week. Hospital

facilities would be used for treadmill and other testing on a fee-for-service basis.

Also, during the last month, in a decision of the Arizona Supreme Court, the right of hospitals to require members of its medical staff to carry professional liability insurance was upheld.

Approval was given for a one-year trial experience for the pulmonary rehabilitation program.

So ended another year of growth and challenges met.



# 1978

In January DEVCO announced the start of construction of homes and of supportive facilities in Sun City West, an entirely separate development. The expected ultimate population of this new community would be 75,000, and the combined population of Sun City and Sun City West would be 81,375 by 1984. This increased population would further strain Boswell Hospital's facilities. It was reported that Sun City is now completely sold out of home sites.

Lip reading classes were initiated by the speech pathologists for community residents.

W. A. Turner, chief executive officer and administrator, was appointed by Gov. Bolin of Arizona to the State Health Coordinating Council for a term of three years.

A transfer agreement between the hospital and Beverly Manor Convalescent Center was executed. Beverly Manor was located on 103rd Avenue between Thunderbird Boulevard and Santa Fe Drive.

Because of the extraordinarily high occupancy rate, a priority system of patient admissions was set up; priorities in order were emergency, urgent and lastly, elective.

A first time hospital-wide department of education was implemented under the direction of Dr. Martha Newby, a registered nurse with a doctorate in education. Prior to coming to the hospital, she was coordinator for continuing education in the allied health fields for the Maricopa County Community College District. The department will serve the entire hospital staff, not just nursing. On July 19, 1980, Dr. Newby took on additional responsibilities when she and orthopedic surgeon, and a future chief of staff, Dr. John Brennen, were married.

The board of directors approved the recommendation of the executive

committee to establish a non-profit corporation to clearly separate non-patient related revenue activities from hospital operation. It is anticipated there will be a distinct tax advantage as well as enabling the determination of Medicare reimbursement amounts from the Social Security Administration.

Before the end of February, the foundation announced it had surpassed the Kresge challenge grant by raising \$454,729. Since the Boswell Foundation's (later Sun Health Foundation) inception in 1971, it had raised \$4.5 million.

Meals on Wheels reported that in 1977, a total of 25,640 meals were prepared by the food service department at a combined cost of \$39,935. Meals on Wheels clients pay \$3.50 a day for the service, which covers the cost of the meal.

The new "C" wing was gradually being occupied department by department, beginning with the emergency room.

Esther Becker was the first employee to receive lifelong retirement benefits.

The administrative recommendation to change the personnel rules by granting an additional holiday was approved, and the change went into effect on the next occurrence of Washington's birthday. This brought the total of paid holidays to eight.

The pay rate for employees "on call" was increased to \$1.25 per hour!

With the heavy use of the hospital, it was fitting that the third circular six-story tower was completed. The additional 88 beds were to be put to good use.

One of the local residents, Nat Zausner, expressed the sentiments of many of the people living in Sun City when he wrote . . .

*"The Boswell Memorial Hospital  
Is more than mortar and brick  
More than the dedicated staff  
Who care for the injured and sick.*

*It is a retirement community in action  
A monument to blood, sweat and tears  
A Taj Mahal in the Arizona desert  
Built to serve many, many years.*

*Supported by the Boswell Society  
And many talented, devoted volunteers  
Who bring skills and expertise  
Acquired in their working careers.*

*We who retired in beautiful Sun City  
Have much to be thankful for, indeed  
For the valuable contributions  
Of this most remarkable breed!"*

With the completion of the third tower, plans moved quickly ahead for the fourth and last tower when an application for 84 additional beds for Boswell, and further, to build a hospital in Sun City West with a capacity of 175 beds, was forwarded to the Central Arizona Health Systems Agency. If only one could just go ahead with the building without having to go through all the political gymnastics and red tape!

The board approved an administrative recommendation to amend personnel rules to provide for an increase in the differential pay rate for employees who work the evening and/or night shift.

The auxiliary contributed \$30,000 toward the purchase of phaco-emulsifier equipment for the operating room. And the Artives donated \$655 for a charting table for the new nursing unit.

The big event in May was the dedication of the third tower on May 6. Complete with the Luke Air Force Color Guard and music by the Sun City Statesmen, the ceremony was well received by several hundred people. Key-note speaker was Dr. Merlin K. DuVal, vice president, Arizona Health Services Center at the University of Arizona. When the hospital opened in 1970, there were 31 physicians having hospital privileges; there are now 141 physicians.

A sum of \$20,000 was raised by Sun Citizens and members of the United Steel Workers Union to underwrite the third floor visitors' lounge in the new tower. The lounge was dedicated to the memory of Joseph P. Malony who had served as international vice president of the USWU. He retired to Sun City in 1973. Among those present at the ceremony were I. W. Abel, retired president, USWU; Frank McKee, international treasurer, USWU; and Mrs. Malony.

Miss Marion Clark, associate administrator and director of nursing since the beginning of the hospital announced her resignation. Her plans were to pursue a doctoral degree in business administration at Arizona State University.

Miss Clark effectively directed the initial staffing and equipping of the hospital nursing service when the hospital opened in 1970. She established and maintained nursing service policies and procedures which have been highly complimented by accreditation and state inspection teams. She demonstrated a consistent loyalty and dedication to her profession and created strong support from nursing service leadership. She developed broad community health outreach programs to meet resident health needs, including Arizona's first full-service home health agency; periodic community health surveys; public education programs; reassurance services and small group health programs using volunteers whenever possible. All this was done on a very cost-effective basis.

A new director of nursing was found within the hospital with the appointment of Mrs. Helen Bartholomew. Mrs. Bartholomew, R.N., M.S.N., had been with the hospital since its opening in 1970. At that time she was an instructor in the nursing inservice program. Later, she assumed the duties of

home care coordinator and was instrumental in making the home care department one of the hospital's most effective means of returning a patient to active life in the home environment. The new director was a native of Darlington, Pennsylvania and earned her nursing diploma at Jameson Memorial Hospital in New Castle, Pennsylvania. She earned her bachelor's degree in nursing at Arizona State University and her master's degree at the University of Arizona.

The board of directors approved amendments to several personnel rules, all intended to benefit employees: reduction in probationary period from six months to three months; increase in pay scale for sick leave for employees regularly assigned to evening or night shifts; providing the same rate per hour for paid leave as for normal working periods and payment of time-and-a-half for work performed on holidays.

Unfortunately, the director of personnel services since 1974, R. Edwin Burge, became ill while at work and succumbed shortly thereafter. Hence, he did not see the results of the survey by Hay Associates who were studying the hospital's programs of employee compensation, benefits and recruiting procedures to see how they could be improved.

Construction of the sixth operating room got under way in September.

A 10 percent premium for part-time employees in lieu of employee benefits given to full-time employees was approved.

A discrimination complaint alleging the hospital discriminated against brown-skinned Mexican-Americans was brought to the attention of the board of directors. This matter received considerable discussion as it was, and is, a very sensitive item with hospital personnel.

Each year, the emergency room sees more and more patients. During the fiscal year 1977-78, a total of 10,719 patients were treated.

There was an increase of 23 percent in the utilization of the home care department, and the activities of the gastrointestinal laboratory increased 100 percent. During the same time, the surgical suite handled 4,569 cases and the outpatient surgery increased 300 percent. Food service prepared and served a total of 323,000 meals; 889,000 pounds of linen were used, an average of 16 pounds per patient per day.

By October, the auxiliary had a membership of 1,296, and it was reported that during September 8,982 hours had been recorded by volunteer personnel. The auxiliary really was proud of their junior volunteers and the work they did. This year, 29 area students from six high schools made up this cadre. To encourage their interest, the auxiliary continued to award two scholarships each year. And the men continued to play an important role. In the beginning, men could not join the "women's" auxiliary. During the last 12 months, 127 male members contributed 20,484 hours, working in all phases of the auxiliary. And work they do . . . one man strapped a pedometer on his ankle one day and discovered he had walked six miles! That's one way to keep fit!

In November, the nursing service department designed and implemented

a program which was to bring registered nurses, who had for one reason or another discontinued practice, back into the labor force in the health care field by offering a refresher course. This was another step taken to attract and hold competent nursing personnel.

To meet the demand, the radiology department expanded its service to 24 hours a day, seven days a week with a radiologist on duty.

To relieve the weekday crush in the operating rooms, elective surgery was scheduled for Saturday.

A new non-profit organization received approval. Sun City Patient Services, Inc. was, among other things, to handle billing for physicians' services. The board of directors of the Sun City Community Hospital (Boswell) would also act in the same capacity for Patient Services.

Mr. Phil Hanson was appointed personnel director having served in that capacity for 14 years at the University of Utah Hospital. Mr. Hanson is a rarity — a native Arizonan.

Dr. Paul Sandler, director of the renal division, announced his plans to open a dialysis service to serve the Sun City area. The hospital cooperated with Dr. Sandler and filed the necessary papers for federal and state approval.

It is difficult to comprehend, but in 11 months, the auxiliaries logged 140,000 hours. An effort of truly unsurpassed dedication and generosity, not to mention wages saved the hospital.

The continuing shortage of nurses saw no let-up. At the end of the year, a program was established whereby employees who were responsible for recruiting qualified personnel could be awarded a cash bonus. Any employee who recruited a registered nurse who accepted employment and who stayed so employed for at least six months would receive a bonus of \$200.

The year ended with a Christmas open house for employees, volunteers, directors and members of the corporation in a festively decorated cafeteria.

# 1979

A survey of Maricopa County, and of Sun City in particular, disclosed that only one percent of the residents in Sun City are under the age of 45 years as compared with 70 percent of the residents of the county being in that age bracket. Also, the number of residents of Sun City who were older than 65 was five and a half times the number of such residents who live in the county! This survey was being used to demonstrate the greater need for hospital beds per thousand population in this retirement community as opposed to the need in other areas.

The board authorized affiliation with the Phoenix Area Health Planning Consortium. Also approved was the implementation of clinical investigation procedures in Boswell and the establishment of a fund to finance the program.

The hospital rule requiring board approval, with recommendation of the administrator, for an employee to be retained beyond his 65th birthday was amended by increasing the age limit to 70, bringing the hospital in compliance with a recently changed federal law.

Nursing Unit 5-C opened with 10 beds bringing the bed complement to 210. At that time, the unit was limited to patients having elective surgery and requiring no more than a six-day stay.

The bed complement was now 210 with as many as 205 of these being occupied at one time. The average daily census of 180.8 was the highest in the hospital's history.

The health education department started the new year by offering two mini-seminars. These were free and structured so as to allow feedback and questions directed to the physicians conducting them. The seminars were scheduled on a regular basis throughout the year.

The nursing department created a new position, nurse recruiter and named

Mr. Ted Hazen to the position. Hazen had a bachelor's degree in nursing and was working toward a master's degree at Arizona State University in health services administration. He was to recruit nationwide, visit colleges, nursing schools, advertise, etc. After a big snow storm in Boston, he placed an ad in the BOSTON GLOBE encouraging nurses to relocate to sunny Arizona. There was one nurse he did not have to recruit — his wife Melba already was working at Boswell Hospital.

A campaign to stimulate employees to submit suggestions for improvement and for cost-saving ideas identified as *B A D* suggestions that save a *Buck a Day* was well-received and entered into by the employees and proved profitable. A total of 821 *B A D* ideas were submitted resulting in an estimated savings of \$100,000 over the years. Each employee contributing an idea for the first time received a *B A D GUY* mug. The next idea from the same employee won him a rubber buck redeemable in the cafeteria. Top prizes were "cost effective" blazers — no sleeves, no buttons. The campaign, highly motivational and packed with gimmicks, reached its goal of \$100,000 of money-saving ideas in two weeks. And everybody had fun.

In February the competition for additional hospital beds became intense. The Central Arizona Health Systems Agency reported 15 applications had been received asking for a total of 1,697 beds while the total allocation by CAHSA was 396 for the entire Valley. Boswell was requesting 84 beds and was asking to build a 120-bed hospital in Sun City West.

In the spring, the hospital became a cooperating health care agency and was part of Phoenix Baptist Hospital's helicopter transport program. The aircraft were to perform airborne emergency pickups and hospital-to-hospital transfers within a 150-mile radius of Phoenix. This was one of 10 such helicopter-emergency programs operating in the United States. The helicopter was to be called on only in highly critical situations where time factors were crucial. In no way would it compete with existing air/ground ambulance service.

In April, plans were formed for the hospital to assist the Sun City Fire Board by providing for or extending the capabilities of fire-fighting personnel by conducting a course for Emergency Medical Technicians.

The competition for hospital beds escalated, and Boswell encountered a roadblock when a small group, representing indigents from El Mirage and Surprise, with great emotional appeal to CASHA, requested we provide pediatric and obstetrical care and a free clinic. The hospital could not support such services because of low volume demand. The fact that it would not be financially feasible was not taken into consideration by CASHA.

The first unit that was strictly devoted to surgical intensive care patients opened on the second floor of B tower and faced north.

The telephone reassurance service had, in the past, been limited to citizens of Sun City and Youngtown. This was expanded to include any person living within a radius of 10 miles of the hospital. Distribution of the Boswell I D cards on request was liberalized in the same way and to the same extent.

The employees' hospitalization program was enhanced, and a life-insurance program was approved. The lifetime maximum of benefit under the hospitalization program was increased from \$50,000 to \$250,000. At the same time, a stop-loss limit of \$450,000 for any claim under the hospitalization benefit plan was inserted. The life-insurance program permitted the inclusion of dependents of the employee with the entire premium for family coverage being borne by the employee.

With people beginning to reach retirement, the hospital implemented a pre-retirement orientation program for employees.

In compliance with the energy-savings program, 1,502 fluorescent tubes were disconnected, resulting in an estimated savings of 60,080 watts of power.

The hospital was ordered by the Department of Health Education and Welfare to be in compliance with federal guidelines for civil rights. The list of recommendations resulting from a compliance review last December was requested by an urban activist organization in Phoenix. The hospital was charged with discrimination against "brown-skinned Mexican-Americans." HEW cited three services not made available outside the Sun City/Youngtown area: free I D cards, telephone reassurance and home health care. The hospital's compliance plan, in answer to the above charges, was accepted by HEW.

In September, the board of directors made an offer to purchase Valley View Hospital in Youngtown from the Phoenix Baptist Medical Services of Phoenix for \$1 million. This would pay off Valley View's creditors. The offer was rejected.

After a year as director of nursing, Helen Bartholomew asked to be relieved of her administrative responsibilities and return to patient-care activities. A broad recruiting search by Human Resources Director Philip Hanson concluded with the appointment of Barbara Keane, R.N., M.N.S. She came from the University of Utah Hospital in Salt Lake City, where she directed special care units.

The implementation of a homemakers program was approved and a start-up fund of \$20,000 was supplied anonymously. This program would provide assistance such as grocery shopping, meal preparation, laundry and personal care. This program enriched the eight-year-old home health agency.

By board action, the name of the corporation was changed from "Sun City Community Hospital, Inc." to "Inter-Community Health Care of Arizona, Inc." Also approved was the establishment of an outpatient alcoholic-rehabilitation program.

The auxiliary gave \$35,000 to the hospital. The galleries, in 10 years of operation, had turned over \$290,000 to the auxiliary, with \$109,000 coming from the five-year old Thunderbird Gallery.

The health agency turned down the hospital's request for additional beds at Boswell and the 120-bed hospital in Sun City West. Also turned down was an increase in fees for home health services.

In spite of the serious shortage of qualified nursing personnel in the entire Southwest, the Boswell Nursing Service Recruiting Program resulted in



83 nurses being employed since June 1, 1979.

In the fall, a hospital affairs club was organized as a chartered club of the Recreation Centers of Sun City, Inc. The purpose of the club was to sponsor health seminars which the hospital had been sponsoring since 1971 and which, of late, had been co-sponsored by the Recreation Centers. The change was made necessary because of changes in the rules of the Recreation Centers involving the limiting of those attending the seminars to holders of valid Sun City Recreation Center membership cards unless rent was paid on the facility used for the seminar.

In November, with the addition of two pediatricians to the emergency room staff on an as-needed basis, Arizona Medical Systems approved the hospital as a Class II Trauma Center.

In December, the board acted on a recommendation that a \$3.50 charge per day to patients using a telephone be modified to \$2 per day.

A new addition to the administrative staff was George Perez, who began duties on August 1, 1979. An administrative assistant, he received his Bachelor of Science degree in Conservation of Natural Resources in June 1977 and completed his master's degree in public health and hospital administration in June 1978 from the University of California, Berkeley. He completed his administrative residency at the Samuel Merritt Hospital in Oakland, California.

Another good year, and a busy year, came to a close.

# 1980

January officially brought a new corporate name, "Inter-Community Health Care of Arizona, Inc." This was filed with the Arizona Corporation Commission and replaced the former Sun City Community Hospital, Inc.

With no public transportation serving the Sun City area, a study as to the possibility of arranging some type of mass transportation for employees was being conducted.

A room rate increase of 15.9 percent was approved. Since 1976, the hospital had increased its rates 35 percent; the cost of living during that time had increased 45 percent. A private room ranged from \$117 to \$125; semi-private \$103 to \$110; emergency room \$25.60 to \$31.50; intensive care \$252 to \$325 and coronary care \$228 to \$300. Prices were per day.

"It Took a Lot of Cookies" was the headline the auxiliary's newsletter bore announcing a new two-dimensional cardiac scanner costing \$78,700. It took the auxiliary nine months to raise that amount.

The long-awaited Homemaker-Home Health Aide Services got under way with the graduation of seven women. The aides were available on an hourly basis to assist with activities such as daily living and managing the household. Luana Haskell, R.N., M.S., director of the program, announced that the program had been selected as a model for retirement communities in the United States by the National Council of Homemaker Health Organization in New York as it is the first hospital-based program of its kind in a retirement area.

Approximately 70 meals per day were being prepared in the kitchen and delivered by volunteers to participants of the Meals on Wheels program.

TTY equipment (a communication device utilizing the telephone-teletype principle) was installed in the emergency room. The device permits one who is handicapped by loss of hearing or by inability to talk to type out a message on a

typewriter-like device located in the home or at some other point and have the message transmitted to the equipment at the hospital, thus affording the handicapped a means of requesting assistance. This was believed to be the first device of its kind to be installed for the use of the public at any point in the Valley.

The critical shortage of patient-care beds prompted the medical staff executive committee to introduce a program whereby signs were placed in the hospital entrance areas used primarily by physicians advising them of the need and encouraging them to discharge any appropriate cases as promptly as possible.

The Sun City Area Hospice affiliated with the Hospice of the Valley. It was to furnish liability insurance and training. The Sun City Hospice was "without walls" in that it did not have a central building. Persons were visited in their homes or hospital - if that person had so requested.

The Artives provided the hospital with a new emergency supply cart. The cart is used for emergency codes. Artives president, Mrs. Barry Stern; vice president, Mrs. Thomas Daniel; secretary, Mrs. William Malone and treasurer, Mrs. David Engel attended the presentation.

Once again the auxiliary introduced a community gift called a "Vial-of-Life." This is a three-ounce medicine vial containing a printed form. This in turn contained all pertinent medical and personal data for each member of the household in case of illness or injury. This vial, with the form inside, was to be fastened onto a shelf in the refrigerator. Part of the Vial-of-Life package was a label to be pasted onto the outside of the refrigerator to indicate that emergency information was inside. There was no charge.

In the two years, since its inception, the inservice education program produced dramatic results. Dr. Martha Newby, director, developed more than 300 programs. With the help of local instructors and speakers, some from the hospital, she conducted almost 900 classes based on her program designs. Not all of the students attending her classes were physicians. Unlike education at most hospitals who provide educational programs for doctors and nurses only, Dr. Newby tried to provide educational programs for everyone on the staff. In fact, only 10 percent of the programs had been designed for physicians. Some of the classes taught food-service employees how to arrange food, cleaning crews about infection control and maintenance men about new safety procedures. General-interest classes for everyone, including beginning typing, conversational and medical Spanish and introductory anatomy were offered.

In March, the purchase from DEVCO of the Snyder Warehouse property, located at the northeast corner of 103rd Avenue and Santa Fe Drive, was approved at a cost of \$350,000. DEVCO also offered for sale several parcels of vacant land to the west of Snyder's and across the street to the east as well as some medical office facilities adjacent to the hospital.

