

Walter O. Boswell Memorial Hospital

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INTRODUCTION

A history must necessarily be constructed on a framework of dates and facts. Our hope is that the reader will see beyond the statistics to the countless hours spent and to the outstanding devotion to a dream---a dream of a hospital in the Sun City area.

Boswell is the outgrowth of that dream, generated by the needs of a rapidly growing suburban community with a heavy concentration of older residents with special needs.

Now the dream is a reality---a fine hospital standing ready, when illness or accident strikes, to stretch forth its facilities for relief and comfort to all.

HISTORY OF THE WALTER O. BOSWELL MEMORIAL HOSPITAL

1965

Sun City, only five years old, was growing at a phenomenal rate. It became more and more obvious that it was time to consider the feasibility of building a hospital to care for the many health needs of the rapidly increasing number of residents of retirement age. At that time, it was necessary for any resident with a major health problem to travel to a medical clinic or hospital in Phoenix. Since there was no ambulance service in Sun City, 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 and officials of the Del E. Webb Development Co. Among these were Burr Welch, one of the concerned residents and Tom Austin, representing the Webb Company as Activity Coordinator for Sun City. These men were primarily instrumental in instituting an in-depth study on the feasibility of planning, building, furnishing, equipping and staffing a first rate hospital for the Sun City area. In connection with the study, the Del E. Webb Development Co. conducted an opinion survey of Sun City residents. The response was highly favorable.

1966

During 1966, Mr. Welch and Mr. Austin, who had been designated by the Webb Company as Director of Hospital Planning, conducted extensive research relative to the need for a hospital. They interviewed many physicians in the Phoenix area with regard to ways of attracting physicians, technicians and other ancillary personnel to a hospital in this area and how to best contact such people.

As the 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: John Meeker, President of the Del E. Webb Development Co.; W. A. Warriner, also of the Webb Company; Michael Bross, President of the Home Owner's Association of Sun City; Luella Leisy, a pioneer resident; and Don Middleton, legal counsel for the Webb Company. On AUGUST 16, this small group founded THE SUN CITY COMMUNITY HOSPITAL, INCORPORATED. Don Middleton drew up ARTICLES OF INCORPORATION the following week and these were duly signed by all members of the Corporation. 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 E. Webb Development Co. was elected to fill the vacancy. For the next five years, Don Middleton continued to be of tremendous help to the young organization.

For the balance of the year and for several months thereafter, the Board of Directors was involved in many 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.

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 and the secretary of the J. G. Boswell Foundation of California, accompanied Mr. Meeker to the regular monthly meeting of the Board of Directors for the purpose of advising the Board of the interest of the Boswell Foundation in the proposed hospital. The Boswell Foundation offered to grant \$1,200,000 to the project, provided: that the plan be expanded to a minimum of 100 beds; that the facilities be the best obtainable; that the proposed facility serve the entire surrounding community; and that the hospital be named the Walter O. Boswell Memorial Hospital in honor of Colonel Walter O. Boswell. Colonel Boswell was one of three brothers instrumental in developing a vast agricultural empire in this area, including land now occupied by Sun City. The Board of Directors unanimously accepted the 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 generous gift of the Boswell Foundation was soon followed by the surprise announcement of the Webb firm of their intention to expand the Sun City development beyond its present limits to the area north of Grand Avenue. With this expansion in mind, the Development Company offered to donate 10.6 acres of land between Thunderbird Boulevard and Santa Fe Drive, a location more centrally located for future residents. Further, the Del E. 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 held with the Maricopa County Health Facilities Planning Council and the

Arizona State Department of Health Advisory and Construction Council. Contracts were made with Ellerbe Architects of St. Paul, Minnesota, as consultants in the design and plans for the building and with Bricker & Hoyt, a Phoenix architectural firm, for the resident architectural work.

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

During that same month, Tom Austin severed his connection with the Webb Company to accept employment with another firm.

During the next few months, plans were checked; changes were made as recommended by consulting physicians; a Trust Fund Agreement with the First National Bank of Arizona was established; and the first \$400,000 from the Boswell Foundation was deposited with the Trustee. A TRUST COMMITTEE of the Board was selected composed of Henry S. Raymond of the Boswell Company, newly elected member of the Board, Owen Childress, and Burr Welch.

In SEPTEMBER, the Hospital was approved by the Internal Revenue Service as a tax-free 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 Co. for the architectural fees which they had advanced.

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 survey of the area with regard to such a campaign.

In late DECEMBER, Burr Welch, President of the Board of Directors, died very suddenly. The death of this leader of the hospital project from 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 the following April.

