

1975

In JANUARY, 1975, William Nix Associates conducted a study to determine the feasibility of arranging with Maricopa County for issuing tax free bonds by the County for the purpose of obtaining funds to proceed with expansion of the Hospital.

The average daily census was 124.7.

Approval of our Savings Plan Trust Agreement was received from the Internal Revenue Service.

In FEBRUARY, 1975, the date of the regular meeting of the Board of Directors was changed to be held -- "at the Hospital or such other place as published in the notice calling the meeting, on the last Thursday of each month," effective in March, 1975.

Reports for the first 20 days of February showed that the Hospital was operating with an average daily census of 132 in-patients and showed further that the revenue generated by both in-patient and out-patient services was the highest to date.

The favorable report submitted by William Nix Associates as to the feasibility of issuing tax free bonds for financing the expansion was accepted as a basis for presentation of the proposal to the Maricopa County Board of Supervisors and to the underwriters who would be approached to handle the bond issue.

In MARCH, 1975, the first issue of the "Boswell Hospital Proceedings", edited and published by Bayard T. Horton, M.D., was distributed to all physicians in Arizona and to others on request. The publication of such a periodical by an institution as young and as small as Boswell Memorial Hospital was unique as far as could be determined.

The Board of Directors were considering the establishment of an employees' suggestion plan, under the terms of which monetary awards would be made for suggestions which were worth while and which would be expected to result in financial savings. It was decided, however, to delay implementation and to conduct an active investigation to find a suitable model on which to base such a plan. It had been discovered that very few hospitals have been successful in operation of such a plan.

Because of the good record which the Hospital had established in the employee accident rate, it was possible to improve the Employee Health Insurance program materially without an increase in premium. The maximum major medical benefit was increased to \$50,000 and supplemental accident coverage was added to the benefit.

In APRIL, 1975, the Hospital operated in the black for the fourth straight month. The average daily census was 126.8; the average length of stay was 8.1 days.

The length-of-service requirement for an employee to be 100% vested in our Pension Plan was reduced from fifteen to ten years.

Twenty-four hour service was established in our pharmacy to cover emergencies.

In JULY, 1975, the annual report of the Boswell Memorial Hospital Auxiliary showed, among other items, an income for the fiscal year ending June 30, 1975 of \$68,785.34. Hospital equipment purchased from organization to date totalled \$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.

In AUGUST, 1975, and during the months prior to and during this summer, the seemingly endless and hopeless task of attempting to obtain approval for increasing the bed capacity of the Hospital and for completion of the necessary ancillary support facilities, kept the members of the Board and Administrative personnel busy.

In SEPTEMBER, 1975, the Board of Directors appointed an "Employee Benefits Administration Committee" to administer the various benefit programs of the Hospital, including but not limited to the Savings Plan and the Pension Plan. The appointment of this committee is in conformity with the requirements of the Employee Retirement Income Security Act of 1974, commonly known as E.R.I.S.A.

The Boswell Hospital Foundation announced the beginning of a fund raising campaign under the guidance of a committee composed of members of the Hospital Board of Directors and members of the Foundation Board of Trustees.

In NOVEMBER, 1975, a new high record in-patient census was reached when there were 159 such patients reported at midnight on November 18.

Patient opinion survey forms, designed to learn the opinions of our patients with regard to our services and which were distributed to be returned after discharge of the patients, showed, that, in the opinion of those responding, the service rated 3.90 on a scale of 4.00 as perfect.

Arrangements for the implementation of a paramedics program by Associated Ambulance Company were being finalized and were approved by the Hospital.

The second edition of the "Boswell Hospital Proceedings", the professional publication edited by Bayard Horton, M.D., was being distributed. Many fine comments from those who had examined the first edition had been received.

The Surgical Suite at Boswell Hospital was temporarily converted into a movie studio for the filming of an educational film on the "Fundamentals of Aseptic Techniques" which was written, directed and produced in our own Hospital.

In DECEMBER, 1975, the Board approved the establishment of an office of the Admitting department in the Lakeview Medical Arts building to facilitate the admitting of patients.

### 1976

In JANUARY, 1976, the Clinical Laboratory reported that, after six months in use, the Automated Analyzer has significantly improved the quality of service in the areas for which it is being used. The Laboratory can now give 24 hour service for tests for in-patients; test results are available to professional personnel on the nursing floors by 1:00 p.m.; and the results of tests of patients in acute heart and health areas by 8:00 a.m. These include 76% of in-patient chemistry studies. A total of approximately 12,190 tests were performed, generating a revenue of \$171,032, representing double the cost of the equipment.

A report from the Volunteer Services department disclosed that a total of 81,243 hours of service in the Hospital had been donated by volunteer personnel during 1975.

Shortage of available beds was causing great difficulty. On January 13, midnight, there were 173 patients in the Hospital and it had been 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 the emergencies keep coming.

A gift in the amount of \$2,000 from the Medical Staff was announced as follows: \$500 to assist with the publication of the Boswell Proceedings; \$500 for use in the Medical Library; \$500 toward the education of a medical student; 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 Department of Health Services, State of Arizona, showed that Boswell Memorial compares favorably with area hospitals. Semi-private room rates at St. Lukes, Good Samaritan, Memorial Hospital and Glendale Samaritan are all higher than those charged at Boswell.

In FEBRUARY, 1976, the Joint Commission on Accreditation of Hospitals conducted an inspection of Boswell on February 24 and 25.

It was estimated that approximately 25% of the surgeries performed at this Hospital involved ophthalmology.

The average daily census for January was 144.5, the highest for any month thus far.

In MARCH, 1976, the State of Arizona issued a permit allowing the Hospital to proceed with construction of our 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 our planned expansion.