The gastrointestinal laboratory was expanding and cared for approximately 100 patients a month, as compared to 15 or 20 a comparatively short time before.

The need for additional beds was made evident when Austin Turner released a report detailing the hospital's overcrowding and its effect on patient care. The report outlined March 4 as a "typical" day for the hospital, a day in which there were nine more patients than beds. According to the report, the admitting department was being swamped by requests for beds resulting in admitting delays and, in some cases, the actual denial of admittance to the hospital because of a bed shortage.

On March 11, the hospital was above capacity, forced to cancel surgeries and was asking its ambulance service to take incoming emergency patients to neighboring hospitals.

A \$6,000 donation from First Federal Savings and Loan was used to purchase a sophisticated cardiac treadmill. Just another example of community support!

April continued the gift-giving when the Host Lions Club gave \$1,000 to purchase audio-visual equipment to be used in the health-education program.

The lease of a 15-passenger van for a trial employee van pool was approved, provided the plan was determined to be financially feasible.

Local radio station KWAQ-FM served the community on Wednesdays and Saturdays when they gave health tips "To Your Health" while "Speak Out" was aired every other Friday. Hospital physicians and staff personnel participated in these programs. This was another example of the community-education outreach program.

Things are not always quiet and serene at the hospital. Somewhere on the fifth floor, a shy man sat in his bed, pipe firmly clenched between his teeth, pondering one of the eternal questions of man - should he light up? It's not so much that he was worried about doctor's orders or hospital rules, but the last time he tried to smoke, he set off a wave of excitement that staffers and fellow patients were not soon to forget. At exactly 5:00 a.m., the patient, who refused to give his name, started his day by lighting his trusty pipe. The smoke triggered the smoke alarm waking the entire fifth floor and bringing 13 firemen — along with their trucks — to the hospital. After resetting the alarm, firemen left the embarrassed patient alone with his matches. His pipe remained in his room, but whether he ever lit it was a question only the firemen would be able to answer.

In May, the board of directors approved the purchase of real estate including the Lakeview Medical Arts building, the Thunderbird office building, the property known as the Snyder Warehouse and certain vacant land adjacent to and/or in close proximity to the hospital. The purchase was to be funded by a public bond issue. It was stipulated that the bond issue produce the necessary cash flow without jeopardizing future financing of the proposed Sun City West facility or expansion of Boswell Hospital. The purchase was approved on June 12.

The FORUM magazine, a national publication with wide distribution, published an article highlighting the hospital's residents' galleries, which

were operated by the auxiliary.

The Visiting Nurse Association announced that, because of having experienced financial difficulties, they were being forced to curtail some of their activities. This reduction would include discontinuing their service to outlying areas of Maricopa County. A study was being conducted to determine the advisability of the hospital's home care department assuming responsibility for such service in the area west of Boswell and continuing to Wickenburg.

A recent article in the periodical "Social Work Administration" highlighted the hospital's social work department for achieving cost-savings by using wheelchairs instead of ambulances to transport patients when possible.

A review of the records incident to the close of the fiscal year on June 30 revealed a steady increase in our record over the past few years:

	1977	1978	1979	1980
Admissions	5,969	6,644	7,520	8,836
Total patient care days	51,660	57,168	62,013	72,286
Average length of stay (days)	8.7	8.6	8.2	8.2
Operating room visits	3,925	4,401	5,014	5,924
Emergency room visits	8,978	10,719	13,225	13,926

On June 12, Maricopa County issued \$9.75 million in limited-obligation, tax-exempt bonds to purchase additions, land and equipment for the hospital. The coupon-bearing bonds were sold in denominations of \$5,000 and yielded 8.625 percent at a long-term maturity set for January 2010. Brokers reported the issue was completely sold out in a few days.

The hospital's chief of anesthesiology, Dr. Irving Pallin, was one of the main speakers at the general assembly of the Japan Society of Anesthesiology staged during the month of June in Nagoya, Japan.

From the very beginning, every time the hospital wanted to expand in any way, it was necessary to secure a "certificate of need." This was a long, drawn-out process involving a great deal of time and money justifying health care needs and explaining why these needs could not be met by downtown Phoenix hospitals over 20 miles away. William Nix, Frank Vitale of Herman Smith Associates, Ellerbe Architects and many other consultants and lawyers were called upon to support and verify the obvious needs of a growing retirement community.

Finally, after weeks of red tape and negotiations, the Arizona Department of Health Services approved the addition of 84 new beds and the building of the fourth tower. However, the hospital's request for 120 beds in Sun City West was denied. The hospital planned to appeal this decision.

July 6 was a sad day when news was received that Dr. Bayard T. Horton had died. For many years, he had been a personal physician, golfing partner and close friend of Del Webb. So naturally, after retirement from active practice as the Mayo Clinic research director, he came to Sun City during the

winter months. He arranged the first medical geriatrics symposium in Sun City in 1963. In 1969, when the hospital was being planned, he came to the office behind the Grand Avenue Shopping Center with plans for attracting an outstanding medical staff to serve the growing retirement community. These plans grew toward reality when, Dr. Bayard Horton, along with four other physicians, Drs. Jack Cannon, Emil Kuhe, Walter Sittler and Charles Horton, drafted the first bylaws for the medical staff and recommended to the board of directors its first members. Since the hospital opened in 1970, Dr. Horton had maintained his active interest in the medical staff, serving as chairman of the education and research committee and founding the BOSWELL HOSPITAL PROCEEDINGS. It was the only hospital-based medical journal in Arizona. He served as its editor-in-chief for five years until Dr. Arthur P. Klotz assumed the editorial responsibilities. In addition, Dr. Horton organized the clinical investigation unit of the hospital and recruited two fine physicians, Dr. Dorothy Macy, Jr. and Dr. Gustavus A. Peters, both trained at the Mayo Clinic, to determine the effectiveness of histamine in the treatment of macular degeneration. Dr. Horton's name was not a well-known name in the homes of Sun City, but he was a powerful force in the shaping of the hospital.

On a happy note, 14 months after his arrival as administrative assistant, George Perez and "MJ" Johnson of the public relations office were married.

One of the reporters from a newspaper in Paris visited Sun City and the hospital for the purpose of reporting back to his paper and to the French public just what it is that makes this sort of lifestyle successful. France has nothing even remotely resembling our "retirement living," according to the reporter.

An emergency room community hospital liaison committee was established to meet with residents of El Mirage, Surprise and Peoria. Committee members, who were well-known in the communities, attempted to educate Spanish-speaking citizens on what emergency room services were available and how to use them. To reach as many people as possible, articles were placed in local newspapers, on radio and TV as well as in water bills and on bi-lingual posters. To overcome the language barrier, a list of bi-lingual employees who would act as interpreters was to be maintained in the emergency room.

Patient care days for September totaled 6,082; average census was 202.7 and the occupancy figure was 79.1 percent.

The hospital's blood bank again was awarded a two-year accreditation by the American Association of Blood Banks. Over the previous six years, the blood bank had been awarded accreditation upon each voluntary inspection. The bank was under the direction of Dr. Ned A. Kuivinen, medical director of the clinical laboratory.

During October, the board of directors authorized the execution of building contracts with DEVCO and with Ellerbe architects for the completion of the fourth nursing tower and related ancillary space.

Permission was granted to convert 10 private rooms to double occupancy thus bringing our capacity to 217, an addition badly needed.

The Maricopa County Superior Court jury awarded \$200,000 to Jesus Barrios, a Mexican national farm worker whose arm was amputated after he could not get treatment at the hospital's emergency room and was transferred to Maricopa County Hospital. Attorneys for the hospital contended the main reason for the transfer was the young man could be treated faster at the County Hospital who had specialists immediately available to properly treat the injury. Attorneys for the other side said treatment was refused because the patient was indigent. The case was originally filed in January 1978.

November — our 10th anniversary!! Of particular note and some of the basis for celebration were: the receipt of approval for the completion of the fourth tower; the implementation of the homemaker health aide program; the implementation of added emphasis on discharge planning and the expansion of the education department in the variety and extent of the types of training being offered for employees, patients, medical staff and the public. Acute renal dialysis procedures have doubled over the past year. More than 5,000 surgical procedures have been performed in the operating suites; laser therapy was introduced and is in operation; a clinical-pharmacy program, the first in Arizona, was successfully implemented and operated. Computerization of many areas of operation was accomplished, including pharmacy, clinical laboratory, accounting, patient account services and admitting. The automation of all billing and claims processing permits a direct tie between the hospital's computers and National Medical Headquarters in Baltimore, Maryland. Not the least of these accomplishments has been the acquisition of land for present and future expansion with provision of the needs of the hospital in this regard for now and for the foreseeable future.

The medical staff had grown from some 72 physicians with 15 specialties to 150 physicians with 30 specialties.

The total value of the hospital including real estate, plant and equipment was estimated to be \$32,544,919 as of June 30.

A week-long celebration, November 7 to 16 included everything from a health fair to a "pops" concert at the Sundome to an international festival. The three-day health fair was most successful; on children's day, several hundred school children attended. In the three days of the fair, almost 4,000 individual medical tests were performed by hospital personnel for area residents.

It was announced that the hospital's auxiliary had donated \$92,400 during the past year for hospital expansion and that its donations during the past 10 years amounted to \$564,227. At the same time, the auxiliary pledged \$200,000 toward the completion of the fourth nursing tower. By the end of the year, the auxiliary had paid \$65,000.

Inter-Community Health Care of Arizona acquired the Lakeview Medical Arts Center for \$2,901,000. A study as to the practicality of a condominium

sales and rental type operation for the center was approved by the board of directors.

Because of certain changes in Medicare payments, it became necessary to ask for a 13.5 percent room rate increase.

The first 10 years. . ."You've come a long way baby. . .!"



# 1981

January brought encouraging news when a judge overturned the jury action against the hospital in the amount of \$200,000 recently awarded in the Barrios case. However, the case was still open during appeal.

A Planning Department was established with the appointment of Mary-ellen Potash, who assumed duties February 9. She came to the hospital from the Division of Health Resources, Arizona Department of Health Resources, where she was assistant director.

The hospital had an occupancy rate of 96.9 percent for the month of January, brought about by the flu and flu-related ailments and an unusually large number of cardiac patients. Ten private rooms were hurriedly converted to semi-private to accommodate the influx.

Residents were getting used to seeing a navy blue and white helicopter landing at the hospital. No, not an emergency flight, but rather Dr. Andrew Laird, an orthopedic surgeon, arriving. He operates at four hospitals in the Valley, and commuting by air saves valuable time. The helicopter is stationed at Sky Harbor Airport. A full-time pilot and two nurses are part of his team.

Clinica Adelante, a federally subsidized medical and dental clinic, opened in El Mirage. The hospital provided assistance in getting the clinic off the ground and continued to provide advice and services to aid the children.

Early in the year, a behavioral-health service program was approved for a six-month trial period.

Some of the temporary annex buildings west of the hospital, which were no longer being used since the completion of the hospital, were moved to Sun City West to establish a nucleus of a health-care facility in the locality.

An offer by DEVCO to donate to the corporation a 40-foot wide strip of land running along the north side of Grand Avenue and extending from

103rd Avenue to Del Webb Boulevard was accepted.

The Boswell Foundation intensified its fourth-tower fund raising efforts. A total of \$1.39 million had been pledged to date, approximately two-thirds of the amount required. Once again, the James G. Boswell Foundation came forward by offering to contribute \$1 toward every \$1.50 raised up to \$1 million. The foundation was the largest single benefactor, beginning with a donation of \$1.2 million in 1966 to get the hospital started. Subsequent contributions brought the total to \$3.9 million. If the community were to meet the latest challenge, it would bring the foundation's total donations to the hospital to \$4.9 million.

Some local Valley hospitals withdrew from the Social Security program for hospital employees. The Boswell board of directors voted to continue participation in the program.

Earlier in the year, a study got under way to restructure the corporation under which concept the whole would be integrated into various components with a single controlling corporation. Each unit would become a controlled subsidiary corporation. Copies of the proposed articles of incorporation and bylaws of the Sun Health Corporation, Western Maricopa Properties, Inc. and Western Maricopa Residential and Ambulatory Care Facilities, Inc. were made available to board members for review.

Under the new organizational plan, Sun Health Corporation became official on April 3, 1981.

In May, John Meeker, a long-time president of DEVCO and active in the development of the hospital from the very beginning, tendered his resignation from the board of directors on which he served for 15 years. He subsequently resigned from DEVCO. Robert S. Lane was appointed to succeed Meeker on the hospital's board of directors.

A successful blood drive brought out 240 people.

DEVCO was awarded the contract for the fourth-tower construction at a cost of \$2.2 million.

The board of directors approved a request from the attorney representing the estate of James A. Flint. In accordance with Mr. Flint's desires, 5 percent of the hospital's share of the estate would be deducted to purchase a diamond pin for Margaret Black. The amount of the estate is not known, but lucky Margaret Black!

"Boswell is a volunteer director's heaven," said Jane Hibbitt, the new director of volunteer services. And the volunteers think she is an angel! Jane came to Boswell with vast experience, from directing teenage programs for the YWCA in Indianapolis, Indiana and serving as community services director in Richmond, Indiana, to her most recent position as a hospital volunteer services manager here in the Valley.

Auxiliary President Gloria Clements announced the Sun Bowl Residents' Gallery would close when the lease expired in August. The auxiliary considered building a separate facility on property owned by the Del Webb Corporation. BUT, good news came on March 25 when the auxiliary was notified

by the general manager of the Prudential Insurance Company of America, Real Estate Operations, its lease would be renewed for another three years at \$1 a year.

The new diabetes task force took a survey of needs and services available to this segment of the population.

A support group for Multiple Sclerosis patients and their families was organized with the cooperation of the Arizona Chapter of the National MS Society.

In an effort to recruit and retain personnel, the hospital researched the possibilities of a child care program for employees' children. To date, 91 employees indicated an interest. The facility would be located within the hospital complex, volunteers would work there only if they wished to, and employees would pay minimum fees for child care.

In June, the transfer of the temporary annex buildings to Sun City West was completed. They were to be used temporarily by physicians to see patients in that area until permanent office space would be provided.

Construction of the fourth tower was right on schedule.

Approval in principle was given to the development of the proposed cardiac catheterization and cardiac surgery facility as recommended by the cardiac/cardiovascular task force.

The new Sun Health Corporation elected its first board of directors in June: Henry (Hank) Raymond, chairman of the board; John R. (Jim) Mead, president; Leyton Woolf, vice president; Haakon Bang, secretary; John E. Durkee, treasurer; Catherine Northrup, assistant secretary and Joseph Zwisler, assistant treasurer.

In June, Intercommunity Health Care of Arizona was officially changed to Walter O. Boswell Memorial Hospital, Inc. The major reason for this change related to clearly separating health care services for cost purposes.

And the Boswell Tower 4 fund went over the top! Donations totaled \$1.5 million, and the Boswell Foundation came through with its pledge of \$1 million. DEVCO was awarded the contract to remodel and renovate the Snyder Warehouse at 103rd and Santa Fe Avenues to be used for hospital supplies and equipment. Also, 45,000 square feet of vacant land to the east of the warehouse was purchased and finalized at a cost of \$2.50 per square foot.

The community behavioral-health service program, which was established earlier in the year, was recommended for extension to hospital employees in conjunction with the present in-house counseling service.

Rates charged by Coordinated Home Health Services were increased, this being the first rate adjustment since September 1979.

In September, a cash discount policy was established, on a 90-day trial basis, whereby a 5 percent discount would be given to all patients and/or their insurance carriers for payment at discharge.

Charles Biggs, AIA, was retained as architect for the Support Services building. The Residential Care Subcommittee began meeting with architects

to prepare preliminary plans for the proposed skilled-nursing-care facility.

An attendance-award program for employees who took no sick leave during a one-year period was implemented.

Going along with the new reorganization plan, a separate corporation, Western Maricopa Properties, Inc., was created for the purpose of holding title to real estate, other than hospital facilities owned by Sun Health Corporation. Lakeview Medical Arts Center and the Sun City West land were conveyed to this corporation.

The big event of the year was the celebration of the fourth-tower completion. Instead of the usual "topping-out ceremony," the completion was recognized with a "round-up" (because the towers are round) and "branding." Jim Flood, construction foreman for DEVCO, used a welder's torch to heat a specially forged branding iron before imbedding it into a redwood plaque. The resulting "B" for Boswell and "Sun" (for Sun City) emblem, along with the branding iron, were to give the fourth tower construction crews the same protection the topping-out pine trees were fabled to give. Hospital employees and staff members wore western dress; a western-style lunch was served free of charge to all employees and volunteers and a western dinner was staged in the evening for board members and guests.

In October, a special recognition was given to Luella Leisy, a member of the initial hospital board of directors, for her 15 years as a member of the corporation and for her services in general to the hospital. She was presented 15 roses, one for each year of service and extended good wishes as she moved to her new home in Oregon.

Louis Gibb, Ph.D., who had been serving the foundation as a part-time fund raiser since 1975, announced his plans to retire. Prior to moving to Sun City, he had served as vice president for development at Ohio Northern University, Ada, Ohio.

Jim Mead, president of the hospital and chairman of the corporate board for seven years and on the hospital board of directors for 13 years, stepped down. He was presented with a basket of fruit, wine, cheese and crackers. Dr. Hugo Hullerman, Mead's successor, said, "You always told us that when you retired, you didn't want anything you couldn't eat or couldn't bet." Mead was also presented with a certificate for his portrait to be done in oil and a book of personal greetings from each of the 1,000 hospital employees.

Renovation of the shelled space at the south end of the building got under way toward the end of the year to house physical medicine and renal dialysis.

Kip MacKenzie, who started in the kitchen as supervisor of food services on October 16 and before being made assistant director, was ultimately promoted to director of food services on June 16, 1981. He succeeded Sal Marotta who had died recently after many years of fine service.

MacKenzie reported that the hospital's food service department operated 24 hours a day, seven days a week for the patients. Seventy-nine employees were involved in preparation and serving food and keeping the area and

equipment clean and sanitary. During the previous year, a total of 573,528 meals were prepared and served; the cafeteria grossed \$288,000; 18,900 patients were fed; approximately 5,000 meals were prepared for Meals on Wheels and some 2,200 special luncheons, etc., were served. The department is not without problems, with breakage and loss being among the difficulties. It was stated that approximately 36 dozen knives, forks and spoons must be purchased every other week! A therapeutic dietician was added to the food service staff to supplement the dietician performing usual functions.

The end of the year also brought the end of the contract for the outpatient behavioral health program as it had not proven satisfactory.

The Mesa Community College (MCC) School of Nursing at Boswell was being readied for a January 14 start. The associate degree program would require students to complete their academic work at MCC (or any other recognized college) and the nursing courses at Boswell. The director of this program was Helen Kuhn, R.N., M.S.

The hospital purchased an employee-dental insurance plan from Delta Dental Plan. Premiums would be paid by the hospital and would cover basic procedures with 50 percent coverage for major procedures. Cost to the hospital would be \$7.31 per month per employee.

Auxiliary volunteer membership at the close of the year was 1,478.

A second bond issue was approved by the Maricopa County Board of Supervisors. The 13.75 percent tax-exempt bond was a near sell-out prior to approval. Funds raised were to be used to construct a two-story ancillary building, complete the fourth tower, enlarge the operating suites and purchase new equipment.

All in all, a busy year.

# 1982

The new year saw the start of the new nurse-training program in cooperation with Mesa Community College. The program was designed to follow the open-curriculum career-ladder model. After the first semester, students would be eligible to work as nursing assistants or aides. After the first year, they would be eligible to be licensed as practical nurses and able to give medications. Upon the completion of two years of study, students would be eligible to be licensed as registered nurses after passing the registered nursing exams. The program expected to start with 20 students. Helen Kuhn, director of health occupations, was program coordinator and one of the instructors. This was the first time a hospital in Arizona had been used as an extended campus of a college for a program of this kind.