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. On FEBRUARY 1, Mr. Chapman was elected as a member of the Corporation and of the 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 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 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 and Gerald W. McCarty were elected as additional members of the Board of Directors. At a meeting of the Board during this month, a representative of Haney Associates together with an advisory board composed of Bayard Horton, M.D., Leonard Larson, M.D., Charles Watkins, M.D., Oscar Friske, M.D. and Edgar Deissler, M.D. participated in discussions of plans and progress with the Board.

On APRIL 5 the Hospital site was dedicated at a ceremony at which Del E. Webb and James Boswell were the featured speakers. The property on which the Hospital is built together with additional space for future expansion was officially transferred by the Del E. Webb Development Co. to the Sun City Hospital, Inc.

At the Annual Corporation meeting in APRIL, the following were elected as members of the Corporation: Mark Anderson, M.D., James G. Boswell, Kathryn Evarts, Bayard Horton, M.D., Robert Johnson, Leonard Larson, M.D., Alan Mann, Gerard McDermott, Henry Raymond, and Charles Watkins, M.D. 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 of the Board of Directors, the following officers were elected: President, William Chapman; Vice President, Landon Atkins; Alan Mann, Treasurer; and Luella Leisy, Secretary. A special vote of thanks was extended to Michael Bross for his faithfulness to duty and 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 study and research.

The Corporation bylaws were amended to change the date of regular monthly Board meetings to the second Thursday of each month.

During APRIL, President Chapman, on behalf of the Corporation, signed rent-free leases for office space to be used by the Director of Planning and Fund Raising and for later use by the Hospital staff until completion of the building and opening of the Hospital. Arrangements were made for the loan of office equipment and for insurance on this equipment.

The Boswell Memorial Hospital Auxiliary, with 31 Founders and 127 Charter Members, was organized with Margaret Newby as the first President. 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 and 17.

In MAY, Arizona granted the Sun City Community Hospital, Inc., tax-free status.

During early planning years, there were extensive expressed misgivings as to whether adequate medical and supportive professional personnel could be attracted to a facility such as that proposed and in this location. This was, in part, based on an Arizona law requiring certain qualification examinations before a physician moving from another state could be licensed to practice in Arizona. Legislative action changed the law and the Medical Committee soon became busy reviewing applications and interviewing applicants for the Medical Staff.

In the spring of this year, Landon Atkins was named General Campaign Manager for the first intensive campaign for funds to build the Hospital.

By JULY the campaign total had reached \$479,000 and Merle Dennis was named Vice General Chairman in preparation for renewed fund raising efforts.

In JUNE the bylaws of the Boswell Memorial Hospital Auxiliary were approved.

In JULY an Administrator Selection Committee was appointed with Gregg Armitage, a retired Hospital Administrator, as Chairman to screen applicants and to make recommendation to the Board for the selection of an Administrator.

In AUGUST the Hospital filed a petition to be included in the Sun City Volunteer Fire District.

In SEPTEMBER the Administrator Selection Committee reported the receipt of 96 applications; that the four best qualified had been selected; and recommended that the Board interview the top three in person. By unanimous vote of the Board, W. Austin Turner was selected. Mr. Turner accepted and assumed the duties of Administrator on OCTOBER 28, 1968.

In NOVEMBER, Alan Mann, the second Treasurer of the Corporation died.

1969

On JANUARY 6, the Auxiliary opened the first RESIDENTS' GALLERY in space made available in the Sun Bowl Plaza Shopping Center of Sun City by the Del E. Webb Development Co. This project was destined to become the most profitable enterprise of the Auxiliary with hundreds of hours donated by members both prior to and after the opening of the Hospital.

On JANUARY 24 ground was broken for the building of the Hospital at an official ceremony. It was a rainy day with a chill wind but none-the-less, the first shovels full of dirt were turned by Del E. Webb and William W. Boswell, Sr., only surviving brother of the three who organized the J. G. Boswell Company. Thereafter turns at the shovel were taken by: Merle Dennis, Spring Fund Drive Chairman; Edward H. "Ted" Brainard, Fall Chairman; and Carl H. Anderson, February Drive Chairman.

Hospital assets had, by this time, increased to approximately one million dollars plus a grant of \$500,000 from the Del E. Webb Foundation; a gift of \$25,000 from Mrs. William Boswell and a gift of \$50,000 from Mrs. Kay Everts.

In MARCH, Eugene Coffman, Jr. was named to the Board to assume the duties of Treasurer.