In April, the former Synder Warehouse took on a new look. It was still a warehouse, but rather than furniture and household goods, it became the materials center for the hospital. Thirty-three volunteers and 11 staff members, under the supervision of Ruth Neblett, director of purchasing and materials coordinator, moved more than 3,000 items from steno pads to syringe needles. The inventory turned over 10 times a year and was valued at \$300,000 in 1982 dollars. In addition to knowing every item in the inventory, Mrs. Neblett was responsible for more than 900 pieces of outgoing mail and more than four times that much in incoming mail each day. Every piece of this mail had to be redistributed.

An additional three years (not the usual two) accreditation was issued by the Joint Commission for the Accreditation of Hospitals. This approval reflected the quality of care being given!

At the request of Dr. Robert Tidwell, a retired physician, the board approved that funds up to \$20,000 be sought to provide free care for Adelante Clinic's referred children.

The establishment of a 24-hour paramedic ambulance service was approved to consist of one staffed vehicle and one vehicle for back-up. This went into effect in September.

Upon the recommendation of the chief executive officer, Austin Turner, Leland Peterson was appointed chief operating officer of Boswell Hospital by the board on June 17, 1982.

Plans for the on-campus child care center were moving ahead under the supervision of Barbara Keane, director of nursing. The modular building for the center would be set up by ComBuilt in the amount of \$88,386. The purpose of the center was to provide professional care for dependent children under six years of age while a parent or guardian worked at the hospital. The center was scheduled to open in September. A charge of \$6.50 per child per eight-hour shift (\$32.50 per 40 hour week) would be arranged as a payroll deduction. The center would be a significant factor in the recruitment and retention of personnel. Approximately 60 children were enrolled at the beginning. They ranged from age two months to six years. State inspectors were highly complimentary on the quality of care being provided.

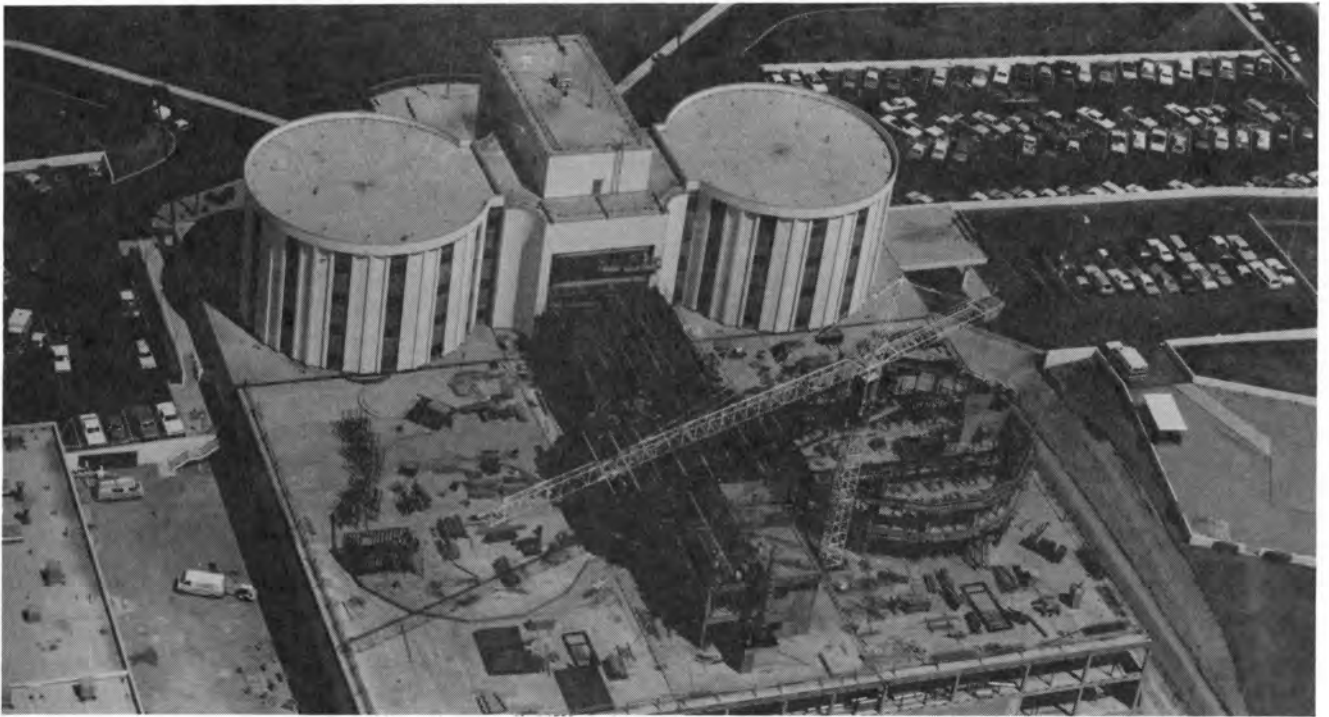
October saw the approval of construction of a retail pharmacy and general facility of 4,500 square feet, to be part of the Lakeview Medical Arts building at a cost not to exceed \$310,000.

The importance of continuing education and training was endorsed by the board when they approved a tuition-reimbursement plan for employees.

During the year, several pieces of important equipment were acquired. The hospital was able to boast of a world first! This was IBM's Series One Central Electrocardiogram Management and Analysis System (CEMAS I). The hospital staff could obtain immediate reading and diagnosis of electrocardiograms and, for the first time, instant comparisons with the patient's previous readings. Thus, at a cost of \$163,000, CEMAS I could be considered a good buy, since the computer system would pay for itself in a few years with savings at the rate of \$26,000 annually over the previous system. Not only that, it would give the hospital the capability of serving smaller area hospitals which could now obtain needed information from CEMAS I's storage capacity of 128,000 EKG histories. This indeed put the hospital in the forefront as far as the latest diagnostic equipment was concerned. It was further proof that this fine hospital was created and has been developed to serve a unique community as its needs developed.

When the School of Nursing opened in January, there were six second-year students. These six graduated Thursday, December 16, and became eligible to take the state board examinations for licensure as registered nurses.

Just because the bats have not been mentioned doesn't mean they have forsaken their favorite flight pattern. On schedule, they continued to return as usual.



April 1, 1977  
Tower Three under construction.



February 1, 1978  
Third Tower completed; space for Fourth Tower.



1982  
All four towers completed.  
Mission accomplished!



July 19, 1976  
Third Tower groundbreaking.



# 1983

In seconds, a Computerized Tomography Scanner (CT Scanner) can pinpoint the cause of a stroke. The hospital's radiology group, the owners of a CT Scanner, previously housed at Diagnostic Imaging, Inc. offices at Plaza del Rio, agreed to re-locate and lease the machine to the hospital. By so doing, expensive transportation and other costs were eliminated.

During Richard (Dick) Welch's term as president of the Sun Health Foundation, a coordinating committee made up of hospital and foundation board members was established. A working agreement between both boards resulted in the appointment of a foundation executive director who would also serve as community relations director for Sun Health. Pamela Kennedy (Meyerhoffer) was appointed January 17. In September she was named vice president of public affairs and one year later was named executive vice president of the foundation.

The Support Services Building was completed and administration, medical records, medical staff, community health, public relations and education offices were relocated in the new building.

As of February, the auxiliary's contributions to the hospital totaled \$1.01 million in 15 years! What an accomplishment!

The operating-suite and recovery-room expansion was finalized, bringing into service a total of 10 operating rooms with the latest technological advances and featuring new lighting and anesthesia equipment.

A health fair was conducted for the disabled, showing adaptive devices to make tasks easier for those individuals. The event, "Conveniences for the Inconvenienced," was sponsored by the hospital and the Sun City Handicapped Club. Items displayed ranged from talking clocks and calculators to household gadgets and motorized chairs. The event was aimed at giving people an opportunity to gain hands-on experience before buying expensive

devices. There were 17 exhibitors including exhibits from the hospital's home health care, social services and occupational therapy departments.

On May 16, the hospital strengthened its education program with the appointment of Madeleine Lutz as director of education. Her background in journalism and adult education and a Ph.D. in higher education and adult education brought a wide spectrum of expertise to the department.

The paramedic ambulance service was transferred to Western Maricopa Residential and Ambulatory Care Facilities, Inc. to provide availability of the hospital pension plan for paramedics. The plan was transferred to Sun Health. These two transfers served to expedite the services.

Dr. Donald Tobias, medical director of the medical imaging department, announced his group would purchase a nuclear magnetic resonance imaging (MRI) system for use by the hospital staff. There was only one other system in the state and about 10 others in the country. It would be the first whole-body MRI system in the state. The new system would be housed in a building to be constructed on hospital grounds under Dr. Tobias' direction. This was a private business, independent from the hospital.

The new Medicare Prospective Payment System (PPS) that was supposed to save money for the federal health program posed financial challenges for the hospital. The plan was a national uniform payment for all services, rather than reimbursement for specific services provided. The newly set Medicare cost-per-patient was to be based on "Diagnostic Related Groupings" (DRGs).

After one year on the road, the hospital got out of the ambulance service when it sold the service to Rural Metro. Beginning October 1, Rural Metro would provide emergency and non-emergency ambulance transport at a subscription cost of \$29 a year per family, by contract with the Sun City Fire Board.

A digital angiography system (DAS) was added to the medical imaging department in the fall. DAS would help patients who need open-heart surgery. Also added was a YAG Laser contributed to the ophthalmology service by the auxiliary. Another piece of new equipment was the intra-aortic balloon pump.

The City of Phoenix Architectural Accessibility Award was received for the Support Services Building.

The September 28 issue of the ARIZONA REPUBLIC best tells the story of a new hospital publication, HEALTHMATTERS:

*"A new eight-page magazine will be published by Boswell Memorial Hospital and sent free to all homes in the hospital's service area, which includes Sun City, Sun City West and Youngtown.*

*Preventive medicine will be emphasized by the publication,' said William Woodyard, chairman of the community relations committee for Sun Health Corporation, the hospital's owner.*

*The magazine exemplifies our philosophy of reaching out into the*

*community and emphasizing ways of getting well and staying healthy,' said Woodyard.*

*The fall issue of HEALTHMATTERS is in the mail. Three issues will be published each year; a fall issue in October; a winter issue in December and a Spring-Summer issue in May.*

*The first issue will feature home-care services offered by the hospital, a less expensive alternative than hospitalization for most people. HEALTH MATTERS will spotlight the experiences of three patients under treatment in their homes for different types of health problems.*

*Health issues important to senior citizens, such as features on arthritis, glaucoma and Alzheimer's disease, will be a staple for HEALTHMATTERS. 'Even the magazine's graphic design will cater to senior citizens by using large print and a finish with less shine than glossy, which strains the eyes,' said Jerry Porter, the magazine's editor."*

A 454-foot track, located on the eastern side of the hospital, now provided space for cardiac-rehabilitation patients to "huff and puff" outdoors instead of on an indoor treadmill. In addition, the space surrounding the track would be used as a break area for hospital employees, who donated \$4,600 for shrubbery, tables and chairs.

Plans were announced in November to build a skilled nursing facility. The 120-bed facility was to be located on 2-1/2 acres owned by Sun Health Properties on Santa Fe Drive between 105th Avenue and Del Webb Boulevard. A completion date for fall 1984 was targeted.

Almost 200 community health-care programs were sponsored during the year, with approximately 18,000 people in attendance, proving the hospital was equally interested in keeping people healthy as well as providing for patients needing hospital care.

The year ended with 13 students graduating from the Boswell School of Nursing.

# 1984

The year 1984 can be characterized as a year of uncertainty. On January 1, Medicare put into effect a new payment method based on Diagnostic Related Groups, or DRGs. Approximately 85 percent of all patients served by the hospital had Medicare coverage, and no one knew exactly what financial impact this new payment system would have on the hospital.

One absolute certainty was the hospital's growth as a responsive, caring provider of health services. As an example, Channel 7, Boswell's closed-circuit TV system for patient education, became operational through the efforts of Madeleine Lutz, director of education. It was well received.

The average length of stay was down while occupancy remained at its traditionally high level. This meant Boswell was serving more people — and serving them more efficiently.

The auxiliary grew to include more than 1,900 members, and the cumulative number of hours of voluntary service to the hospital reached the 2-million hour mark.

A cooperative arrangement with physicians resulted in the opening of the Boswell Eye Institute. As of 1984, the institute became the largest free-standing, outpatient eye surgery center of its kind in the United States. This meant no more inpatient hospital stays and less out-of-pocket expenses to the patient.

One of the high points of the year was the Walter Sittler Memorial Lecture by Dr. Walter Bortz concerning continuing physical and mental exercise.

Promotion of health-education classes offered to the community was augmented by the introduction of a monthly newsletter, HEALTH✓CHECK, as well as continued feature presentations in the award-winning HEALTHMATTERS quarterly magazine.

Ground-breaking for the 128-bed Boswell Extended Care Center occurred in September, and work started on the Boswell Medical Plaza, a medical-office building located west of the hospital and across the street from the Lakeview Bowling Lanes on Thunderbird Boulevard. The plaza would include four units connected by a central patio area with about 30,000 square feet of leased space for private physicians and other health professionals.

In addition, a 1,600-square-foot building, formerly used by DEVCO as a sales office, was donated to the auxiliary by DEVCO. The building was renovated and moved to Santa Fe Drive east of the Materials Center at 103rd and Grand Avenues. It became the home of the auxiliary's thrift shop. Costs of the renovation were paid by the auxiliary.

Another first for Sun City was the "Special Clothes for Special People" fashion show and exhibit staged in the spring. Co-sponsored by the hospital and the Sun City Handi-Capables Club, sessions were planned for two groups. In the morning, hospital and nursing home personnel, health care center personnel and other professionals had a chance to preview apparel designed to fit the varying needs and disabilities of these special people. In the afternoon, the show was open to the public.

The Boswell Eye Academy was established to teach small groups of ophthalmologists in new procedures in a two-day "mini-fellowship." Fellowships were intended primarily for visiting physicians from rural areas and included classroom instruction, question-and-answer sessions and opportunities to observe Boswell ophthalmologists during delicate surgery. Outpatient surgery, "in and out the same day," is relatively new and re-education was important.

Most people are familiar with a blood bank, but a bone bank? A bone-bank freezer designed to hold human bone material was installed in the surgery department. The bones are kept at a temperature of 20 degrees centigrade — optimal for storage. The bone will be used during surgery to repair bone defects or fractures. Unlike organ transplants, bone does not have to be cross-matched.

The future of the auxiliary may have been "sealed" as they left a part of themselves to posterity. Members sealed a tubular time capsule which contains what future volunteers may regard as historical artifacts. The tube is not to be opened until 10 million hours of service to the hospital has been reached. In addition to a newspaper and photographs, the time capsule contained such things as identification patches, membership rosters and other treasures. Winifred Culler, auxiliary president, said the purpose of the capsule was that "we want future members of the auxiliary, and perhaps they will be our grandchildren, to share the same tremendous volunteer spirit that we feel today toward the hospital." The director of volunteers, Jane Hibbitt, said approximately 250,000 hours are given annually. At that rate, it will be about 32 years before the 10-million-hour plateau is reached.

A \$2 million endowment fund was established to support clinical investigation and research. This fund remained dormant until 1986, when it was used to start the Institute for Biogerontology Research (IBR).

Once again new services and projects were implemented and the hospital had certainly left its imprint on the community and the Valley.

# 1985

Forty thousand copies of HEALTHMATTERS, Sun Health's quarterly magazine, went out to Northwest Valley residents. The magazine earned an "Award of Excellence" from the Phoenix Chapter of the International Association of Business Communications in 1984.

The Boswell Senior Care program was introduced. This was a charitable plan to aid Medicare beneficiaries who require inpatient care and whose annual household income amounts to less than \$15,000. (This amount was raised in September 1990 to \$18,000). Forty inpatients utilized this program, and a total of 1,325 enrolled in the program. Eligible patients were able to choose a physician on the hospital's staff who was willing to serve qualified inpatients on a Medicare-assigned basis.

"Combat Victims" provided a unique experience for hospital personnel when it became a "pseudo MASH unit!" The hospital participated in the Valley's first local test of a civilian-military contingency hospital system. The scenario called for emergency response to a war in Europe which generated many casualties. The triage plan worked to perfection! The hospital signed an agreement with the U. S. Department of Defense in 1982, making the hospital available in the event of conflict or natural disaster. Fifty beds were designated for that purpose.

Harold (Hal) Norris was named administrator of the new extended care center under construction. Norris joined the hospital in 1980 as director of patient account services and in 1981 as director of fiscal services. He is a state-licensed nursing-care institution administrator.

The Barrios lawsuit filed against the hospital in 1977 came to a conclusion when the indigent farm worker (a Mexican national who had since returned to Mexico) was awarded \$200,000 damages stemming from a negligence suit claiming treatment was denied. This was the finding of the State

Supreme Court.

Some might say Sun Citians are out for blood! For the past two years, the Sun City branch of the American Red Cross received the Donor Group Achievement Award for having the largest number of blood donors made by any hospital in the state!

The hospital became the nation's first hospital to announce that it would voluntarily charge the same price to all patients with the same diagnoses. Rates will be based on Medicare's Diagnostic Related Groups (DRGs) of illnesses.

The hospital filed an application for a permit to provide open-heart surgery service. Upon approval and completion of medical staff review, the hospital plans to place orders for the necessary medical equipment to perform surgeries such as coronary bypasses and mitral-valve replacements. It is anticipated 200 open-heart surgeries would be performed annually. This, combined with the services of the cardiac center, would give the hospital a complete array of cardiac care.

Sun Health and affiliated corporations merged into one corporation to meet the needs of the time.

A Scottsdale shop's donation of new evening gowns and a donated used three-wheel adult trike might have been seen outside the bungalow on Santa Fe Drive — some merchandising magic to tempt passing bargain hunters. The building's old clothes and bric-a-brac seemed worlds apart from sophisticated medical technology, and were worlds apart until the auxiliary decided to turn donated oldies into dollars. About to celebrate its first birthday, the thrift shop exceeded its first year goal of \$24,000.

Work was started on the Del E. Webb Memorial Hospital in Sun City West — a sister hospital and one which would relieve patient load at Boswell Hospital.

The Boswell Extended Care Center opened its doors November 1. Located west of the hospital at 105th Avenue and Santa Fe Drive, the center would offer skilled nursing services and long-term maintenance care. Four patients were admitted on opening day. In addition to the nursing care, 3,000 square-feet was allocated for rehabilitation services.

To help people help themselves, the hospital made available, at no cost, a 64-page emergency handbook and directory. The booklet had instructions for handling more than 60 emergencies from bleeding and fractures to poisoning and shock. There were also instructions for performing cardiopulmonary resuscitation. A telephone guide for calling professional emergency help was on the inside front cover of the booklet.

By December, open-heart surgery was an accomplished fact with 19 such surgeries having been successfully completed. The hospital annually treats more cases of heart failure, shock and heartbeat irregularities with disorders of the heart muscle than any other hospital in Arizona, according to "Comprehensive Hospital Costs," a survey published by the state. It is expected 150 to 200 surgeries will be done the first year. The three surgeons who

helped set up the program, select equipment and performed the first surgeries were Drs. Edward B. Diethrich, Federico T. Florendo and Cecil C. Vaughn. Other physicians were in the process of being approved.

The hospital acquired two satellite-receiving dishes, which gave access to 13 satellites with a total of more than 160 channels of television programming. This new system provided more opportunities for specialized education for the medical staff, employees and volunteers by bringing in national and international programs as well as teleconferences, seminars and "magazine" format shows — all without leaving the hospital.

Perhaps the one person responsible for making the hospital visible and known throughout the northwest Valley announced her retirement. Mary Simunich, director of public relations for 16 years, saw the hospital grow, expand and receive international attention for its geriatric services. One might ask, which one is Mary Simunich? The answer was always easy, "The one with the hat!" A hat was her trademark, even at her desk and no two were alike.

A new program offering outpatient behavioral services for older adults began in late summer. The purpose of the program was to help cope with a variety of problems which often accompany the aging process, such as depression, loneliness, sexual adjustments and physical impairment. The program was Medicare-approved and was being provided in cooperation with West Valley Camelback Hospital. Group sessions for eight to twelve people were formed to assist them in developing new psychological support. "It is another step in our growth toward being a comprehensive major medical center," said Austin Turner, hospital administrator.

By the end of the year "DRGs" had become a by-word and the impact of government controls were being experienced.



# 1986

This proved to be a relatively quiet year, but there were high points. It started out with the appointment of Leland Peterson as the executive vice president of Del E. Webb Memorial Hospital in Sun City West.

Plaza del Rio and Sun Health reached an agreement whereby 30 acres at the Plaza del Rio medical complex, located at 94th and Thunderbird Boulevard, would be developed as a future "extended campus" of Boswell Hospital. No specific facilities were planned, but future ones would be restricted to non-profit, health-related services. Such an agreement would help to meet the growing needs of area residents and, at the same time, avoid duplication of facilities.

National recognition was accorded members of the auxiliary when they appeared on "Good Morning, America" telecast on June 27. A taping of the salute took place on the hospital's front lawn with Murray Healy, then president of the auxiliary (the first male president) and Margaret Newby, the first president, heading the group.

Jane Hibbitt, director of volunteers, announced that since 1971, a total of 71,977 junior volunteer hours had been logged, some juniors coming from as far away as Scottsdale.

A cancer task force, a satellite program of the University of Arizona Cancer Center, got under way as a three-year project.

On April 15 Leonard Gibb, Ph.D. succeeded his father Lewis Gibb, Ph.D., as Director of Planned Giving. He came to the foundation from the University of Wisconsin, Stevens Point where he had served as director of development.

The highlight of the year was the advent of the Institute for Biogerontology Research (IBR) to study causes of Alzheimer's disease and other disorders of aging. The center was made possible when a \$2 million clinical-research

endowment was earmarked from Sun Health's 1984 revenues. The Sun Health Foundation planned a capital campaign to help fund the center's initial construction and ongoing operation. Joseph Rogers, Ph.D., from the University of Massachusetts Medical School and the New England Regional Alzheimer's Center at Harvard University, would head the institute. Dr. Rogers said he decided to leave Boston academia because his experience had taught him that "a privately endowed institute is where you get a lot done." The institute was to be located in temporary quarters currently being used by the School of Nursing and Coordinated Home Health Services. To alleviate crowding, DEVCO President Paul Tatz offered to donate temporary buildings to be moved at Sun Health's expense.

Construction of the auxiliary thrift shop building, located next to the materials building (formerly Snyder Transfer and Storage) on Santa Fe Drive, was commenced in January and completed in May. The building would be used as an outlet for re-sale items.

Mammography services became available to complement the existing diagnostic medical imaging offered at the hospital.

The year ended with a corporate reorganization. Prior to the reorganization, Sun Health was the parent of its operating entities. The reorganization reduced the number of corporations from eight to three — Sun Health, Sun Health Properties and Sun Health Foundation — all independent, separate 501(c)(3) tax exempt corporations for different reasons.



1986 "Good Morning America" salutes Sun Health Auxiliary headed by Murray Healy, President





Members of the auxiliary give of their time and talent in serving patients and conducting fund raising activities.

# 1987

With the concerns about the inadequacies of the DRG payments and how to meet financial losses related to the Medicare system, the Association of High Medicare Hospitals was formed. Spearheading the development was Austin Turner, who was its founding chairman. This national organization was made up of hospitals with a 70 percent or more Medicare patient population. Its primary purpose was to work for secured full market-basket adjustment in Medicare payments. Turner also was elected to serve on the governing council of the American Hospital Association's section for Aging and Long Term Care Services.

Joining the hospital staff on April 13 was Art McKee who was appointed vice president, engineering for Sun Health.

The Arizona Classic was held March 9-15. The Classic was a 54-hole competition featuring golf legends such as Billy Casper, Don January, Chi Chi Rodriquez and Bruce Crampton who competed for the \$200,000 purse. Billy Casper was the winner.

Business was brisk in the beginning of the year when 350 beds out of 355 were occupied. Elective surgery was put on hold. The high occupancy rate emphasized the need for the Sun City West hospital.

True to form, "snowbird" bats once again drove hospital personnel and patients, well — a little batty. It seems Sun City is on the migration pattern for bats going to and from Mexico and/or Central America. The bats were considered harmless and were protected mammals — meaning they cannot be killed. The Boswell bats even had a four column story in the March 18 issue of the ARIZONA REPUBLIC.

The Institute for Biogerontology Research named its research building for Mr. and Mrs. L. J. (Bob) Roberts of Sun City. The Roberts' donated in excess of three quarters of a million dollars for the center. Dedication ceremonies

for the L. J. Roberts Center were staged April 9.

Elliott Mufson, Ph.D., researcher from Harvard Medical School, joined the IBR to endeavor to unravel the mysteries of Parkinson's Disease, the leading cause of neurological disability in adults 60 years or older.

George Perez was named executive vice president and chief operating officer of Boswell Hospital. He succeeded Grace Jones, who assumed corporate responsibility as chief operating officer of various skilled nursing and outpatient services of Sun Health. Mr. Perez, a graduate of the University of California at Berkeley, held a master's degree in Public Health and had more than 10 years experience in the health field. A native Californian, he moved to Phoenix in 1979 when he assumed the position of administrative assistant and most recently served as vice president of administrative services.

Upon the resignation of Jane Hibbitt, Susan Barnett was appointed director of volunteers.

At the southwest corner of the hospital's parking lot is a building that looks different from the rest. It has swings, a slide and a sandbox. The Child Care Center, unique in Sun City, was the state's only private employee-sponsored child care center. Other hospitals have centers, but they are not for the exclusive use of their employees. The center started five years ago and has set the trend for such programs by corporations and businesses. Its goal was to prepare the children to function in a school situation — teaching everything from potty training to elementary reading and writing skills. Under the direction of Phil Hanson, director of human resources, the center operates on a break-even cost basis.

The hospital introduced an in-house video education program for staff members. Madeleine Lutz, Ph.D., health education director, said the programs would be aired over Channel 17, called Staff Waves, and would help to keep the staff up to date on medical and patient care issues. About 18 closed-circuit televisions, placed throughout the hospital, were available to personnel.

The shortage of nurses affecting hospitals across the nation also affected Boswell. To help recruit new staff, a "bounty" program was launched whereby an employee who recommended a registered nurse for employment could earn \$350 for a first or second shift and \$500 for a nurse who would work the third shift, operating or emergency room. The recommended nurse had to work at least 21 hours a week and be employed six months for the incentive to be paid.

The hospital was accepted as a participant in the Southwest Oncology Group (SWOG). This permitted access by the hospital's oncologists and their patients to experimental drugs and an expanded cancer-research base through the University of Arizona.

The Del E. Webb Memorial Hospital, Sun City West, was dedicated in December. As a matter of interest, following are some comparative costs of construction and start-up of the two hospitals:

	<b>Boswell 1970 - 173 beds</b>	<b>Webb 1987 203 beds</b>
Construction	\$ 6,324,000	\$ 24,147,000
Equipment	1,206,000	6,672,000
Total	\$ 7,530,000	\$ 30,819,000
Cost per bed	\$ 43,526	\$ 151,818

Fortunately, Sun City West (and Sun City) residents rallied to the fund-raising drives and actively supported the new hospital. Like Sun City's Boswell Hospital, Del E. Webb Hospital is a community hospital!

Did you know — in 1987, on an average at the Walter O. Boswell Memorial Hospital:

- A patient arrived in the emergency services department every 30.3 minutes.
- A patient was admitted to the hospital every 41.8 minutes.
- A surgery began every 75 minutes.
- A laboratory test was performed every 69 seconds.
- A medication was dispensed every 19.8 seconds.

These facts, based on patient-care demands in 1987, reflected the intensity of activity at the hospital to benefit the health of the community.

The singular mission of the Walter O. Boswell Memorial Hospital remains steadfastly the same today as when it opened in November 1970: to provide northwest Valley residents with the highest quality, affordable health-care services.

# 1988

In need of a face lift after 18 years, an interior remodeling and decorating project for the hospital got under way. This was made possible by a \$1 million grant from the James G. Boswell Foundation, a long-time supporter of the hospital.

A digital storage system, the first in the nation, was purchased to expedite medical-imaging procedures.

The center for healthy aging studies, funded by a grant from Sun Health, came into being; the initial site was to be located in Sun City. The Center was brought about through the auspices and work of Arizona State University; the University of Arizona College of Medicine; San Francisco State University; Palo Alto Medical Center and Sun Health. Sun Citizens on the board of directors were Madeleine A. Lutz, Ph.D., director of education, Sun Health and Dr. Leona Yeager (retired).

A new community library opened January 25 under the direction of Helen Bartholomew, director of community health education programs. Known as The First Edition Library, it contained materials on health-related issues that affect the elderly. New to Sun City, such a library was a rarity in the nation. Ken Dychtwald, a nationally known expert on gerontology, served as consultant and spoke at the dedication. The library was open to all community residents and others interested in health-related information. It was not a technical library, but rather one geared to the average consumer.

January also saw the opening of the Del E. Webb Memorial Hospital in Sun City West, and the start of a cooperative relationship between the two facilities.

John Rogers (Jim) Mead, 86, long-time Boswell board member died. Jim had served the hospital in many capacities since 1969. He was a familiar figure in the halls of the hospital as he enjoyed talking and working with all



of the employees. He knew them and they knew him.

**GUESS WHAT — THE BATS ARE BACK ON SCHEDULE!!**

Individuals 60 years of age and older could participate in a variety of programs conducted at the newly established first center of its kind in the Sun Cities area — the Olive Branch Senior Center. These programs included health and lifestyle enrichment events, recreation and socialization activities and hot, nutritious meals prepared by the kitchen at Boswell Hospital.

The Olive Branch Senior Center would serve area residents, not only in the Sun Cities, but also in Youngtown and neighboring northwest communities. Operating under the sponsorship of the Sun Cities Area Community Council, the senior center was funded by the Area Agency on Aging (Region I) and managed by Sun Health. Members of the Church of Christ learned of the need for space and, from May 1988 to March 1990, provided the use of their educational facility.

Today, the Olive Branch Senior Center is located in its permanent site at the Sun Bowl Plaza, 10765 W. Peoria Avenue, Sun City. The new larger center was renovated and redecorated to welcome up to 160 seniors in an attractive environment.

The Sun Health Corporation again turned to the issuance of \$25 million in long-term, fixed-rate, tax-exempt bonds, with proceeds used to retire \$14 million in existing floating-rate bonds and pay for necessary equipment. True to form, as with earlier bond issues, this issue was quickly sold out.

The hospital received national recognition for its cancer program just one year after it was established. The program provided a full range of treatment and therapy, from radiation therapy and chemotherapy to experimental drug therapy. The program was under the direction of oncologist Dr. Mark Greene.

The Commission on Cancer of the American Colleges of Surgeons (ACS) gave the hospital's program a three-year approval, recognizing the non-profit community hospital for meeting cancer-care standards established by the commission. "This is a way of acknowledging that we do have a comprehensive program in place here and ensures we are practicing up to the highest standards," Dr. Greene said. "This is something that folks in Sun City should be proud of, and it is the kind of program that the community deserves." "The program had a special affiliation with the University of Arizona Cancer Center, which permitted Boswell's medical and nursing staffs to draw knowledge from a collection of information that was continually updated," said Pat Pethigal, director of the oncology program and patient diagnosis.

Through this affiliation with the university, the hospital became a member of the Southwest Oncology Group (SWOG), a cooperative cancer-research group.

The hospital had more to celebrate in its 17th year than the fact that it specialized in the delivery of geriatric medicine. This year also marked the 17th birth of a baby (one a year!). Yes, a baby, at the hospital. Not a bad record for a "geriatric hospital." Hospital housekeeping attendant, Eva Menchaca, gave birth to six-pound, 14-ounce Marcus Anthony at precisely

7:05 a.m., Friday, June 24 in the emergency services department. She had reported for work early that day before her 7:00 a.m. shift. She began to experience what she believed were gas pains around 5:30 a.m. and "by 6:00 a.m., I realized the discomfort I was feeling was more than just a cramp or two. I was in labor," recalls Mrs. Menchaca. Things were happening too quickly to transfer her to another hospital having obstetrical services — she barely made it to emergency services. Four hours later, mother and baby were transferred to John C. Lincoln Hospital, where they stayed for two days.

Laser surgery broke new ground. On June 30, George Spahn became the first patient to undergo a successful laser surgery to dissolve arterial blockage. The surgery, performed by Dr. Jon Hillegas, relieved Mr. Spahn's nine-year-old circulatory problem. The equipment, technically known as peripheral vascular laser angioplasty (and costing \$100,000) can benefit scores of individuals each year who have diminished circulation in the legs caused by accumulation of plaque in the femoral artery or its branches.

The last issue of the Boswell Hospital PROCEEDINGS came off the press with Vol. 14, Spring 1988. This successful medical journal was discontinued because of rising prices and cost of printing.

They may not have been as famous as the Oscars, but the Golden Bar Awards that glittered in Jerry Porter's office were a symbol of excellence in his field. Porter, director of public affairs, and the rest of the public affairs team had won more than 28 awards in the past several years for outstanding public relations work.

The Golden Bar Awards are given by the Arizona Chapter of the American Society of Hospital Marketing and Public Relations. This year the public relations team won three first places and four second place awards in categories by writing about special events. Jennie O'Donnell won a first place for her speech, "Del E. Webb — the Man," which was delivered at the Del E. Webb Memorial Hospital dedication. Linda Braverman won a first place in the category of Health Promotions/Wellness. A first place award was also garnered for photography.

The year closed with what had become a tradition — the Sun Health annual calendar, distributed at no cost to residents. The calendars were larger than most and provided a good resource for health information and available services.

# 1989

In the beginning, the Artives, a group of doctors' wives, provided art work for display in the hospital. In a new way, local artists were able to showcase their works when the "Art Gallery" in the front lobby opened on January 21. The auxiliary's art committee was responsible for this project. A champagne reception was hosted at which area residents met the artists. The paintings displayed were offered for sale, with one-third of the proceeds going to the auxiliary.

With the passage of an Air Quality Bill, companies of 100 or more full-time employees were required to set up a program to promote alternative transportation. Phil Hanson, vice president, human resources, coordinated a "share the ride" program to reduce the number of solo driving trips. The Phoenix area had the third worst carbon-monoxide air pollution in the country.

Welcome newcomers! A program co-sponsored by the auxiliary and the public affairs department, geared to newcomers, was offered on a regularly scheduled basis. The program, "Neighbor to Neighbor," hoped to acquaint residents with the hospital and its many services. A tour of the hospital was given at the end of each program and attendees took home a packet of information.

While Medicare was a bonanza to the older person, it placed a chokehold on hospitals because of declining revenues. Because of Boswell's high patient population covered by Medicare (85 percent), it was losing money on each patient. The hospital instituted a program to enhance productivity and reduce expenses in areas of supplies, services and labor, including the consolidation of some jobs and elimination of others. Many smaller hospitals across the country were being forced to close because of this squeeze.

The CHOICE Health and Lifestyle Enrichment Program was featured in

the American Hospital Association's new book entitled "Health Promotion Programs for Older Adults," by Cathy Stauffer Kimble and Mary E. Longe. CHOICE was a pioneer in developing the health and lifestyle enrichment concept for older adults, which prompted its selection as one of six programs throughout the country to stimulate other hospitals in planning, programming and managing other senior program initiatives. The program's growth and success through the years has resulted from a continual focus on the changing, growing needs of older adults.

Initially developed as a hospital-based program in 1970, CHOICE evolved to become a broad-based comprehensive program comprised of lectures, discussion groups, special series, health screenings, support groups and The First Edition health resource library. Recently, the name of the program was changed from Community Health Education Programs to CHOICE in an effort to let area residents know they can make active choices in their lives when it comes to improving their health and lifestyle.

For many people, the first contact with the hospital was the telephone operator. Fifteen years earlier, Vi Schall started in the job and was still the "voice with a smile." Since 1975, Vi has answered hundreds of thousands of calls, from the unusual to the crisis-packed, to the routine. "Sometimes I feel more like an information hotline than an operator," she said. "When many people encounter a problem, they immediately call us. There's no end to what some people ask. Many times they even tell us their personal problems. I remember one night when we had three bomb scares." Three operators worked the switchboard during the "busy" hours. The switchboard operated 24 hours a day. In addition to manning the phone and paging lines, the operators responded to displays that indicated active fire alarms, Code Blue emergencies and security problems.

At long last, the Olive Branch Senior Center found a new home. In February it opened in the Sun Bowl Shopping Center. The hospital provided hot meals five days a week. Also, volunteers served them, cleaned up and socialized before and after the meal. They also served as Bingo callers.

Thanks to generous community financial support, Boswell entered a new age in diagnostic medicine with the fall arrival of PACS, an acronym for Picture Archiving and Communication System. High-resolution magnification, contrast and in-depth variation capabilities helped to create many detailed views of the same images, which could render more accurate diagnoses. Physicians would be able to treat patients more completely and in less time. PACS also saved money on film and other radiological expenses, decreased floor space needed for storage, maintained departmental safety and provided superior service to patients. It would be several months before installation was completed.

The Boswell Recognition Garden, just east of the hospital's main entrance, was the first project devoted to donors since the hospital opened in 1970. The focal point of the small garden was a stainless steel and brass sculpture, "Healers of Four Directions," with four stylized human figures that

represent comfort and healing. The sculpture had a southwestern flavor to complement the garden's desert plants. The Sun Health Foundation commissioned American Indian artist Fred Begay of Santa Fe, New Mexico, to build the sculpture. Persons who donated \$1,000 or more to the hospital were recognized on a cast-bronze plaque; persons giving \$5,000 or more had a separate plaque and received a miniature copy of the sculpture. This was limited to the first 36 donors.

Just as friends go out of their way to make the Christmas holidays a little more cheerful for patients, hospital employees did their part too. During the year, a penny collection built up to help a Peoria family. A food, toy and clothing drive was held to benefit the Salvation Army. This year was a bonanza year.

No history would be complete without recognizing the role of employees and staff members in the development and growth of the hospital. Whenever a need arose, whether it be for new equipment, building expansion, cost-saving measures, community drives such as Christmas food baskets or the Community Fund, they were among the first to respond. For example, in just the last six years, (1984-1990) through their shared giving campaigns, they have contributed \$439,313, not to mention the many extra hours devoted to special projects. Talk about teamwork — Boswell Hospital has the greatest!

As 1989 came to a close, Sun Health and Boswell Hospital bid farewell to Austin Turner. The November/December 1989 SUNSCRIPTS best tells the story.

### **Sun Health bids Turner farewell**

*As we bid farewell to the 1980s and stand ready to greet the 1990s, we at Sun Health also pass from one era to another.*

*W.A. Turner, the original administrator of the Walter O. Boswell Memorial Hospital and the first chief executive officer of Sun Health, is closing the book on his outstanding health care career on December 31. His retirement, after 21 years of service to the Sun Cities and the north-west Valley, marks the end of an exciting chapter in the history of this operation.*

*Never one to seek personal accolades, Austin always has kept his visionary focus fixed on securing the best possible health care for area residents.*

*His administrative talents have been directed at attracting to these communities hundreds of skilled physicians, a capable management team and staff, and developing facilities and services that are technologically sophisticated yet cost effective.*

*To view the Walter O. Boswell Memorial Hospital in Sun City, the Del E. Webb Memorial Hospital in Sun City West, and all the allied*

*health care services developed through more than two decades of stewardship to Sun Health is to know that he has succeeded magnificently. He has been our organization's patriarch. Congratulations, Austin, and thank you!*

*We look forward to the 1990s with a new chief executive officer leading the Sun Health team. Leland W. Peterson, who has served as senior executive with the organization for more than 17 years, has assumed full administrative responsibility for its day-to-day activities.*

*Lee possesses a deep understanding of the challenges facing Sun Health, including that of declining Medicare payments at a time when our nation is aging and local services demands are increasing dramatically. Yet, he is exceptionally well-qualified for his new duties. He has the support of the volunteer board of directors for Sun Health, and we ask that you, too, encourage him in efforts to serve you even better in the 1990s.*

*May you have a healthy new year — and new decade!*

*Sincerely,*

*Haakon Bang, Ph.D.  
Chairman of the Board  
Sun Health Corporation*

# 1990

The new year started out with new leadership. Mr. Leland (Lee) Peterson joined Sun Health in 1972 as an administrative assistant for Boswell Hospital. He became executive vice president in 1982 and in 1986 was named senior vice president of Sun Health as well as executive vice president of the new Del E. Webb Memorial Hospital under construction in Sun City West. In 1988, he assumed responsibility for both hospitals.