At the annual Corporation meeting on APRIL 2, the following were elected as members of the Corporation: James M. Cullum, John R. "Jim" Mead, Howard R. Vescelius, Oliver H. Lindmark and Harry J. Shaffer. Elected to the Board of Directors were: Gregg Armitage, Landon Atkins, Michael Bross, William Chapman, Owen Childress, Eugene Coffman, Luella Leisy, John Meeker and Henry Raymond.

An oil portrait of Walter O. Boswell by Clair Fry, Sun City artist, was presented to the Hospital by Mr. and Mrs. Fry.

At the APRIL monthly meeting, the Board elected the following officers for the year: President, William Chapman; Vice President, Landon Atkins; Secretary, Luella Leisy; and Treasurer, Eugene Coffman.

In MAY, the Board authorized negotiation for a loan of not to exceed \$3,500,000, payable in not less than three years, to provide funds for construction.

The Administrator announced approval by the Maricopa County Comprehensive Health Planning Council for construction of a building with a capacity of 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.

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

On JUNE 16 the President of the Board executed a contract with the Del E. Webb Corporation for construction of the Hospital without profit to the Webb Corporation at an estimated cost of \$3,711,331. This contract did not include provision for construction of the power house and the equipment therefor, or landscaping, or for utility connections from the building to the public lines.

In JULY, the construction loan was consummated with the First National Bank of Arizona and construction of the power house was added to the contract, bringing the total estimated cost to \$4,507,148.

With construction under way, attention was turned to a Fall Fund Raising Campaign that would put us over the \$1 million total for the local drive. With the dedicated help of hundreds of local residents, and with a special grant of \$50,000 from the Kresge Foundation, the goal was reached on DECEMBER 16. Sun City's population had reached approximately 12,000. An analysis of the drive disclosed slightly more than 52% participation with almost 99% of the pledges being paid. By the end of the year, approximately \$800,000 had been collected.

During DECEMBER, a special Corporation meeting approved amendments to the Articles of Incorporation and the bylaws, changing the annual Corporation meeting to the first Tuesday in October.

1970

In JANUARY, the Board authorized the purchase of beds and other furnishings for the Hospital.

The following were appointed to a Medical Staff Organizing Committee: Bayard Horton, M.D.; Leonard Larson, M.D.; Charles Watkins, M.D.; Walter Sittler, M.D.; and E. B. Kuhe, M.D.

Arrangements were made for the temporary use of the second floor of a building in Peoria, Arizona to provide needed office space for Hospital personnel involved in recruiting, planning, etc. This space

was used until the office area of the Hospital became available, September 14.

A group life insurance plan for employees became effective on January 1.

By FEBRUARY, 284 applications for employment had been received.

On MARCH 1, Marian Clark, R.N.M., Director-Nursing Services, began recruiting and organizing the nursing staff of the Hospital.

In APRIL, the Board received a construction progress report from the Webb Corporation showing substantial savings under estimated costs thus far. Ultimately, sufficient savings were effected to pay for all landscaping costs.

A utilities agreement for underground gas and electric lines was executed with the Arizona Public Service Company.

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, was approved by Resolution of the Board.

The Board approved the recommendation of the Medical Staff Organizing Committee in naming the following as the first members of the Boswell Memorial Hospital Medical Staff:

Richard Belgrade, M.D.	Daniel Shanahan, M.D.	Baroukh Marzouk, M.D.
James Fuzzell, M.D.	Donald Tobias, M.D.	Jerome Reichenberger, M.D.
Joseph Marcarelli, M.D.	Jack Cannon, M.D.	Leland Sargeant, M.D.
William Minturn, M.D.	Floyd Gindhart, M.D.	Walter Sittler, M.D.
A. L. Rhoades, M.D.		Robert Waldman, M.D.

In MAY, the following were added to the Staff: Oscar W. Friske, M.D.; Robert Stump, M.D.; Edgar Deissler, M.D.; and McDonald Wood, M.D. Jack Cannon, M.D. was appointed Head of the Department of Surgery.

In MAY, an Employee Pension Plan and a set of Personnel Rules were approved.

In JUNE, Gary S. Turner assumed the duties and responsibilities of Director-Fiscal Services and proceeded to develop a fiscal program for operation of the Hospital.

Contracts for landscaping and the installation of an underground watering system were executed with the Webb Corporation.

In JULY, Gerald W. McCarty was elected to fill the vacancy created by the untimely death of Corporation Treasurer, Eugene Coffman.

Contracts for major movable equipment in the amount of \$280,924 were executed and a time-shared computer service contract for payroll, inventory, capital equipment and accounts payable was consummated with Blue Cross and Blue Shield of Arizona.