In January, Thomas C. Dickson was named vice president of administrative services at Boswell. A Phoenix native and Arizona State University graduate, he came from the 530-bed Washoe Medical Center in Reno, Nevada, where he was vice president of professional services.

After a long-awaited time, the Picture Archiving and Communications System (PACS) became operative. This \$2.2 million system is the only one of its kind in the United States and one of two in the world. Tours were scheduled to acquaint the medical staff and the public with this system.

William A. (Bill) Chapman, Jr., who was credited with being the biggest fund raiser in the hospital's history (more than \$6 million), retired from active volunteer service after 22 years of dedicated and devoted attention to the health needs of the community. He was awarded Sun Health Corporation member emeritus status at the annual meeting.

A new program offering surgery patients an important link to ease transition from hospital to home was initiated. Volunteer Care Link was carried out by hospital volunteers and offered services such as visiting patients for up to two hours upon their return home from outpatient surgery, arranging for medical appointments and running errands, which may include grocery shopping or picking up prescriptions. After easing patients back into their home routine, volunteers would place phone calls once a day for a week to assure that patients are coping well.

Tom Darmody, vice president of Sun Health Properties, reported construction was nearing completion for two projects on the Boswell campus. Due for completion early in the fall was a 6,000 square-foot radiation/oncology center, located on North 103rd Drive, southeast of the hospital's outpatient entrance. The center would be privately operated by Associates in Radiation Oncology, a partnership of Drs. Yehuda G. Laor, Thomas D. Runyan and Steven O. Hiassen. Darmody said, "When the center on Boswell campus is completed, a covered walkway will eliminate the need for ambulance transport of hospital inpatients requiring radiation treatments." The center under construction replaces a facility located in the Thunderbird Medical Arts Center, located west of the hospital.

The second project is construction of a connecting corridor and elevator linking the hospital and the privately operated Sun City Cardiac Center, located just west of the hospital. Again, this corridor will eliminate the need for ambulance transport of hospital inpatients undergoing cardiac catheterization procedures.

Have you ever given any thought to the hospital being "clipped?" That's exactly what volunteer Ruth Thompson has done for 20 years. She has been assisted by two other "old-timers," Lucy Schuessler and Marjorie Wilson. And what is clipped? Articles from Valley newspapers and magazines which mention any organization affiliated with Sun Health. Three copies of each clip is obtained, two being placed in Boswell's permanent file and the third becomes part of a scrapbook. Oh, the stories these scrapbooks could tell over a period of 20-plus years.

Sun Health, parent company of Boswell and Del E. Webb Hospitals, began accepting hospice patients with emphasis on the home health component. One of the founding principles was not to focus on beds being filled, but how to keep people in their homes and independent for as long as possible. This philosophy led to the development of one of the first full-service, hospital-based, home-health hospice programs in Arizona.

Jane Hibbitt returned as director of volunteers with just as much enthusiasm as when she first started in 1981, and the volunteers were equally enthused to have her back.

July 1990, Madeleine Lutz, Ph.D., assumed the responsibilities of vice president, organizational development. Since 1983 she had developed a strong, effective educational program.

The emergency services department, which has seen approximately 250,000 patients come through its doors, became the target of a renovation program to add additional treatment rooms. A fund drive was launched to raise more than \$1 million for the project.

The hospital prepared 81,378 meals for Meals on Wheels this year! Cost of the hot and cold meal was \$7.50 per day.

The year ended with the institution of a modified smoking ban. In October, smoking was prohibited in all hospital and hospital-related buildings except by patients in patient rooms under certain conditions. Also prohib-



ited was smoking outside main entrances, on the east side of the Support Services building and within 50 feet of any other entrance. The sale of cigarettes in the hospital was banned. This mandate was not popularly received by some of the employees.

November marked the 20th anniversary and many special events and recognitions were planned. Seven employees were honored for 20 years of service:

Helen Bartholomew, Vernadell Verhoeven, Frances Combs, Donna Parkinson, George Villasenor, Gary Turner and Cosmo Dello.

Inpatients admitted to the hospital during the anniversary month received a memento acknowledging them as a "20th Anniversary Month Patient." Each patient received an attractive tent card bearing the hospital's anniversary logo and headline that read, "You are a 20th Anniversary Month Patient at the Walter O. Boswell Memorial Hospital." Inside the card was a greeting from George Perez, the hospital's executive vice president. On the back of the card was a listing of historical highlights of the hospital.

"Hands Around the Hospital" took place at 11:00 a.m. Friday, November 16, when hundreds of volunteers, community neighbors and staff joined hands to encircle the hospital's front lawn. That evening an elegant black-tie anniversary ball took place at the Lakes Club and generated \$21,000 toward the emergency room renovation.

It's Round-Up Time again! Boswell Memorial Hospital celebrated the 20th anniversary of its November 16, 1970 opening with a special free western meal, provided by the talented "Chuck Wagon Gang," better known as the food services department. The menu was scrumptious: barbecued beef on a bun or roast chicken, ranch-style beans, fresh rolls, potato salad, apple pie and beverage. Staff was encouraged to wear western clothes and participate in the festivities.

As the hospital celebrated its 20th birthday, some of the "old-timers" got together for a "Do you remember party." Helen Bartholomew remembered being in the copy center of the hospital, trying to duplicate the policies and procedures manual. The copier overheated. "There were pre-opening tours going on, and I coincidentally was copying the fire procedure section of the manual," Bartholomew recalled. "This old copy machine I was using started smoking as hordes of people started going by on tour. I slammed the door, and all I could think of was 'I'm burning down this brand new building.'" She was safe; there was no fire. The maintenance people came to her rescue and unplugged the machine.

And a discovery, before the doors were opened, a mother cat had chosen to have her kittens at the hospital, even though there was no maternity ward planned.

It was 20 years ago when Boswell opened with two towers and 80 beds. Sun City flourished over the past two decades and the hospital had continued to meet the needs of the community with expansion, creating a 325-bed, four-tower medical center.

Yes, in 20 years the hospital has come a long way, garnered many "firsts", and has certainly become a national model for a geriatric-oriented, community-supported hospital.

# 1991

The Sun Health Auxiliary got the new year off to a good start when it was announced at its annual meeting a total of \$136,425 had been raised to purchase equipment. This brought the total contributions since 1970 to \$2,482,232. Marjorie Wilson was recognized for 17,000 hours of service and Marjorie Clifford for 16,000 hours. Since 1968, more than 3,000,000 service hours have been given by the volunteers.

Dr. Virgil Grumbling, Jr., board certified internist, was re-elected as chief of staff for a second year. Dr. Cheryl Hofstetter was elected vice chief of staff.

In an effort to reach people outside the Sun City area, public affairs developed an information kit to be distributed at each household in Westbrook Village. The packet also included a complimentary first aid kit. The hospital filed for a rate increase with the Arizona Department of Health Services. The increase was attributed to inadequate Medicare and contract payments and increasing expenses for medical technology.

Operation Desert Storm, in Kuwait, reached as far as Boswell and Webb Hospitals. Boswell's Chief of Staff, Dr. Virgil Grumbling, Jr. was called to duty along with Hank Crabtree, plant operations; Drew Cygan, surgical services; Mark Finn, Nursing 2-B; Laura Hensley, nursing services; Cindy Husing, surgical services; Anita Kizzee-Hoehn, Nursing 5-B; Jill A. Schaller, I.B.R. and William Schlosser, medical imaging. Several other employees were placed on alert.

Three local charities benefited from the generosity of the medical staff. Dr. Virgil Grumbling, Jr. announced that \$10,000 would be distributed among the Boswell School of Nursing, Westside Food Bank and the Salvation Army. Dr. Grumbling said, "Our physicians are well aware of the many benefits provided to the community through these worthy charities."

Like all hospitals, Boswell felt the crunch of the economic downturn with an increase in charity cases and unpaid bills. Hospital policy does not permit asking a patient about financial matters and no emergency case is turned away. The hospital's last bad-debt write-offs totaled \$527,000 and \$232,000 was written off as charity cases.

CHOICE Health and Lifestyle Enrichment program celebrated its 20th anniversary in March. The program has expanded from giving 10 seminars for 8,000 participants in 1971 to 418 programs for 20,000 participants in 1990.

Joseph Rogers, Ph.D., principle investigator for Alzheimer's disease received a renewal grant from the National Institute on Aging. The \$800,000 individual research grant is for the study of the immune system and its relationship to Alzheimer's disease.

Sun City West resident, Jerome (Jerry) Bieter, was elected to a one-year term as chairman of the hospital's volunteer board of directors. Bieter, a retired health care consultant and former hospital administrator succeeded Haakon Bang, Ph.D., who had served as chairman for several years.

The American College of Surgeons completed its review of the hospital's cancer program and recommended it be recertified as a cancer center. Supporting the center, was the 3rd annual Grand Prix of the Desert Horse Show which netted more than \$6,000.

The hospital's tuition reimbursement program allocated \$50,700 in 1990 for Sun Health employees. This included assistance for undergraduate graduate programs.

In an effort to reach budget net income, steps were taken to reduce costs including limiting the addition of new staff members, reduction of overtime and reducing the number of outside maintenance contracts, etc. In April, the hospital was \$1.3 million under budget for net income.

A semi-annual newsletter, CARING COUNTS, was approved and would be sent to all CareCard holders. The newsletter would highlight special events, programs and information. Approximately 13,000 copies were mailed in May.

Dr. De La Pava, a plastic surgeon, was one of 38 physicians and nurses from Arizona who went to Kuwait as part of the American Volunteer Medical Team. He said, "I really didn't expect to treat so many children . . . it was very disheartening!"

In May, hospital personnel were stunned at the unexpected death of Barbara Keane, vice president of patient care services. "Barbara leaves nothing less than a legacy of outstanding leadership for the nursing staff and other patient-care professionals," Leland Peterson, president and chief executive officer said. A scholarship fund was established in her memory.

Another loss to the hospital was the resignation of Art McKee, vice president, Engineering, who left to accept a similar position "back home" at St. Mary's Hospital, Rochester, Minnesota. He was recognized for the many contributions, including several energy efficient projects, he made to Sun Health.

Lee Peterson was installed as 1991-92 chairman of the Arizona Hospital Association. This voluntary organization represents almost 90 of the state's hospitals and health care organizations before the state's congressional delegation, the Arizona legislature and state and federal regulatory agencies.

Environment and ecology were key words in 1991. Hospital employees were encouraged to help reduce pollution by car pooling by participating in CHUMS — Commuters Helping Use Miles Sensibly. Louise Searcy, a physical therapy assistant, really took it seriously. This 53 year-old turned more than a few heads during her two-mile roller-blade skate to work 3 days a week. The other two days, she rode her bike!!

Joseph Rogers, Ph.D., director of the Institute for Biogerontology Research, started experimental trials of a drug which may slow down the progress of Alzheimer's disease. For patients and family members who participated, there was no cost.

Late summer saw the start on the \$4 million IBR expansion. Phase I would consist of finishing part of the first floor and the skeleton of the rest of the 3-story building. The Parkinson's disease research unit and research library would be included in Phase II. The Arizona Ping Classic golf tournaments have contributed thousands of dollars toward the expansion. Also supporting the fund raising was the Sun City Area Board of Realtors under the direction of Marilyn Radford.

Awareness of the financial impact on hospitals was realized when Lee Peterson announced that Medicare had recognized over a 21 percent increase in expenses since the inception of the DRG program in 1984, yet it only increased its rate of payment by 5.8 percent!

The cornerstone ceremony to celebrate the 32,000 square-foot expansion of the IBR took place on October 26. The Luke Air Force Base Color Guard presented colors; the Arizona Cactus Pine Girl Scout Troop 739 led the audience in the Pledge of Allegiance and the Phoenix Boy's Choir Town Singers presented a musical program. Harvey Kneser, chairman of the Sun Health board of directors told the audience ". . . within these walls research will take place in the hopes that one day . . . hopefully soon . . . the cause and cure for that which would rob us of our memories, our activities and our very individuality, will, at last, be discovered. It is a day we all long to see."

Ernest L. Thompson assumed the chaplain's duties for the hospital. He formerly served as the pastor of the Friends Church in Bakersfield, California.

What a thoughtful gesture — courtesy beverage coupons were distributed to patients who had to wait for services and to employees who "went the extra mile."

Congratulations to Linda Anderson, R.N. and her staff at the Boswell School of Nursing who were informed of the results from the July National Council Licensure Examination for registered nurses. Of 70 graduates who took this examination, 68 passed with a pass-rate of 97 percent — 32 from Boswell.

Plans were finalized for a \$6.2 million, 67,000 square-foot medical office complex to be erected on the site of the Thunderbird Medical Plaza, 10503 Thunderbird Boulevard. Tom Darmody, vice president, Sun Health Properties, said space in the proposed complex was 78 percent committed. The new building will feature a 3-story design with parking for 350 vehicles planned through use of ground level space for patients and underground parking for physicians and staff. Orcutt-Winslow Partnership, Phoenix, is the project architect with Case Construction Company, Phoenix, serving as general contractor. Completion is expected January 1993.

The 5th Annual Low-Vision Fair was held in November sponsored by CHOICE. The fair, open to everyone, focused on eye disorders for which there is no known cure. Service organizations and exhibitors were available to answer questions and to increase the awareness of low-vision disorders.

Sun Health announced its intent to initiate a refinancing plan under which its outstanding 1981 tax-exempt bonds will be called by June 1992 and replacement bonds issued. The refinancing was expected to reduce interest expense by \$30,000,000 over the term of the bonds, or approximately \$1.5 million annually.

A review by a major, independent accounting firm determined that Sun Health's hospitals averaged 32 percent below the published rates at competing area hospitals' charges. The study by Ernst & Young in Phoenix found that the charges for Medicare and non-Medicare patients averaged \$1,223 per patient day compared to \$1,617 at other community hospitals within the general service area.

The December 19-25, 1991 issue of THE WESTER featured a story about the auxiliary. "The total was staggering when the auxiliary's computer system tallied its hours for the October month-end report. The cumulative total turned some heads and prompted several gasps. The four million hour mark had been surpassed, peaking at 4,017,651 total hours that volunteers had contributed since its inception 23 years ago."

"Advanced Directives", mandated by legislation became effective December 1. Patients must now, upon admission, be asked if they had a Living Will and a designated medical Power of Attorney. If they were not familiar with the option, full explanations were to be given and it was the patient's decision to complete such or not.

Two new faces appeared on the scene - Gary Tucker and Allyson Foran.

Gary Tucker, R.N., M.S.N. was named vice president, patient care services. He succeeded Barbara Keane, R.N. Tucker had served as assistant administrator in charge of patient care at McCuiston Regional Medical Center, Paris Texas. He earned his collegiate degrees from the University of Texas.

Allyson D. Foran assumed the duties of assistant vice president, administrative services for Boswell and Webb Hospitals. She will be responsible for such services as clinical lab, social services and rehabilitation services. An Arizona native, she received her bachelor's degree from the University of Arizona and her master's in health administration from the University of

Minnesota. She previously had worked at Health Dimensions, Inc., San Jose, California.

The Maricopa County Department of Health Services' Division of Environmental Services gave Boswell's food service department a 100 percent rating on its last inspection. Congratulations to all team members for a job well done!

The food service department continued the annual tradition of serving complimentary Christmas Day dinners to all employees and volunteers on duty that day — and to their immediate families.

Major concerns of the hospital this year centered around lower patient utilization trends, hence lower revenues; the financial crunch imposed by Medicare, the aggressive advertising by other hospitals and the impact of managed care programs.

Yes, 1991 was the year of strategic planning. The board and management finalized an agreement with Hamilton/KSA, a consulting firm, to assist in defining planning needs.

They conducted interviews with board members, physicians, community and agency leaders and other health care providers. The reports and recommendations became the basis for dialogue which led to the appointment of task forces to develop plans for implementing planning strategies.

Three core strategies were established. The first, to achieve greater financial outcome from our core business — Medicare patients. An important step in maintaining our position in meeting community needs was the establishment of a physician referral service with a central phone number covering both hospitals. A follow-up was also instituted to be sure appointments were available and the patient was well served.

The Second strategy concentrated on achieving greater financial outcome from non-Medicare patients. This was a real challenge as neither Boswell nor Webb hospitals offer obstetric and pediatric services.

The third core strategy was a cluster of "Internal Support and External Image." The latter to change the image that Sun Health Services were only available to Sun City area residents. As the year ended, many outreach programs had been planned and conducted in some of the surrounding communities.

Many, many hours were spent addressing these issues and developing plans on how to meet the challenges this year and the ensuing years.

To help meet loss of revenue, a 20 percent rate increase for non-Medicare patients would go into effect January 1, 1992. The increase was needed to bring non-Medicare rates in line with other Valley hospitals. It is expected only about 4 percent of the patients will be affected. Daily private room rates would go from \$320 to \$370.

Dr. Virgil Grumbling, Jr. announced that Dr. Cherryl Hostetter had been elected to succeed him as chief of staff in 1992 with Dr. Joseph A. DiPasquale serving as vice chief of staff.

What a way to end the year! Lee Peterson announced a major gift of over

# 1992

This year saw the emergence of a new Sun Health Mission Statement:

At Sun Health,

we dedicate ourselves  
to enhancing the quality of life and  
to preserving the personal dignity  
and independence of all we serve  
through excellence in  
healthcare, research and education.

We pledge to fulfill  
these community needs  
by applying the combined strengths  
of our nonprofit system,  
including our medical expertise,  
human and technological resources,  
recognized leadership in adult care  
and comprehensive health services.

SUN HEALTH — "Caring for Generations"

The year started out with an announcement by George Perez, executive vice president, of the appointment of Gary C. Tucker as vice president of Patient Care Services. Mr. Tucker's previous experience included director of Patient Care Services at the Baptist Medical Center, Oklahoma City and most recently as assistant administrator of the McCuistion Medical Center in Paris, Texas. He is a graduate of the University of Texas at Arlington with a B.S.N. and M.S.N..

The new year also started out with a room rate increase of 20% imposed on non-medicare patients. It was expected only about 4% of the patients



would be affected. Even with this increased revenue, the hospitals (Boswell and Webb) expected to record a \$2.15 million loss this year.

THEY DID IT AGAIN!! At the Sun Health Auxiliary annual meeting, a check for \$233,117 was presented to Sun Health. Since the Auxiliary was founded in 1968 (2 years before the hospital opened) it has donated \$2.85 million for the purchase of medical equipment and supplies.

Looking ahead to future needs, a five acre parcel south of Grand Avenue in Surprise was purchased by Sun Health Properties as a site for an expanded supply warehouse for Boswell Hospital and other Sun Health facilities. No date for construction was set.

In his annual new year's message to all Sun Health employees, Lee Peterson applauded them for their record-giving year (1991) in the amount of \$52,000 through the shared giving program. This was the highest cumulative total in the history of the campaign. Lee Peterson went on to say, "You give life to Sun Health."

Starlight-Starbright, yes STARS are shining and STARS (SUCCESSFUL TEAM-WORK ACHIEVING RESULTS) was just the tonic frazzled nerves needed. This was a special 4-hour workshop to show how quality customer service could be a matter of acquiring a few skills and applying them in everyday tasks, according to Madeleine Lutz, Ph.D, vice-president of Organizational Development.

Six physicians participated in a special 4-part series of the Arizona Republic entitled, "Elderly Health Care." Readers could call in on a hotline established at the downtown "Republic" office. According to the newspaper, the hotline was jammed. Participating physicians were psychiatrist Paul R. Butzine, urologist Louis V. Ciardullo, endocrinologist, Richard Dolinar, orthopedic surgeon, Ronald Joseph, emergency physician, Robert Nimlos and ophthalmologist, Samuel L. Pallin.

At a healthcare public forum held in the Support Services Building, Senator John McCain compared the U.S. healthcare system to an ill patient who infects everyone and he saw no simple remedy to the U.S. economy's fastest rising costs. The forum listed four priorities of concern - healthcare coverage for everyone, controlled costs, assured quality of care and the ability to choose your own physician.

Each month the hospital features the employee of the month and from that the employee of the year. The employee of this year was registered pharmacist, Robin Rice, who began her Boswell career in 1987. Congratulations.

A recycling program went into effect and included an educational blitz directed toward all employees, physicians, patients, volunteers and visitors to conserve and preserve. The first phase emphasized aluminum cans, white paper and colored paper. The second phase was to focus on new ways to streamline purchasing practices and to encourage vendor participation. A third phase would concentrate recycling plastics and glass.

A fifteen-member recycling task force researched and developed an en-

hanced recycling program. As a result, Recyclesaurus Rex, invaded the hospital and all other Sun Health facilities. Recyclesaurus Rex was the brainchild of Maria Sandburg, Food Services. He and his small sidekick were the main characters in the video, "Earth Code Blue: It's up to Sun Health and You." Glenn Miller's orchestra provided the background swing music and the video was 100% produced in-house. One might ask is it worth all this effort. Officials estimated that clinical labs alone at Boswell and Webb Hospitals will use 3.1 million sheets of paper in a year; employees in 100 departments expect to recycle 294 tons of paper — the equivalent of saving 5,000 trees in one year. Yes — it's worth it!!

To better serve the Boswell Hospital campus, construction of a 67,000 square foot medical office complex designed to meet physicians' needs, began in April on the former site of the Thunderbird Medical Arts building. The new Boswell West Medical Arts building will feature a three-story design and parking for 345 cars including underground parking for physicians and staff.

Ginny Seibert assumed the responsibilities of the president of the Sun Health Auxiliary.

Did you know Boswell Hospital treats more patients with major heart problems than any other Arizona hospital? To better meet patient care, a new Cardiac Arrhythmia Monitoring System was installed to sound an alarm to alert staff of any significant change in the heartbeat.

Because of inadequate medicare reimbursements, the Sun Health Corporation's 1992 bond ratings were lowered to BB by Standard & Poors and Baa by Moody. Sun Health refinanced its 1981 bonds which carried interest rates ranging from 10.75% to 13.75% with a 1992 bond issue with interest rates ranging from 5.5% to 8.125%. By refinancing the bonds, a savings of nearly \$2 million in interest would go toward keeping Sun Health financially stable.

"If Only I Could Have My Marge Back". This was a three-act play depicting the burden of Alzheimer's disease which highlighted the dedication ceremony of the Sun Health Research Institute, formerly known as the Institute for Biogerontology Research. Three centers for specific research within the institute were named for major donors: L. J. Roberts Center for Alzheimer's research, Christopher Center for Parkinson's research and the Hoover Center for Arthritis research. More than \$4 million was raised in the community to meet the cost of construction of the institute. In addition to the research facility, Bob and Ruth Hoover contributed \$1.5 million toward a research library and conference center. Upon completion of all of the buildings, Sun City will have the world's largest privately funded research center for age-related disorders.

The Emergency Department was located for six months at the ground floor east entrance (outpatient entrance). This was done to accommodate a renovation and expansion program of the existing emergency quarters. The renovation added patient care rooms, improved triage facilities, expanded

family reception areas and a decontamination room. A new separate ambulance entrance expedited treatment for trauma and critical care patients. The expansion was expected to cost approximately \$1.8 million of which \$1.3 million had been raised by the time construction began. The final project costs were below budget at \$1.5 million.

Something new has been added — a new Outpatient Pharmacy located in the main corridor near the front lobby. This service would be available from 9:00 a.m. to 5:30 p.m. Monday through Friday under the direction of Diane Thirion, R.Ph. The pharmacy will provide prescription medications to discharged inpatients, outpatients, employees and area residents. George Perez, executive vice president said this is a real service of convenience, especially to patients being discharged, as they will no longer have to stop "on their way home" to get medications.

For many years the hospital has provided hot and cold meals for the Meals on Wheels program which celebrated its 20th year of service this year. Residents receiving this service pay \$5.70 a day for a hot and a cold meal. Twenty years ago the hot meal cost \$2.25.

Filling the vacancy created by Art McKee's leaving was Laurence J. (Larry) Edwards who was appointed vice president of Engineering. He relocated from Brighton, Michigan where he had served in the same position with Catherine McAuley Health System.

As part of the image enhancement process and a uniform identity program, a new Sun Health logo was introduced. Sun Health's name has come to be associated with quality healthcare services, excellence in medical research and in community health education. "It is hoped the new logo, dramatic in design, will reflect the quality of our services and represent the reputation all of us have worked hard to build through the years," said Pamela Meyerhoffer, vice president, Public Affairs.



*"Caring for  
Generations"*

A by-product of the Stroke Support Group, the Aphasia Support Group, was making a name for itself through the efforts of stroke victim Eileen Wolpert. She was the facilitator for the group which is now instrumental in helping stroke victims regain their ability to speak.

"Our name is changed from the Boswell Child Care Center to Sun Health Child Development Center to reflect the increased emphasis on the developmental needs of a child," said Philip J. Hanson, vice president, Human Resources. The center is fully accredited by the National Association for the

Education of Young Children and provides a fully integrated program that includes both child and parent.

A fall prevention program went into effect aimed at better patient care. Green arm bands worn by patients or a green identification band on a room door or charts signified the need for greater assistance and observation, particularly in mobility. This could well be called "Green Alert."

Switchboard operators were suddenly silenced at 7:20 a.m. on June 26 when a utility crew accidentally severed the hospital's main telephone line. Fortunately, 9-1-1 calls were not affected. Cellular phones were used for outgoing calls and the West Valley Amateur Radio Club's Emergency Response Group assisted in letting people know phones were down. Repairs were completed by 1:00 p.m. and it was business as usual.

A resolution passed by the El Mirage City Council made it possible for the community and Boswell Hospital to join hands in providing, for the first time, paramedic service. The squads' life support equipment was donated to El Mirage by Boswell Hospital and the Arizona Medical Transport System. The agreement signed by Eddie Rios, El Mirage's fire chief and George Perez, Boswell's executive vice president, stated "Boswell Memorial Hospital's emergency room will become El Mirage's base station for the city's residents who require emergency care and services."

The Sun Health Child Development Center was highlighted in the national publication, "Older Adults Caring for Children — Intergenerational Child Care" produced by Generations United which listed model child-care centers nationwide.

From the "Sun Health Report" of July 6, 1992:

Congratulations to Helen Bartholomew, director of the CHOICE program. CHOICE's "Rediscover Yourself Through Autobiography" program received a first place award from the Arizona Hospital Association. Boswell Hospital was one of nine hospitals to receive recognition for creating innovative state-of-the-art programs that educate the public about healthcare, promote caring and compassion, advance patient care or save money.

Boswell and Del E. Webb Hospitals' medical staffs are participating in a geriatric fellowship with St. Joseph's Medical Center. A core group of Webb and Boswell physicians specializing in family practice, internal medicine, neurology and psychiatry will be recruited as faculty for the program. Interfacility Geriatric Fellowship Committee members from Sun Health hospitals are as follows: Albert L. Boyd, M.D.; Paul R. Butzine, M.D.; H. Virgil Grumbling, Jr., M.D.—chairman; Stephen R. Hempelman, M.D.; Kent W. Myers, M.D. and Gerrit A. Terpstra, M.D.

The American Society for Hospital Food Service Administrators (ASHFSA) knew what they were doing when they selected Kip MacKenzie, director of Food Services, as one of several outstanding food service directors nationwide. Kip was recognized for his innovative "feedback" program. Food ser-

vice surveys are included in patient admission packets. Upon discharge, the surveys are returned to the food services department. A month after discharge, several former patients are selected at random and invited to return to the hospital for a meeting and meal during which additional feedback on the food and service are shared with Mr. MacKenzie, a dietitian, a food production manager and at least one administrator. Congratulations on the development of an excellent patient satisfaction feedback system!

At the end of summer, ground was broken and construction begun for the 5,500 square-foot library and conference center for the Sun Health Research Institute to be completed in March 1993. James A. Olson, M.D. established an endowment in memory of his wife, Mary, to purchase books for the library. This facility will provide ready access to the latest scientific papers that detail reports of new discoveries, explained Dr. Joseph Rogers, director. He went on to say the conference room will allow us to host seminars and other meetings that will attract leading scientist from around the world.

Lightning never strikes twice - we hope. On the 5th of August an electrical storm virtually destroyed the computer network used to generate patient billing statements. A total of 20 computer terminals were lost with an estimated damage of \$70,000. The telephone system also received damage. You can imagine the horrendous job which faced the Receivables Management Department in reconstructing all of this information.

Former hospital administrator and Sun Health CEO, Austin Turner came out of retirement to serve as state senator for District 15. This district includes Sun City West, Sun City south of Grand Avenue, Youngtown, Buckeye, Waddell and Litchfield Park. We should be well represented in the Senate what with his vast knowledge of healthcare concerns.

Beginning the month of September, a service provided by the "Daily News-Sun" and Sun Health commenced. The first Thursday of each month will feature "the doctor is in" via a monthly healthline service, "Doctor on Call." Each month 3-4 doctors will be available to respond to phone-in questions on a one-to-one basis answering questions on different health issues. The first session featured a look at prostate cancer. Manning the telephone lines out of the "Daily News-Sun" office were Drs. Louis Ciardullo, Joseph B. Priestley, Paul Block and Barry Stern. These programs have proven to be extremely popular.

It's not all work and no play — the annual employees' BASH took place on September 18 at the Crescent Hotel in Phoenix. Known as "the Blast from the Past Bash," emphasis was on the Fabulous 50's and Sensational 60's. Hula Hoops were very much in evidence. A good time was had by all.

The healthcare field in the Phoenix area has become a very competitive business and the impact was felt by Boswell Hospital as well as the other Sun Health facilities. To help meet this challenge, Jim D. Aldred was appointed Director of Marketing, coming to us from Shawnee Mission Medical Center,

Kansas where he served as director of Marketing and Planning. Mr. Aldred holds a bachelor's degree in journalism and a master's degree in public relations management. The marketing-communication campaign got underway to help develop support for and increase awareness of patient care products and to promote the services of staff physicians. Print and radio advertising quickly became visible soon after his arrival.

The renovated Emergency Department reopened for business the end of October under the supervision of Christine E. Modena. The expansion doubled the number of private treatment rooms from 7 to 14 with a total of 20 beds and jumped in size from 7,507 square feet to 10,868 square feet, becoming one of the largest in the Valley. The department is an advanced life-support base station for the Sun City and El Mirage fire departments. This means paramedics responding to emergencies can communicate directly to the emergency physician on duty at the hospital from the site of the emergency.

Diane Kruse, R.N., BSN, MS, was appointed director of Health Occupations for the Mesa Community College/Boswell School of Nursing. She had previously served 7 years as professor of nursing at Central Arizona College and 8 years at the College of Nursing, ASU. She succeeds Linda Anderson who resigned to accept a teaching position at Phoenix College.

A Sun Health employee since 1970, Helen Bartholomew, director of CHOICE and the First Edition Library announced her resignation. She contributed greatly to the growth of the health care facilities and home care programs and did an outstanding job in providing community education programs and support groups. She accepted a position with the Yavapai Regional Medical Center, Prescott, Arizona as director of Home Health and Hospice Services beginning November 6. She will be missed, but it's nice to know she won't be too far from us.

The Boswell Recognition Garden continues to attract contributors to the hospital. Plaque V was dedicated in the fall recognizing those people who had donated \$1,000 or more through the foundation. The focal point of the memorial garden is a sculpture, "Healers of Four Directions" representing people from every corner of the earth seeking and receiving healing comfort.

Eugene Tsai, M.D., having served 12 years on the Boswell staff, retired in 1991. At that time he traded his scalpel for a paintbrush. A variety of his oil paintings depicting famous golf courses and sight-seeing trips were on display just before the Christmas holidays. Sale proceeds went to the auxiliary who sponsored two receptions to introduce the artist to local residents.

In compliance with the 1992/93 JCAHO standards prohibiting smoking in acute care facilities, the hospital became a smoke-free work place. To satisfy the smokers, five locations outside the hospital were designated.

Sun Health Auxiliary junior volunteer, Joshua Oehler, 16, son of Cindy Oehler, Food Service Supervisor, received a Congressional Award, bronze level, for his volunteer work and personal achievements. Beginning at the age of 13, Josh accumulated 645 hours of volunteer service in the Bio-Med and Food Service departments. Congratulations to both Josh and his mother.

An employee survey was conducted earlier in the year to gain a better understanding of their opinions about their job and working environment. Returns were completely anonymous, being sent directly to a consulting firm in Florida. The results of the survey were announced to all and action steps were delineated in several areas. To keep communication lines open, three Town Hall meetings will be scheduled each year; the Idea Exchange Program will be continued as will the open-door policy whereby any employee can meet with Lee Peterson, President and CEO of Sun Health on a one-to-one basis. Other suggestions included inviting administrators to attend departmental meetings and that consideration be given to a Sun Health video magazine.

Hospital administrators held an informal communications forum which provided employees an opportunity to meet with George Perez, executive vice president, Rick Varnum, vice president, Administrative Services and Gary Tucker, vice president, Patient Care Services and Allyson Foran, assistant vice president. At the forum, employees heard an update on hospital affairs and concerns and this was followed by a question and answer session.

Holiday time always conjures up thoughts of kitchen goodies. For the first time, the Food Service Department offered "home made" fruit and cream pies for holiday eating. The pies were made "from scratch" by baker Arlene Neis. And once again, complimentary Christmas dinners were served to all employees and volunteers on duty and their immediate families.

At the end of each year, the medical staff elects one of their members as Chief of Staff for the ensuing year. The 1993 honor was bestowed on orthopedist, Thomas P. Foerster, M.D.

Many critical problems and concerns were met this year, but many will carry over in the months to come. On the other hand, many positive and innovative programs were introduced which provided a silver lining.

*This chapter printed courtesy of the Arizona Medical Clinic.*

# 1993

Perhaps for the first time, a mother-son pair took center stage at the beginning of the year. Thomas Foerster, M.D., assumed the duties of medical chief of staff joining his mother, Greta Foerster, still an active volunteer at 93, who has been "on duty" since 1980. To keep active, she's out walking every day at 5:00 a.m.

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) selected the hospital to be the test site for new standards as well as for the survey process. The mock survey was conducted on seven standards selected from JCAHO's 1994 Accreditation Manual for hospitals.

It may seem like an insignificant change but for these patients who looked forward to a poached or soft-boiled egg, it was far from insignificant. In the interest of food safety, pasteurized eggs would be on the menu.

1993 welcomed the entrance of Boswell Hospital into the world of managed care. For the first time in its history, Boswell Hospital had entered into a capitation agreement with a major third party payor - CIGNA Healthcare of Arizona. This shift in payment methodology and willingness to accept the financial risk for the overall health of the 7,000 Medicare CIGNA members who lived within the Sun Cities was a direct outcome of the changing reimbursement environment being pressured by the escalating cost of health care. This paradigm shift in payment methodology has resulted in the development of a "partnership-type" relationship between CIGNA management, physicians and Boswell Hospital staff as they worked closely together to



*Greta Foerster and her son, Thomas Foerster, M.D., stand together in front of Walter O. Boswell Memorial Hospital.*



improve the quality of care and control the cost of providing that care. Additionally, the two organizations have expanded the traditional relationship of payor and provider in an attempt to expand and develop a seamless continuum of care with the goal of maintaining wellness as opposed to providing "sick care". This entrance into managed care has proven to be an invaluable learning opportunity for Boswell Hospital as it has prepared the staff to more effectively develop and enhance utilization of quality management techniques which will prove to be essential infrastructures for the future as the hospital prepares for the challenges of healthcare reform and shrinking Medicare reimbursement.

Lalit Mansukhani, the hospital's Pharmacy Department Director, accepted a position as clinical pharmacist at the Alhada Armed Forces Hospital, TAIF, Saudi Arabia. Clinical pharmacist Robin Rice took over as director. She was the hospital's 1991 employee of the year.

Congratulations were accorded to the employees who participated in the annual shared giving campaign by pledging one hour of pay or more per month. The \$52,886.18 donated or pledged put the final figure "over the top".

The volunteer medical-dental team of the Association for Central American Development included Beck Van Buren, R.N., Endoscopy Department; Scarlett Pegram, R.N., SICU; internist Mark Brown, M.D. and Emergency Department physician Connie J. Russell, D.O. The group departed February 9 for Guatemala to provide medical care for the Quiche Indians. Going with the group was a collection of small toys to be given to these children.

Twenty-five years of caring was celebrated by the Sun Health Auxiliary at its annual meeting in January. Ginny Seibert, president, presented a check for \$257,921 to Leland Peterson, Sun Health President/CEO. Since its founding, more than three million dollars has been given and over four million hours of volunteer service has been recorded. Two highlights of the day were the presentation of a certificate of recognition from Governor Fife Symington and 88 year-young, Marge Wilson, was recognized for 20,000 hours of service garnered since 1968. Another auxiliary member, Marjorie Clifford, was recognized for 18,000 hours of service. Peggy Wickham was introduced as the incoming president.

Among the employees receiving recognition for outstanding service in 1992 was Anita Kizzee-Hoehn, R.N., for service to the critical care patients on the 5B telemetry unit. During Operation Desert Storm, she served in a MASH hospital in England. During the year, she was promoted to Captain in the United States Air Force Reserves.

At one of last year's Town Hall meetings, the idea of a video as a means of communication was discussed. "Connections", a short video, made its debut in March. The video format (also available on tape) was shown on Channel 17 and provided all employees a chance to get to know the administrators and be kept up-to-date on matters of interest. It is to be updated quarterly.

Critical Care nurse Robin Tipton, Unit 5 C-D, was among the artists

featured at the Art Gallery spring show.

The hospital took over the ownership and direct management of the Magnetic Resonance Imaging Service (MRI) featuring the newly installed Phillips 1.5 MRI.

To better meet patient needs, an outpatient clinic was established at the new Boswell West Medical Office building. Clinical laboratory testing, chest and extremity X-rays and ECGs will be done by staff members from the Medical Imaging and Cardiopulmonary Services departments.

The hospital, along with St. Josephs Hospital and Glendale Community College, worked together to train rural paramedics as part of the Emergency Training and Education Consortium (ETEC). Students received training in the emergency department and in critical care areas. The students go through levels of training to qualify for Emergency Medical Technician (EMT); intermediate EMT and the Paramedic program — the highest EMS certification level. This is a ten-month, on-the-job training program.

The director of Food Services, Kip McKenzie, was selected to be a member of the Kraft Foods Advisory Board for product evaluation. The Maricopa County gave the food service departments at Walter O. Boswell Memorial and Del E. Webb Memorial hospitals a 100% rating. This was the first time both departments have been so recognized at the same time.

How many hospital auxiliaries can boast of a grandfather-grandson team? Boswell's is one of them!! Featured in a statewide advertising program recognizing the importance and ageless role of volunteering were Bob Walters and his 14-year old grandson, Jennings. Gran'pa has been a volunteer for nine years and Jennings is a summer volunteer. These public service announcements, "Volunteers: The Cornerstone of the Hospital Community," were coordinated by the Arizona Hospital Association.

"Medicine at the Crossroads", a joint BBC-PBS television production, featured the hospital and the Sun City Fire Department as part of a series examining modern medical issues. The fire department was included because of involvement of paramedics in emergency care.

The responsibility of running the Olive Branch Extended Care Center shifted from the Sun Cities Area Community Council to Sun Health. Up to this time, the Council had sub-contracted the management to Sun Health and the hospital provided the hot meal at noon. The hospital will continue this practice.

The third floor nurses and float pool nurses hosted a "Touch of Magic"



*Volunteer duo Bob Walters and his grandson, Jennings, pose together at Bob's home in Sun City.*

progressive pot luck luncheon and favorite recipes accompanied each dish. The eating was so good the recipes were compiled into a cookbook and made available for \$1.50 in the gift shop. Proceeds went to the Sun Health Auxiliary.

Hospital Chaplain Ernest L. Thompson received recognition for his services in an extensive article in the Daily News-Sun. Thompson, who is on call 24 hours a day, works closely with local clergy. This soft-spoken Quaker cleric has become a familiar friendly face in the corridors and patients' rooms.