On AUGUST 13, Bayard Horton, M.D. was elected to membership on the Board of Directors and was appointed Chairman of the Medical Committee. Walter Sittler, M.D. was appointed Chief of Staff and Chief of Medicine of the Medical Staff.

Also in AUGUST, steps were taken to develop and inaugurate a Health Maintenance Program to supplement our in-patient program and to provide an organized plan for ambulatory care, extending health-care services into the community and the homes of residents.

The Administrator announced the filling of all necessary department head vacancies in our personnel complement.

Two classes for the training of Nursing Assistants were being conducted, utilizing the facilities of John C. Lincoln Hospital for clinical training of the students.

In SEPTEMBER, the following selections were made by the Medical Staff: Irving Pallin, M.D. as head of Anesthesiology; Robert Waldman, M.D. as head of Diagnostic Services; and Oscar Friskie, M.D. as head of General Practice.

Hospital offices and the entire staff moved from temporary quarters in Peoria to the nearly finished Hospital building.

The annual Corporation meeting on OCTOBER 6 re-elected all Corporation officers and added Carl H. Anderson, Merle Dennis, B. R. Van Buskirk and Virgil Williams to the membership of the Corporation.

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 "Mister Bill," a member of the pioneer Boswell family. Mr. Boswell had been deeply interested in the building progress and had impatiently looked forward to the completion of the Hospital.

On NOVEMBER 6, the great dream was fulfilled with the dedication of the Walter O. Boswell Memorial Hospital. The ceremonies were held on the parking lot west of the building with over 5,000 guests in attendance. Board President, William A. Chapman, presided; Brigadier General James O. Boswell, son of the man for whom the facility is named, turned over a symbolic key to Administrator, W. Austin Turner; and Mrs. Carol Cramer, daughter of Burr Welch, the first Corporation President, sang a solo. Others who were present and took part in the ceremonies were: Bayard Horton, M.D., Emeritus Staff of Mayo Clinic, member of the

Boswell Board and Chairman of the Medical Staff Committee; Del E. Webb, head of the Corporation bearing his name and developer of Sun City; and Henry Raymond, Board member and Manager of the Boswell Company of Arizona Projects. Frederick N. Elliott, M.D., Assistant Director of the American Hospital Association was the key-note speaker. Tours of the new facility followed and continued for several days to accommodate those who were interested.

On NOVEMBER 16, the first five patients were admitted and Boswell Hospital was in operation with full 24 hour Emergency Room coverage. Walter Sittler, M.D., Chief of Staff, was on hand to greet the first in-patient, Mr. Stewart Beecher.

During the first fifteen days of Hospital operation, seventy-five patients were admitted with Medicare accounting for 60 to 70% of the revenue.

1971

In JANUARY, a Tax Deferred Variable Annuity Plan was approved as an addition to the Employee Benefit Program.

In FEBRUARY, the Arthur Sherman Company was retained to work with the Board's Continuous Giving Committee in establishing a Fund Development Plan.

In MARCH, Bruce Chandler was elected to the Board of Directors.

The Board adopted a policy of semi-annual adjustment of employee pay schedules when the necessity is indicated by changes in the Department of Labor's Consumer Price Index and when funds are 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 regular monthly meeting date of the Board of Directors was established for the third Thursday of each month at the Hospital. The Executive Committee will meet on the previous Tuesday.

The Board adopted a Resolution to the effect that no discounts will be granted to employees for hospital services except as uniformly granted to all employees as part of the compensation program. No discounts on hospital services will 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, Cavanagh, Anderson, Westover, Killingsworth and Beshears was retained as legal counsel for the Board.

In APRIL, the Hospital Board of Directors approved the Articles of Incorporation for the Sun City Hospital Foundation and, by Resolution, provided for a line of credit and capital funds for establishment of the Foundation which will be the responsibility of a separate Board of Directors.

Boswell was approved by the Arizona State Board of Nursing for clinical training for student nurses.

The first of a series of training classes for supervisory development was held under the leadership of Board member, John R. Mead.

A program of Community Health Seminars, co-sponsored by the Hospital and the Sun City Community Association, was instituted.

In MAY, Boswell Memorial Hospital was accepted for membership in the American Hospital Association and Administrator W. Austin Turner was elected to the Board of Directors of the Arizona Hospital Association.

In JULY, the Board accepted the gift of a mobile-image intensifier from the Boswell Hospital Auxiliary, another outstanding contribution from this dedicated group.

The B-4-9 Lions Club contributed substantially toward the purchase of a Fundus Camera for use in detecting eye damage.

Speech Therapy service was established on an on-call basis.