Dr. William Minturn, the second physician to open a practice in Sun City (1961) and a founding member of the hospital, died on May 3, 1993. Dr. Minturn was not only well known as a physician/surgeon but also as a marathon runner.

May 12 saw thirty-two students receive their nursing diplomas from the Boswell School of Nursing. The R.N. pinning ceremony was held at the Lakes Club.

Started 25 years ago, the junior volunteer program introduces teens to a healthcare setting and exposes them to potential careers in the medical field. This summer, seventy-five students, aged 13 to 18, signed on as volunteers!

To lighten up summer doldrums, the Food Service Department held a "Fair Day" complete with state-fair style fried-chicken dinner, popcorn, cotton candy and a pie-eating contest which was won by Rick Small, Bio-Med Engineering technician III.

A pilot program in a hospital? Absolutely! The hospital's "Prolong Independent Living Through Occupational Therapy (PILOT) was designed to assess area residents' homes for risks that could lead to falls and injuries. Anne Ford, manager of rehabilitation services, oversees this new program.

Allyson Foran, Assistant Vice President for Administrative Services, was one of five Valley residents traveling to Assam, India, for a month-long visit as part of the Rotary International's group exchange program. The trip was made to foster goodwill and to examine the Indian health care system. Foran said the visit "made me feel so fortunate that I live in the United States". After seeing her slide presentation, "Planes, Trains and Automobiles: A Trek Through India," one can't help but agree with her.

Beginning in the fall, six researchers for the Sun Health Research Institute began teaching at Arizona State University West. The researchers, all at the Ph.D. level, received appointments as clinical faculty in Life Sciences. Patricia Sparks, ASU West Associate Provost for Academic Personnel, said, "This agreement gives us a life sciences faculty rivalling that of any major university and the facilities of the Research Institute and the Hospital will greatly enrich the students' education."

The Arizona Republic published a feature story on the Child Development Center. The Center, started in 1982 was among the first in the state to be situated at a work place. Currently there is a long waiting list and plans are being developed to enlarge the facility. Because of the quality of care the center has received national recognition.

In 1991, Dr. Daniel DeLaPava treated badly burned children in Kuwait. This year, as part of the American Volunteer Medical Team led by Cindy McCain, wife of U.S. Senator John McCain, the group traveled to Armenia to aide earthquake victims and to demonstrate plastic surgery techniques to local physicians.

National figures underscored the expertise of the hospital in providing specialized care for eight diagnoses common to the older adult. The 1993 Comparative Hospital Costs Handbook ranked the hospital among the top twenty out of 5,000 acute-care hospitals nationwide.

It wasn't "Smile, You're on Candid Camera," but national television did feature several hospital personnel. Being interviewed by an NBC television crew were George Perez, Executive Vice President; Thomas P. Foerster, M.D. and Chief of Staff; Gary M. Sollars, M.D., and a patient. During a two-minute segment on Tom Brokaw's national newscast, these people discussed health-related issues under President Clinton's proposed national healthcare reform.

Boswell Hospital's entrance into capitated Medicare programs, shrinking Medicare and commercial reimbursement coupled with President Clinton's quest for healthcare reform during 1993 served as catalysts for Boswell Hospital staff to search for new sources of revenue and to adopt mechanisms to control costs and resource utilization. One major source of new revenue and cost containment was identified in 1993 as the conversion of an empty inpatient unit into a separately licensed hospital-based skilled nursing unit. Unit 4A was selected for conversion and will result in providing additional skilled nursing beds for managing patients through an expanded continuum of care while ensuring that the level of service provided assimilates the patients' needs and reduces Medicare length-of-stays in the acute setting. In addition, it will provide an alternative level of care that promotes expanded discharge efforts and the availability of skilled beds within the Sun Health continuum and hospice care at the Sun Health Care Center. The conversion is scheduled to be completed in April of 1994 and will result in providing comprehensive healthcare services to meet the growing needs of the members of the Sun Cities and northwest Maricopa County communities.

If one missed the posters saying a disaster drill was in progress, one could almost imagine it was the real thing. A mock disaster drill simulated a fire in one of the hospital's nursing units with a breakdown in communications and the evacuation of patients. The community-wide drill was the first of its kind in terms of complexity and community involvement. Such drills are planned to sharpen and enhance the professional staffs' expertise in handling large scale emergencies and disasters and prepare organizations and area residents for such an event. Let's hope we never experience the real thing!

The love bug was working overtime this year. Among those joining the ranks of the happily marrieds were Internist Mark C. Brown, M.D. and Emergency Department physician Connie J. Russell, D.O. Our very own Chief of Staff, orthopedist Thomas Foerster, M.D. and medical staff coordinator, Pat

Duckworth, were married in May. Linda Braverman, manager of community relations, Public Affairs Department and Warren Tyler, Sun Health's budget officer said their "I Do's" in May. With in-house romances gaining in popularity, perhaps this fact could be used as a recruitment plus.

After 20 years of service, Vi Schall, the voice with a smile, on the switchboard, retired. She says she'll be back and won't say goodbye!

Perhaps the major focus this year has been the possible impact of the proposed healthcare reform being studied by Hilary Rodham Clinton and supported by President Clinton. This will continue to be a controversial issue and concern, especially to our hospital which serves a Medicare population. The healthcare system faces many changes and challenges. Perhaps one of the most visible was the increase popularity in managed healthcare plans and a second very visible change was the shifting away from inpatient care to home care.

The next year will indeed be interesting, challenging and perhaps even frustrating in trying to look into the future of healthcare and the impact on the hospital and Sun Health.

# 1994

The year began with considerable anticipation as the staff of Boswell Memorial Hospital prepared for the mid-summer accreditation visit by the Joint Commission for the Accreditation of Healthcare Organization (JCAHO). In addition, excitement was building as the openings drew near for the Boswell Extended Care Center, a skilled nursing facility for up to 20 patients to be located within the hospital, and Boswell West Outpatient Center, a walk-in facility for diagnostic services. The many changes realized during the year reflected the growth necessary for the hospital to continue delivering the best possible service to the growing northwest Valley communities.

## SIGNIFICANT EVENTS AND ACHIEVEMENTS

Events and achievements of major significance during 1994 at Boswell Memorial Hospital included:

### JCAHO Accredits Boswell Hospital "With Commendation"

- After several months of preparation by the hospitals' staffs, the survey team from the Joint Commission for the Accreditation of Healthcare Organization visited Boswell and Del E. Webb Memorial hospitals in July. The survey team had high praise following their survey of both Sun Health hospitals, which were borne out when JCAHO's findings proved to be the most successful in the history of either facility: Boswell Hospital was granted a full three-year accreditation *with commendation*. This distinction placed Boswell Hospital among the elite top 3 percent of hospitals in the United States and one of only three hospitals in Arizona to receive "commendation" from JCAHO. Del E. Webb Hospital was granted a three-year accreditation with no Type I deficiencies. On appeal, JCAHO agreed more than a year later that Del E. Webb Hospital likewise should be granted accreditation "with commendation."

### Boswell Extended Care Center Opens

- Boswell Extended Care Center, a skilled-nursing facility which opened in April on Unit 4A of Boswell Hospital, received its Medicare certification with no deficiencies, the highest possible rating. Within 10 days of receiving certification, the facility reached its 20-patient capacity and had a waiting list of patients for admission. The care center assists residents who require a brief period of rehabilitation and nursing care as they transition from the acute-care hospital setting to the home. Edward Kowaleski, M.D., was named as the care center's medical director, and Irma Stewart, R.N., was selected as director of nursing. Earlier in the year, the medical-oncology services located on Unit 4A had moved across the hall to Unit 4B.

### **Auxilians Achieve 5-Million Mark**

- ♦ The Boswell Hospital Auxiliary was founded in the spring of 1968 through the combined efforts of 31 women. On an October day 26 years later, and with the ranks now numbering 2,300 members, the since-renamed Sun Health Auxiliary reached the remarkable total of 5 million hours of volunteer service. An "OctoberBest" Celebration was staged at Beardsley Park in Sun City West to celebrate the achievement. A total of 200 auxiliarians gathered on the Peoria High School football field to spell out "5,000,000" for aerial photographers and media coverage. Richard Strange, director of bands for Arizona State University, assisted with the design of the formation on the field.

### **Shared Giving Tops \$140,000**

- ♦ The 1994 Shared Giving Campaign, through which Sun Health employees can support a variety of charitable causes within their community, shattered all previous records by totaling \$80,186.90 in gifts and pledges. The total from the monthlong campaign in October exceeded the goal of \$67,000 by 15 percent. Boosted by a matching gift from an anonymous Sun City couple for certain aspects of the campaign, the combined total exceeded \$140,300. Funds will be used toward construction of the proposed 12-suite Sun Health Hospice House and the planned 36-bed Sun Health Alzheimer's Residence, purchase of patient-care equipment for Boswell Hospital and establishment of a cardiac-catheterization laboratory at Del E. Webb Hospital. Other gifts supported the Valley of the Sun United Way and the Sun City and Sun City West Community Funds. "Employees have demonstrated a level of generosity and participation that is unparalleled in the history of this charitable event," said Gretchen Petersen, assistant director of the Clinical Laboratory at Del E. Webb Memorial Hospital and chairman of the Shared Giving Campaign. "Our thanks to every employee for making the campaign a tremendous success."

### **Geriatric Fellowship Program Established**

- ♦ An exciting and innovative program became a reality with the advent of the Geriatric Fellowship Program, co-sponsored by Sun Health and St. Joseph's Hospital and Medical Center. The Geriatric Fellowship office opened December 1, with its initial focus on accreditation and recruitment of fellows by the summer or fall of 1995. The program was open to graduate physicians who had completed their residency and had a career interest in geriatric medicine. The program's ultimate goal was to increase understanding of the care and treatment of older adults. The program established Boswell Hospital and Sun Health as premier sites for graduate medical education. It also had the potential of extending Sun Health's approach to patient care across the nation and perhaps around the world. Walter J. Nieri, M.D., a private-practice, Phoenix-based geriatric internist, accepted the position as program director. Dr. Nieri's interest and commitment to geriatrics had been an integral part of his 20-year practice of medicine in the Valley, a distinction recognized by an interfacility committee of physicians from Sun Health and St. Joseph's Hospital and Medical Center.

### **Boswell West Outpatient Center Opens**

- The Boswell West Outpatient Center, located in the Boswell West Medical Office Building on the Boswell Hospital campus, opened December 5. Its purpose was to give residents the opportunity to receive outpatient medical-imaging and laboratory-testing services such as mammograms and X-rays within a convenient, walk-in setting. Barbara Hugendubler was named senior director of the center.

### **MANY SERVICE AND PROGRAM CHANGES OCCURRED**

- In order to continue its high level of care, Boswell Hospital implemented a 12 percent adjustment in rates on January 1. However, because the majority of the hospital's patients are covered under Medicare or managed-care contracts, only 6.9 percent of the patients would be affected. Prior to this annual adjustment, the hospital's charges averaged 7.5 percent below current levels at other neighboring hospitals.
- Also in January, Boswell Hospital's Pre-admission Clinic was expanded to include a pre-operative teaching program for all elective surgical patients. The process of pre-operative interviews, step-by-step information of what to expect the day of surgery and discharge planning encouraged patients and family members to be active members of the healthcare team throughout the continuum of care.
- The Boswell SWAT team was formed in February to provide additional support to staff on the medical/surgical units when patient activity, acuity or census increased unexpectedly. On-call SWAT nurses would provide assistance or complete selected tasks that could be accomplished in a matter of minutes or up to two hours. Named as the SWAT Program coordinator was Pamela Akers, R.N., B.S.N., assistant director of nursing for Clinical Nurse Support.
- The Sun Health CHOICE Lifestyle Enrichment Program and the First Edition Library were renamed in March to better reflect their purposes to more closely identify them with the Sun Health system. These services became known as Sun Health Community Education Center and Sun Health Community Education Library. Both programs were under the direction of Jean Kiernat, M.S., O.T.R. The majority of the programs conducted by the educational- outreach service were staged on the Boswell campus, and many classes were instructed by hospital staff members.
- On April 20, the expanded and remodeled Surgery/Endoscopy waiting room was re-opened. Located immediately inside the hospital's east ground-floor entrance, the area featured an attractive, comfortable modular design with a seating capacity for more than 40 family members and friends. An salt-water aquarium was installed, providing a soothing distraction and helping to alleviate the emotional strain of the waiting process.
- The Magnetic Resonance Imaging (MRI) division of Boswell Hospital's Medical Imaging Department improved its services in April by streamlining its registration process and expanding hours of service. This allows patients to register directly at the MRI facility rather than in the hospital.



- Formerly known as Phase III Cardiac Rehabilitation Gym, the Sun Health Fitness Center relocated on May 2 to a 2,000-square-foot site northeast of its current location near the entrance to the Sun Health Resource Center. The center, which was open to members of the community for a modest fee, also was available to employees on Tuesdays and Thursdays as part of the Sunstyles employee-fitness program. The new location was expanded to 3,000 square feet later in the year.
- On July 1, an internationally recognized radiology service assumed medical responsibility for the Medical Imaging departments at Boswell and Del E. Webb Memorial hospitals. The new service was part of the radiology group servicing St. Joseph's Hospital and Medical Center, Biltmore Advance Imaging Center and Genesis Imaging Center, all of Phoenix. The new service brought to both Sun Health hospitals an impressive list of credentials that represented a continuing enhancement to the medical-imaging services offered locally to staff physicians and their patients.
- The Mesa Community College/Boswell School of Nursing program enjoyed the distinction of having a 97-100 percent passing rate for graduate candidates taking their first state examination to become registered nurses. This reflects not only the ability of the students but also the quality of instruction.
- In August, the Sun Health Outpatient Pharmacy expanded its weekday hours to 8 p.m. to better accommodate the needs of patients, residents and employees. The facility had relocated from Boswell Hospital's main corridor to a remodeled site adjacent to the Inpatient Pharmacy at the south entrance.

### **SPECIAL EVENTS**

- In keeping with the football season, a "Super Bowl of Services" open house took place January 29 at the hospital. In selected areas, staff members conducted fascinating demonstrations of new equipment procedures. "The open house provided an opportunity for area residents to see what's new at Boswell and realize they don't have to leave the community to receive the latest technologically advanced health care," said George Perez, the hospital's executive vice president. Members of the auxiliary served as guides to hundreds of area residents who viewed the \$1 million Computerized Tomography Scanner in use. Other tour highlights included the exercise room and cardiac-monitoring system, magnetic-resonance imagery, angiography suite, outpatient pharmacy and video-endoscopy equipment. Approximately \$3 million donated by community residents had funded the purchase of new equipment and enhancements to service technology.
- For the seventh consecutive year, the Low Vision Fair showcased 12 different vision programs and services available in the community. Sponsors for the event, which was conducted on January 21, included Boswell Low Vision Services at the Boswell Eye Institute and Sun Health CHOICE Lifestyle Enrichment Program (renamed Sun Health Community Education Center later in the year). The sponsors were pleased with a record attendance.

- On May 18, the hospital hosted the largest attendance in the nation for "Partnership for Better Digestive Health," a live satellite teleconference. A total of 275 healthcare professionals and community residents gathered in Memorial Hall of the Sun Health Support Services Building to hear five gastroenterologists discuss heartburn, peptic ulcers, irritable bowel syndrome and colon cancer. Memorial Hall was one of 60 viewing sites nationally and the only one in the metropolitan Valley area.
- During August, Sun Health employees, volunteers and physicians donated 70 "Hope Kits" to benefit Rwandan orphans. Each kit contained chewable multiple vitamins with a high dose of vitamin C, bandages, antibiotic creams, plastic cereal bowl, child-size T-shirt, a bar of soap and a blanket or jacket. More than \$400 also was raised. Rick Small, biomedical engineering technician III, coordinated the drive.
- A ribbon-cutting and transportation fair was conducted September 7 to celebrate the extension of service by Valley Metro Bus Service to the hospital's campus. Information was provided about transportation options for commuting employees. Under national and county clean-air strategies, Sun Health was required to reduce single-occupancy miles driven to work by 10 percent per year. By December, at least 80 network employees were participating in carpools at least once a week.

#### **BOSWELL PEOPLE**

- Lorraine Cockle of Sun City West assumed the presidency of the Sun Health Auxiliary from Peggy Wickham of Sun City during the organization's annual meeting in January.
- Also in January, Phil Hanson, vice president of Human Resources for Sun Health, was awarded life membership in the American Hospital Association (AHA) in recognition of his 30 years of service, support and contribution to the goals of the AHA. He is active in the community and served as president of the Northwest Chamber of Commerce this year.
- Among several promotions announced was the appointment in March of Allyson Anderson as vice president of administrative services for Boswell and Del E. Webb hospitals. Formerly an assistant vice president, she continued to report to executive vice presidents George Perez at Boswell Hospital and Tom Dickson at Del E. Webb Hospital.
- Food Services employee Paul Fonseca won a gold medal for his presentation on total quality management delivered at a vocational-education event during March at ASU West. He represented the hospital's Dietary Department as well as the Cooperative Education Program at the Deer Valley Vocational Technical Center, which he attends.
- Helen Collins, medical technologist II in Boswell Hospital's Clinical Laboratory, was honored in April by the American Society of Clinical Pathologists (ASCP) with its Southwest Regional Associate Member Award. Collins was engaged actively in laboratory education, teaching several local workshops and sponsoring teleconferences in the Phoenix area. She retired in December.
- Although the junior-volunteer program continued throughout the year, the program blossomed during the summer with the participation of more than 110 teenagers from

approximately 30 schools. Seventy-five junior volunteers, including 22 who returned from last year, were involved at Boswell Hospital, working in such areas as the nursing units, Admitting Services, Central Services, Housekeeping, information desks, Materiel Center, Medical Imaging, Medical Records, Outpatient Surgery, Pharmacy, Public Affairs and Purchasing. In September, the junior volunteers were recognized for providing a total of 10,186 donated hours since January. Top awards went to Joe Hoehn, who volunteered more than 800 hours. Hoehn is the son of Anita Kizzee-Basinger, R.N., staff nurse on the CCU/MICU unit and the hospital's 1992 employee of the year.

- ♦ Anne Ford, administrative director of Rehabilitation Services, retired in August after 13 years with Sun Health. Craig Cantrill assumed management responsibilities until the appointment of Roger Schueler, who was to assume duties in February 1995.
- ♦ Anne Kuntavanish joined the Boswell staff in December as coordinator of Industrial Rehabilitation.

#### **MISCELLANEOUS NOTES**

- ♦ January 24 marked the 25th anniversary of the hospital's groundbreaking. Taking part in the 1969 ceremony were Del E. Webb and William W. Boswell, brother of the hospital's namesake.
- ♦ Approximately one in every eight Sun Health employees could speak a collective total of 28 different languages, including sign language. Twenty-one of these employees spoke three languages or more. These employees serve as a valuable on-call resource in the event a patient is unable to communicate effectively in English.

**The many achievements of 1994 ranged from the three-year accreditation by the JCAHO, to record levels of volunteer service and contributed support by employees, physicians, volunteers and the community. This ongoing support allows the hospital to continue meeting the healthcare needs of its community.**



# 1994

The year began with considerable anticipation as the staff of Boswell Memorial Hospital prepared for the mid-summer accreditation visit by the Joint Commission for the Accreditation of Healthcare Organization (JCAHO). In addition, excitement was building as the openings drew near for the Boswell Extended Care Center, a skilled nursing facility for up to 20 patients to be located within the hospital, and Boswell West Outpatient Center, a walk-in facility for diagnostic services. The many changes realized during the year reflected the growth necessary for the hospital to continue delivering the best possible service to the growing northwest Valley communities.