In AUGUST, the Board was advised that, because of the price and wage freeze imposed by the President of the United States, all pay raises and rate adjustments were frozen for an indefinite period.

In SEPTEMBER, the Telephone Information and Reassurance Service, under the direction of the Home Service Department and staffed by Volunteer personnel, was inaugurated.

On OCTOBER 5, the annual Corporation meeting ratified an action of the Board to provide for not less than 12 Corporation members to compose the Board of Directors.

Charles Wetzler was elected as a member of the Board and the following were elected as officers for the ensuing year: President, William A. Chapman; Vice President, Landon B. Atkins; Secretary, John R. Mead; and Treasurer, Gerald W. McCarty.

On NOVEMBER 18, a kick-off meeting for a Fall Fund Drive with Merle E. Dennis as General Chairman was held.

1972

In JANUARY, the cost of completion of the shelled-in fourth and fifth floors was estimated by the Webb Company at \$1,040,000 plus \$215,000 for equipment.

Foundation President William B. Gay reported receipt of pledges amounting to \$272,000 with the assurance of an additional pledge of \$15,000.

In FEBRUARY, the first transfer of funds from the Foundation to the Hospital was effected.

The Administrator reported that the average patient occupancy per day was running 92 as compared with 82.5 in January. These must be accommodated within a bed complement of 95.

Construction in 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.

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 at the Mayo Clinic and designed to improve the micro-circulatory system of the patient. It was anticipated that this unusual service will be a giant step in establishing Boswell as an outstanding Geriatric Center, serving a unique community.

The Board joined the Foundation in an expression of gratitude to the Kresge Foundation for a generous grant of \$150,000 to the Hospital. In recognition of this gift, the Board designated the Cardiac Care and Intensive Care nursing unit on 5 West as "The Sebastian S. Kresge Wing."

Changes in the Medical Staff bylaws were approved relative to: medical records requirements, a Grievance Committee, and the establishment of the last meeting of the year as the Annual Meeting with reports from retiring officers and the election of new officers. The term "General Practice" was officially changed to "Family Practice."

In MAY, the Foundation reported that the Fund Drive goal of \$1 million had been reached. Cyril Rogers was hired as Executive Director of the Foundation to be effective July 1.

In JUNE, the Board of Directors was informed by the Board of Commissioners of the Joint Committee on Accreditation that Boswell Hospital had been accredited for a period of two years, the longest period for which such accreditation is given. The Hospital was highly commended for maintaining standards deserving of accreditation and for constant effort to improve the quality of patient care.

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 health-care services, including in-patient, out-patient, and Home Care. The Plan provided for expansion of bed space: from the present 99 to 156 by late 1972; to 252 by 1975; and to 380 by 1978. Proposed square footage expansion would be from the present 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 \$700,000 for equipment and fees to complete Step II.

Foundation pledges totaled \$1,200,000.

The General Meeting of the Auxiliary honored the Founders and received a report that membership had reached 697.

In JULY, an expensive Cavitron/Kelman Phaco Emulsifier, equipment used in the removal of cataracts, was personally purchased by Ronald W. Barnet, M.D., and placed for use in the Boswell Surgical Suite.

The Administrator reported an average daily in-patient occupancy of 72 as compared with 55 in 1971, and an active Home Health Care Service patient enrollment of 25.

Auxiliary membership had increased to 714.

In SEPTEMBER, the Board approved utilization of a Mini-Computer system to improve patient billing services.

In OCTOBER, the annual Corporation meeting elected Haakon Bang, William A. Freidrich, Mrs. C. C. Loudon, Spencer A. Moore, W. Walter Sittler, M.D., Donald B. Tostenrud, and Robert G. Young as Corporation members. Landon B. Atkins, Spencer A. Moore, Mrs. C. C. Loudon, and John Meeker were elected to the Board for three year terms.

President Chapman presented Mr. Stanley S. Kresge with a plaque that is to be placed at the entrance of the 5 West Cardiac and Intensive Care unit, designating it as the Sebastian S. Kresge Wing. Mr. Kresge is the son of the man for whom the unit is to be named. Other honored guests included Mrs. Stanley Kresge and Mrs. Future H. McDonald.

At the OCTOBER Board meeting, all officers who had served for the past year were re-elected.

Luella Leisy, for health reasons, announced her retirement from the Board after having served for more than six years.

In NOVEMBER, the Administrator announced that patient care days for October totaled 2,770 and that five elective surgery patient reservations had to be cancelled due to over-crowding.

Medical Staff officers elected for the coming year were: C. Thomas Read, M.D., Chief of Staff; George L. Cannon, M.D., Vice Chief of Staff; and Kenneth H. Huey, M.D., Secretary-Treasurer.