## SIGNIFICANT EVENTS AND ACHIEVEMENTS

Events and achievements of major significance during 1994 at Boswell Memorial Hospital included:

### JCAHO Accredits Boswell Hospital "With Commendation"

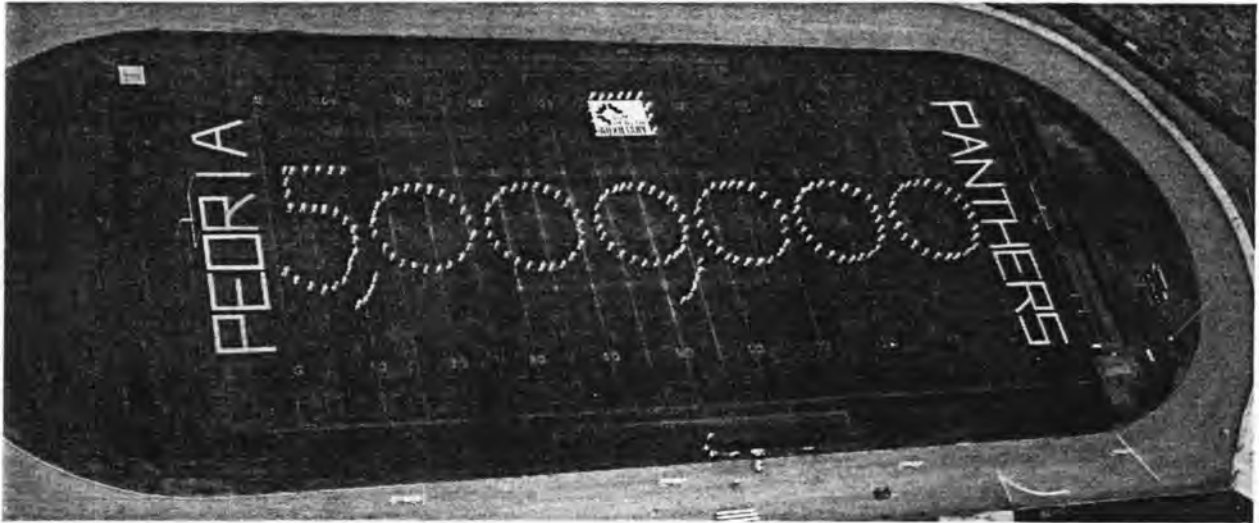
- ♦ After several months of preparation by the hospitals' staffs, the survey team from the Joint Commission for the Accreditation of Healthcare Organization visited Boswell and Del E. Webb Memorial hospitals in July. The survey team had high praise following their survey of both Sun Health hospitals, which were borne out when JCAHO's findings proved to be the most successful in the history of either facility: Boswell Hospital was granted a full three-year accreditation *with commendation*. This distinction placed Boswell Hospital among the elite top 3 percent of hospitals in the United States and one of only three hospitals in Arizona to receive "commendation" from JCAHO. Del E. Webb Hospital was granted a three-year accreditation with no Type I deficiencies. On appeal, JCAHO agreed more than a year later that Del E. Webb Hospital likewise should be granted accreditation "with commendation."

### Boswell Extended Care Center Opens

- ♦ Boswell Extended Care Center, a skilled-nursing facility which opened in April on Unit 4A of Boswell Hospital, received its Medicare certification with no deficiencies, the highest possible rating. Within 10 days of receiving certification, the facility reached its 20-patient capacity and had a waiting list of patients for admission. The care center assists residents who require a brief period of rehabilitation and nursing care as they transition from the acute-care hospital setting to the home. Edward Kowaleski, M.D., was named as the care center's medical director, and Irma Stewart, R.N., was selected as director of nursing. Earlier in the year, the medical-oncology services located on Unit 4A had moved across the hall to Unit 4B.

### **Auxilians Achieve 5-Million Mark**

- The Boswell Hospital Auxiliary was founded in the spring of 1968 through the combined efforts of 31 women. On an October day 26 years later, and with the ranks now numbering 2,300 members, the since-renamed Sun Health Auxiliary reached the remarkable total of 5 million hours of volunteer service. An "OctoberBest" Celebration was staged at Beardsley Park in Sun City West to celebrate the achievement. A total of 200 auxiliarians gathered on the Peoria High School football field to spell out "5,000,000" for aerial photographers and media coverage.



### **Shared Giving Tops \$140,000**

- The 1994 Shared Giving Campaign, through which Sun Health employees can support a variety of charitable causes within their community, shattered all previous records by generating \$80,186.90 in gifts and pledges. Boosted by a matching gift from an anonymous Sun City couple for certain aspects of the campaign, the combined total exceeded \$140,300. Funds will be used toward construction of the proposed 12-suite Sun Health Hospice House and the planned 36-bed Sun Health Alzheimer's Residence, purchase of patient-care equipment for Boswell Hospital and establishment of a cardiac-catheterization laboratory at Del E. Webb Hospital. Other gifts supported the Valley of the Sun United Way and the Sun City and Sun City West Community Funds.

### **Geriatric Fellowship Program Established**

- An exciting and innovative program became a reality with the advent of the Geriatric Fellowship Program, co-sponsored by Sun Health and St. Joseph's Hospital and Medical Center. The Geriatric Fellowship office opened December 1, with its initial focus on accreditation and recruitment of fellows by the summer or fall of 1995. The program was open to graduate physicians who had completed their residency and had a career interest in geriatric medicine. The program established Boswell Hospital and Sun Health as premier sites for graduate medical education. It also had the potential of extending Sun Health's approach to patient care for older adults across the nation and perhaps around the world. Walter J. Nieri, M.D., a private-practice, Phoenix-based geriatric internist, accepted the position as program director. Dr. Nieri's interest and commitment to geriatrics had been an

integral part of his 20-year practice of medicine in the Valley, a distinction recognized by an interfacility committee of physicians from Sun Health and St. Joseph's Hospital and Medical Center.

#### **Boswell West Outpatient Center Opens**

- ♦ The Boswell West Outpatient Center, located in the Boswell West Medical Office Building on the Boswell Hospital campus, opened December 5. Its purpose was to give residents the opportunity to receive outpatient medical-imaging and laboratory-testing services such as mammograms and X-rays within a convenient, walk-in setting.



#### **MANY SERVICE AND PROGRAM CHANGES OCCURRED**

- ♦ In order to continue its high level of care, Boswell Hospital implemented a 12 percent rate adjustment on January 1. However, because the majority of the hospital's patients are covered under Medicare or managed-care contracts, only 6.9 percent of the patients would be affected. Prior to this annual adjustment, the hospital's charges averaged 7.5 percent below current levels at other neighboring hospitals.
- ♦ Also in January, Boswell Hospital's Pre-admission Clinic was expanded to include a pre-operative teaching program for all elective surgical patients. The process of pre-operative interviews, step-by-step information of what to expect the day of surgery and discharge planning encouraged patients and family members to be active members of the healthcare team throughout the continuum of care.
- ♦ The Sun Health CHOICE Lifestyle Enrichment Program and the First Edition Library were renamed in March to better reflect their purposes to more closely identify them with the Sun Health system. These services became known as Sun Health Community Education Center and Sun Health Community Education Library.
- ♦ On April 20, the expanded and remodeled Surgery/Endoscopy waiting room was re-opened. Located immediately inside the hospital's east ground-floor entrance, the area featured an attractive, comfortable modular design with a seating capacity for more than 40 family members and friends. An salt-water aquarium was installed, providing a soothing distraction and helping to alleviate the emotional strain of the waiting process.
- ♦ Formerly known as Phase III Cardiac Rehabilitation Gym, the Sun Health Fitness Center relocated on May 2 to a site northeast of its current location near the entrance to the Sun Health Resource Center. The center, which was open to members of the community for a modest fee, also was available to employees on Tuesdays and Thursdays as part of the

SunStyles employee-fitness program. The new location was expanded further later in the year.

- On July 1, an internationally recognized radiology service assumed medical responsibility for the Medical Imaging departments at Boswell and Del E. Webb Memorial hospitals. The new service was part of the radiology group servicing St. Joseph's Hospital and Medical Center, Biltmore Advance Imaging Center and Genesis Imaging Center, all of Phoenix. The new service brought to both Sun Health hospitals an impressive list of credentials that represented a continuing enhancement to the medical-imaging services offered locally to staff physicians and their patients.
- The Mesa Community College/Boswell School of Nursing program enjoyed the distinction of having a 97-100 percent passing rate for graduate candidates taking their first state examination to become registered nurses. This reflects not only the ability of the students but also the quality of instruction.

### **SPECIAL EVENTS**

- In keeping with the football season, a "Super Bowl of Services" open house took place January 29 at the hospital. In selected areas, staff members conducted fascinating demonstrations of new equipment and procedures. Members of the Sun Health Auxiliary served as guides to hundreds of area residents. Approximately \$3 million donated by community residents had funded the purchase of new equipment and enhancements to service technology.
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### **BOSWELL PEOPLE**

- ♦ Jerome T. Bieter of Sun City West was re-elected in April to his fourth one-year term as chairman of the operating board of directors for Boswell Hospital.
- ♦ Lorraine Cockle of Sun City West assumed the presidency of the Sun Health Auxiliary from Peggy Wickham of Sun City during the organization's annual meeting in January.
- ♦ Also in January, Phil Hanson, vice president of Human Resources for Sun Health, was awarded life membership in the American Hospital Association (AHA) in recognition of his 30 years of service, support and contribution to the goals of the AHA. He served as president of the Northwest Chamber of Commerce during the year.
- ♦ Among several promotions announced was the appointment in March of Allyson Anderson as vice president of administrative services for Boswell and Del E. Webb hospitals. Formerly an assistant vice president, she continued to report to executive vice presidents George Perez at Boswell Hospital and Tom Dickson at Del E. Webb Hospital.
- ♦ Although the junior-volunteer program continued throughout the year, the program blossomed during the summer with the participation of more than 110 teenagers from approximately 30 schools. In September, the junior volunteers were recognized for providing a total of 10,186 donated hours since January. Top awards went to Joe Hoehn, who volunteered more than 800 hours. Hoehn is the son of Anita Kizzee-Basinger, R.N., staff nurse on the CCU/MICU unit and the hospital's 1992 employee of the year.

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## APPENDIX

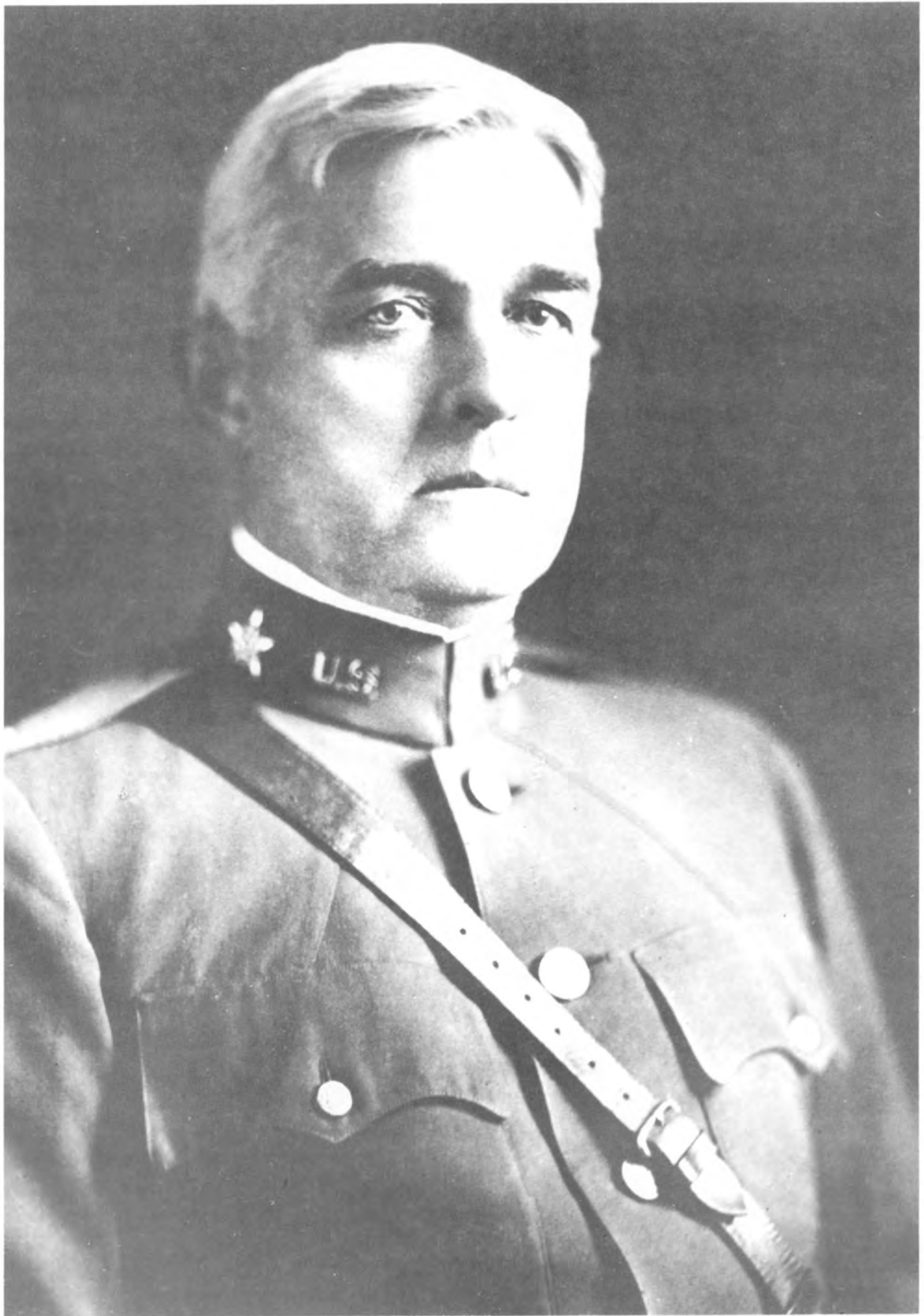
### WALTER OSGOOD BOSWELL 1878-1953

Walter O. Boswell was born December 19, 1878 in Penfield, Georgia, as the eldest of 10 children of Joseph and Minnie G. Boswell. He attended the University of Georgia and the United States Military Academy at West Point. He was commissioned a second lieutenant of infantry in 1902. He married Ann Decker of Pittsburgh, Pennsylvania in 1909. He served as Aide de Camp to General John J. "Blackjack" Pershing and was a professor of military science at the University of Georgia and assistant operations officer with the First Infantry Division in France. He graduated with distinction from the Command and General Staff College and the Army War College. He served as executive officer in G-2 Intelligence with the War Department and retired as a lieutenant colonel and as executive officer of the 22nd Infantry Regiment at Fort MacPherson, Georgia in 1931. At the time of his retirement, he was in line to become Chief of Staff for General Pershing.

Family ties were great, and he retired from the military to assume duties of the vice president and general manager of the Arizona operations for the J. G. Boswell Company. It was during this period that Mr. Boswell, along with his two brothers, William and James G., expanded the company's farming, cotton, ginning and cattle feeding operations in Maricopa, Pinal and Pima Counties.

Shortly after Mr. Boswell became general manager, a lease was negotiated for the expansive Marinette Ranch in northwest Maricopa County. Upon the recommendation of Walter Boswell, the company purchased the ranchland bringing the company's total land holdings in western Maricopa County to 20,000 acres. It was on part of this land that Del E. Webb would begin development of Sun City in 1959.

Mr. Boswell died in 1953 in Phoenix and was survived by two of his three sons and 10 grandchildren.



Circa 1926  
Walter O. Boswell

### **FIRST BOARD OF DIRECTORS**

Sun City Community Hospital, Inc.  
d.b.a. Walter O. Boswell Memorial Hospital  
August 16, 1966

President & Chairman of the Board	Burr O. Welch
Treasurer	Michael Bross
Secretary	Luella Leisy
Director	John W. Meeker *
Director	Owen Childress *
Legal Advisor	Donald Middleton *
Consultant	Harry Frandsen *
Consultant	Robert Stump, M.D.
Consultant	Oscar Friske, M.D.
Honorary Consultant	Bayard Horton, M.D.
Honorary Consultant	Leonard Larsen, M.D.
Publicity Chairman	Gerald Svendsen *

\* Representing Del E. Webb Development Company

**ROSTER OF EMPLOYEES BY DEPARTMENTS  
AS OF 8/3/70**

<b>DEPARTMENT</b>	<b>EMPLOYEE</b>	<b>POSITION</b>
Administration	W. Austin Turner	Administrator
	Carol Mizer	Executive Secretary
	Dorothy Williams	Clerk-Typist II
	Amy May Souders	Clerk-Typist II
	Gary Turner	Director of Fiscal Affairs
	Esther Becker	Bookkeeper
	John H. Meeker	Accounting Supervisor
	Betty M. Shorey	Clerk-Typist II
	Leona M. Newby	Admissions Supervisor
General Services	Wesley M. Matthews	Director - General Services
	Lorenzo C. Witten	Engineer (Cooling-Heating)
Purchasing	Bill A. Reed	Director of Purchasing
Nursing	Marian F. Clark	Director of Nursing Services
	Joan M. Dahlstedt	Asst. Director of Nursing
	Beverly F. Harker	Asst. Director Inservice & Continuing Education
	Phyllis Wells	Operating Room Supervisor
	Lynn C. Anderson	Clerk-Typist II
Public Relations	Mary Simunich	Director of Public Relations
Personnel	George C. Wilson	Director of Personnel
EEG (in training)	Irene L. Kinney	EEG Tech.-Trainee
Pharmacy (9/1/70)	Donald Piper	Chief Pharmacist
Medical Records (9/1/70)	Evelyn O. Zakrajsek	Chief Medical Records Librarian
Nursing (various)	Marilyn Townsend	Nursing Supervisor
	Kathleen Samalik	2-West Head Nurse
	Evelyn Waltz	O.R. Head Nurse
	Helen Bartholomew	Inservice Instructor

**CHAIRMEN  
BOARD OF DIRECTORS**

1966	Burr Welch
1967-1974	William A. Chapman, Jr.
1975	Henry S. Raymond
1976	John R. Mead
1977	Henry S. Raymond
1978-1980	Henry S. Raymond, Chairman John R. Mead, President
1981-1982	Hugo V. Hullerman
1983-1987	Haakon Bang
1988-1990	Harvey O. Kneser
1991	Jerome Bieter

**1970 - 1971  
MEDICAL STAFF OFFICER AND DEPARTMENT HEADS**

Chief of Staff	W. Walter Sittler, M.D.
Vice Chief of Staff	A. L. Rhoads, M.D.
Secretary/Treasurer	Robert S. Waldman, M.D.
Anesthesiology	Irving Pallin, M.D.
Diagnostic Services	Robert S. Waldman, M.D.
General Practice	Oscar Friske, M.D.
Internal Medicine	Walter Sittler, M.D.
Surgery	Jack A. Cannon, M.D.

**1970 - 1990  
CHIEFS OF STAFF**

1970-1972	W. Walter Sittler, M.D.
1973	C. Thomas Read, M.D.
1974-1975	George L. Cannon, M.D.
1976-1977	Kenneth H. Huey, M.D.
1978-1979	Edward L. DuBrow, M.D.
1980-1981	Joseph B. Priestley, Jr., M.D.
1982-1983	Oliver J. Harper, M.D.
1984-1985	Teresita Co-Barnett, M.D.
1986-1987	John J. Brennan, M.D.
1988-1989	Wayne L. Wertz, M.D.
1990-1991	H. Virgil Grumbling, Jr., M.D.

**PRESIDENTS  
SUN HEALTH FOUNDATION**

1971-1972	William B. Gay
1973-1974	Howard R. Vesceius
1975-1976	Lyle D. Hurd
1977-1978	Richard A. Welch
1979	William E. Haskell
1980	W. Robert Deininger
1981	Rose Hodgson
1982	Richard Welch
1983-1984	C. Glenn Rye
1985	Charles Dusing
1986	Stanley E. Hungerford
1987	Winifred Culler
1988	Robert Pielsticker
1989	Art Matthies
1990	Dick McKnight
1991	Donald Heyl

**PRESIDENTS  
SUN HEALTH AUXILIARY**

1968-1969	Margaret Newby
1970	Janet Castle
1971	Alta Voss
1972	Roberta Coffman Shantz
1973	Dorothy Koehn
1974	Mary Stine
1975	Marjorie Clifford
1976	Catherine Northrup
1977	Marion Greenberg
1978	Irene Johnson
1979	Mary Martin
1980	Carol Barenbrugge
1981	Gloria Clementz
1982	Ada Vernon
1983	Ruth L. Bean
1984	Winifred Culler
1985	Rose Ann Miller
1986	Murray Healy
1987	Patricia Duros
1988	Ruth L. Bean
1989	Geraldine Paterson
1990-1991	Jean Samuels