The association of the "Meals-on-Wheels" program with the Hospital was approved, including approval of the bylaws of that organization.

DECEMBER--To date, the Foundation had donated over \$567,000 to the Hospital.

The Board was advised of a bequest to the Hospital of approximately \$50,000 from the estate of Robert A. Steffens.

The Home Care Program was certified for Medicare reimbursement.

Luella Leisy, one of the original incorporators, was made a lifetime Honorary Member of the Board of Directors, in recognition of her long and faithful service as Secretary of the Corporation.

1973

In FEBRUARY, in recognition of the excellent progress in construction and operation of the Hospital, the J. 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 in the amount of \$1,035,508 disclosed a savings of \$35,133 under the original estimate.

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

In MARCH, a financial feasibility study by Herman Smith Associates was approved and the result of this study indicated that there would be sufficient income and cash flow generated to meet operating expenses and the requirements of a revenue bond issue.

A Community Relations Committee was added to other committees of the Board.

An Addressograph Mailer Graphotype, valued at \$2,000, was donated to the Hospital by Richard C. Brown of Wilcox, Arizona.

A contract was signed with Associated Ambulance Service to locate an ambulance at the Hospital site, its use to be limited to Sun City and environs.

The Boswell Hospital Auxiliary, now 800 strong, donated \$22,000 for a colonoscope, gastroscope, and additional monitoring equipment. This brings 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.

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 Midweek Lions Club for the purchase of the Corning P H Blood Gas System equipment for the use of the Cardio-Pulmonary department.

Supervisory Development classes under the guidance of John R. Mead were continuing. Mr. Mead was commended for the generous donation of his time for this important task.

In MAY, on the basis of a review of projected hospital facilities utilization, it was considered possible to delay start of construction of additional building expansion to March, 1975, by utilizing 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 was 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 the Webb Development Company.

The Foundation's Pooled Income Fund received approval from the Internal Revenue Service.

In JULY, amendments to the employee sick leave policy to conform to changes in the laws were approved.

A special Bylaws Committee was appointed to review the Articles of Incorporation and the Corporation bylaws to determine any needed changes.

In AUGUST, the first issue of the Boswell Hospital Pharmacy Newsletter, 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 Osmometer, and hot food delivery system equipment. This gift brought the total contributions by the Auxiliary 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.

At the request of the Foundation President, an ad hoc committee composed of the Chairman of the Finance Committee, the Chairman of the Executive Committee, and the Treasurer, met with representatives of the Foundation to review financial problems confronting the Corporation.

Merle Dennis, who had been very active in various fund drives, resigned as a member of the Corporation and was given special recognition.

Gerald McCarty announced his decision to resign as Corporation Treasurer.

In SEPTEMBER, changes in the Auxiliary bylaws were submitted and approved.

An Employee Tuition Reimbursement program was adopted.

A Legislative Committee of the Board was established to keep abreast of the many legislative changes affecting hospital operation.

A proposal to establish an Adult Day-Care Center was approved in principle, subject to further study.

The position of Assistant Treasurer was established.

On OCTOBER 2, the annual Corporation meeting adopted certain amendments to the Articles of Incorporation.

C. Thomas Read, M.D., Chief of Staff, reported that 49 new physicians had been approved for Staff privileges during the year, 17 of whom have offices in Sun City. New services instituted at the Hospital included Endoscopic and Pulmonary Disease Service.

An architectural rendering of Boswell Memorial Hospital, showing the proposed expansion including the two additional towers, was the object of a surprise presentation to Board President Chapman by the Administrator on behalf of the "Boswell Family."

New members of the Corporation were: Harold E. Barker; Charles S. Bowden; Martin F. Bruton, M.D.; Theodore E. Callis; Facius W. Davis; C. Clement French; Eric W. Walley; and Arizona State Representative S. H. Runyan.

At the OCTOBER Board meeting, the following officers were elected for the coming year: President, William A. Chapman; Vice President, Landon B. Atkins; Secretary, John R. Mead; and Treasurer, Eric W. Walley. Facius Davis was elected to the Assistant Treasurer position and Gerald McCarty was made a Lifetime Honorary member of the Board of Directors.

Newly elected Medical Staff officers for 1974 were: George Cannon, M.D., Chief of Staff; Kenneth Huey, M.D., Vice Chief of Staff; Alice Palmer, M.D., Secretary-Treasurer; and Joseph B. Priestly, Jr., M.D. to the newly created position of Member-at-Large.

In DECEMBER, Directors and Officers were indemnified under Liability Insurance with a \$1 million limit.

A Personnel Policy regarding Patients' Rights was approved.

Job Descriptions were approved for Board members and officers, outlining the duties and responsibilities of each.

In keeping with his interest and desire to help the Hospital, Del E. Webb made a gift of two new Micro Circulatory Correlators, one to be used in the Clinical Investigation Unit and the other to be available for general Hospital use.

A capital equipment budget of some \$259,000 was approved, subject to availability of funds.

1974

In JANUARY, Administrator Turner, in company with certain Board members, attended a meeting of the American Hospital Association in Washington, D. C. The meeting was addressed by President Richard M. Nixon and, while in Washington, the Boswell representatives visited Senators Barry Goldwater and Paul Fannin and Congressman John Rhodes to express their concern with certain proposed Federal regulations affecting hospitals.

The Treasurer's report showed a surplus from Hospital operations

for the fiscal year to date for the first time since opening.

In FEBRUARY, the Foundation President presented the Hospital Board with a "package" compiled by the Foundation for presentation to newcomers to Sun City. The "package" contained information about the Hospital, the Foundation, the Speaker's Bureau, the Home Care Program, the Boswell ID card, the Pooled Income Fund, memorials, etc. He also reported that the Pooled Income Fund contained \$120,000 as of the end of 1973.

In MARCH, the first blood-pressure clinic, co-sponsored by Boswell under the guidance of the Community Relations Committee, proved to be particularly successful. An estimated 2,400 residents were screened and some 450 were found to be hypertensive.

The Treasurer's reports continued to show a healthy fiscal operation with increases in both in-patient and out-patient utilization.

Approval was given to the signing of a contract for finishing a new and additional Residents' Gallery to be located in the Thunderbird Shopping Center.

The Administrator announced that an analysis of a Food Service Patient Survey shows a grade of 3.6 out of a possible 4.0.

In APRIL, the Administrator announced that the Hospital had been awarded a full two year accreditation with a minimum of recommendations for improvement. This is our second consecutive full two year accreditation, resulting from the only two inspections conducted since opening. Although inspection by the Joint Committee on Accreditation is not mandatory, it is an important yardstick by which to measure the Hospital operation.

In MAY, a special Corporation meeting, to which the 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. President Chapman introduced Mr. Wallace Erickson, a Corporation member and also the Secretary-Treasurer of the J. G. Boswell Company, who presented a check for \$250,000, representing the remaining balance of the Boswell Foundation's grant of \$1 million.

During this special meeting, Bruce Chandler discussed basic sources of funds and noted that non-taxable bond financing offers an interest savings cost of approximately \$3 per day per hospital bed. This would represent a sizeable savings over the life of 25 year bonds. Recent legislation makes this method of financing available to hospitals.

The Administrator enumerated the necessary approvals required for expansion of the Hospital: the Board of Directors; the Maricopa County Comprehensive Health Planning Council and the Arizona Department of Health.

The Nursing In-Service Continuing Education program was explained by the Director-Nursing Services and the Assistant Director-N.I.C.E.

In JUNE, the Board authorized the filing of applications for approval to expand the Hospital with both the Health Planning Council and the Arizona Department of Health.

The records showed that during a six month period, 53 patients were transferred to other hospitals because of the need for more extensive neurological evaluation and more extensive cardiac observation or surgery.

Substantial increases in the cost of supplies and services continue to be a problem. Salaries and wages, however, remain under budget even though cost-of-living increases have been granted in accord with Hospital policy.

The new Thunderbird Residents' Gallery opened and was an immediate success. Auxiliary membership totaled 924, not including 45 active Junior Volunteers.

The Auxiliary voted to donate another \$23,380 for the purchase of a Bi-Plane Film Changer.

The Executive Committee recommended approval of a Residency Program in cooperation with the University of Arizona, School of Medicine, on a student-by-student basis for the coming year.

The Administrator reported that patient days of care for May were 7.4% above projected budget.

In JULY, the Board approved the continuation of the Employee Pension Plan without change for the present and the implementation of an Employee Savings Plan.

Supervisory development classes continue to be conducted by Board Secretary Mead.

In SEPTEMBER, at the monthly meeting of the Board of Directors, President William A. Chapman announced his decision not to seek another term as President, although he will remain on the Board. Mr. Chapman has been President of the Board for six and a half years and, during that time, has missed only one meeting and that because of illness.

At the annual Corporation meeting in OCTOBER, the following were

elected to Corporation membership: H. Virgil Grumbling, Sr.; G. Herbert Hagle; Robert J. Hoover; Hugo V. Hullerman, M.D.; Arthur Mathis; Lincoln F. Kielsmeir; Glenn O. Maddox; John C. Mull; James H. O'Connor; and Rollo H. Payne.

Approval to expand the Board from 12 to 15 members was voted and the following were elected to Board membership:

For a term of three years, ending October 1977:

William A. Chapman, Jr.; Henry S. Raymond and J. Charles Wetzler.

For a term of two years, ending October 1976:

G. Herbert Hagle; and Haakon Bang.

For a term of one year, ending October 1975:

Hugo V. Hullerman, M.D.

The 1974 Annual Report, printed in the format of a 1975 calendar, was distributed to Corporation members and to the public.

The Auxiliary reported having purchased equipment for the Hospital, totaling \$123,077 to date, and having grown in membership from 31 Founders to 992 members as of September 1974.

Contributions to the Hospital during the seven year period consisted of: \$2,700,000 by the J. G. Boswell Foundation; land valued at \$265,000 at appraisal date from the Del E. Webb Development Co.; and \$2,233,659 contributed mainly by Sun City residents, business firms, etc.

Establishment of two new Board committees, the Management Review Committee and an Insurance Committee, was approved.

Presentation was made to retiring President William A. Chapman of a replica of a plaque to be placed outside the Board Room of the Hospital, designating it as the "William A. Chapman, Jr. Board Room."

At the OCTOBER Board meeting, a new position of Chairman of the Board was created and Henry S. Raymond elected to fill that position. Other officers elected for the coming year were: President, John R. Mead; Vice President, Spencer A. Moore; Secretary, Mrs. C. C. Loudon; and Treasurer, G. Herbert Hagle.

The Building and Grounds Committee, as the result of their studies

of methods for assuring an adequate water supply for the Hospital, recommended approval of a proposal that the Sun City Water Company furnish the water. Part of the necessary equipment would be furnished by the Hospital at an estimated cost to the Hospital of \$300,000 and \$100,000 to the water company.

The Administrator reported that the Review Committee of the Maricopa County Health Planning Council was recommending to their Board of Directors, approval for construction of one tower.

At the close of the meeting, with expressions of thanks to Board members, the Administrator and others, Mr. Chapman officially turned over the gavel and keys to the new officers. A silver tray, bearing the signatures of all Board members was presented to Mr. Chapman in appreciation of his excellent work for the Hospital during his tenure as President.

In NOVEMBER, President Mead displayed the bronze plaque to be installed to identify "The William A. Chapman, Jr. Board Room."

The Administrator reported some alteration in our isolation rooms whereby tubercular patients can now be cared for. This is a pressing need since the Arizona Tuberculosis Hospital has been closed.

The Employee Pension Plan was changed to provide a minimum annuity of \$5 per month multiplied by the number of years of accredited service.

On NOVEMBER 25, the 4 East nursing unit was fully opened. This leaves only the 4 West area not fully occupied with patient care.

Arrangements were finalized for leasing the Phaco Emulsifier from Ronald Barnett, M.D., making the equipment available to other qualified surgeons.

The Auxiliary reported a pledge of an additional \$40,000 to purchase ultra-sonic equipment for the Radiology Department and the granting of scholarships to two of our Junior Volunteers.

In DECEMBER, a necessary rate adjustment became effective.

The Administrative Services Building, one of the temporary structures located west of 105th Avenue, went into service with the moving of several departments to quarters in that building.

Application to Maricopa County for the issuance of bonds was approved by the Board.

A recommendation of the Planning Committee to incorporate a structural base for the anticipated future addition of a fourth tower was approved.

A review of 1974 discloses many outstanding accomplishments and developments. Boswell has taken its place as a major Valley hospital, providing services comparable with the best and leading Arizona in several procedures and services. Increased use of the Hospital and the many important community health services create a need for more hospital beds, more skilled personnel and the necessary funds to cover the cost now - and in the future.

The Coordinated Home Care Service increased 125% over the previous year with 4,265 visits. Sun City has experienced a growth of from four to five thousand residents per year and this, together with the growth of surrounding areas which are served, makes it imperative that facilities, services and staff be provided to meet the need. For these reasons, the past year has been filled with planning for both immediate and future needs.

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* Those who have been entrusted with the respon- *
* sibilities for operation and growth of the *
* Boswell Memorial Hospital, deeply appreciate *
* the support of the residents and organizations *
* of this community. For the cooperation of our *
* Medical Staff, the Hospital Administration, the *
* Hospital personnel, the Auxiliary and the *
* Foundation, we are sincerely grateful. *
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