The Boswell Hospital Foundation reported the receipt of pledges totalling \$1,048,930 to the Advancement Fund in their 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 31, 1976.

Board President, J. R. (Jim) Mead, started another supervisory training class composed of 24 Hospital supervisors, using "Eight Steps Toward Excellence."

In APRIL, 1976, the Joint Commission on Accreditation of Hospitals granted accreditation for a two-year period. This is the longest period for which accreditation is granted.

It was estimated that steps II and III of the long range expansion program, planned for the Hospital, would cost approximately \$15,000,000.

Our Pension Plan which has been revised to conform to the requirements of the Employees' Retirement Income Security Act of 1974, was approved by the Board of Directors.

In MAY, 1976, the Board of Directors authorized the President of the Board to sign the construction contract with the Del E. Webb Corporation and to sign a Covenant Contract and Agreement with the Maricopa County Department of Building Safety for the Construction permit for completion of steps II and III of our long range plan. Approval for the completion of these steps had been granted by the State of Arizona on September 5, 1975.

The revision of our Savings Plan and the Trust Agreements of both our Savings Plan and our Pension Plan, all of which had been revised to conform to the requirements of the Employees' Retirement Income Security Act of 1974 (E.R.I.S.A.) were approved.

In JUNE, 1976, Boswell Hospital and the editors of the Boswell Hospital Proceedings were accorded a very high honor when the American Hospital Association extracted, for publication, an article from the Proceedings. This was contrary to the usual practice of the A.M.A. in that, normally, only extracts from "scientific journals" were chosen for publication.

Arrangements for an adequate water system and energy ramification were being made. The Sun City Water Company will operate the system when it is completed.

The Auxiliary reported their total earnings for May as \$7,419.44 and their membership as of June 15, 1,095. The hours donated during the fiscal year ending June 30 totalled 129,502. 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.

In JULY, 1976, the Boswell Hospital Foundation reported that during the recent financial campaign to raise funds to finance the expansion program pledges totalling \$1,824,000 had been received.

On July 19, ground was broken for the erection of our third nursing tower identified as the "C" tower.

The average daily census was 119.1 and the patient days of care totalled 3,691, an increase of 12.9% over the previous July.

A review of the operation during the fiscal year ending June 30, shows a remarkable growth since the first patient was admitted on 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; E.K.G. examinations, 9,384; E.E.G. examinations, 695; pulmonary function tests, 4,336; respiratory treatments, 53,367; 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; average length of stay, 8.6 days. The percentage of Medicare patients was 77.1%.

In AUGUST, 1976, questionnaires completed by discharged patients indicate that the quality of our service continues to be high.

Utilization of the "Pre-admit" unit, located in the Lakeview Medical Arts Building, is on the increase resulting in decreased traffic in the Admitting Department and thus shortening the time required to get patients to their assigned rooms.

In SEPTEMBER, 1976, the Patient Opinion Survey of our Food Service gave a rating of "satisfactory" to excellent".

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

A revised schedule of charges to become effective on October 1 included \$73.00 per day for a semi-private room and \$87.00 per day for a private room. Rates varied in different nursing units such as Acute Observation, Intensive Care, Coronary Care, etc.

In OCTOBER, 1976, the average daily census was 137.9

At the regular meeting of the Board of Directors in October approval was given to purchase 55 each of the following: new type electric beds; side rails; overbed stands. The total purchase price for these items was \$82,420. Approval was also given to purchase x-ray equipment for the three new x-ray rooms in the amount of \$390,000.

Early in NOVEMBER, 1976, the Administration Offices moved to the temporary Administrative Services Building located west of the Hospital. This was a temporary move to permit the remodeling of the Administrative Services area in the Hospital building.

By DECEMBER, 1976, the average daily census had increased to 156.4.

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

Twenty-four hour paramedic manned ambulance service was inaugurated out of Boswell. Boswell Memorial Hospital is now classified as an Emergency Center by the Arizona Department of Health Services.

## 1977

In JANUARY, 1977, the Health Seminar program was implemented and the Home Care Service was introduced. At the time, Boswell was the only hospital in Arizona offering the latter.

Walter W. Sittler, M.D., the first Chief of Staff of the Hospital was forced, because of poor health, to retire. The Board of Directors authorized the preparation of a suitable plaque for presentation to Dr. Sittler.

In FEBRUARY, 1977, statistical records disclosed establishment of a new record for the year 1976 of 4,710 patient days of service.

The Boswell Memorial Hospital Auxiliary reported a total membership of 1,027 and a total of 8,474 volunteer hours performed by 622 individuals during 1976.

There were 19,814 meals prepared in the Boswell Food Service kitchen for delivery to area residents by Meals-on-Wheels volunteer personnel during 1976.

The average daily census for February was 154.4 patients.

In MARCH, 1977, announcement was made by the Del E. Webb Development Company 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 makes it obvious that Boswell will need additional facilities at the earliest possible date.

Pursuant to the recommendation of the Joint Commission on Accreditation of Hospitals, internal audits of various functions and departments of the Hospital were being conducted and reports made on a continuing basis.

A revision of the bylaws of the Hospital was approved by the Board.

The Planning Committee of the Board approved a feasibility study as to the advisability of establishing a cancer/radiation therapy program.

W. A. Turner was elected to the newly established position of Executive Vice President and Chief Executive Officer of the Corporation and is to be designated as Executive Vice President and Administrator. The change is effective immediately.

In APRIL, 1977, a revision of the Articles of Incorporation, made necessary by certain legal requirements, was approved by the Board.

The personnel staff was increased by appointment of a part-time chaplain.

Executive Vice President and Chief Executive Officer, W. A. Turner was installed as President of the Arizona Hospital Association.

An unannounced inspection of the Hospital by a representative of the Occupational Safety and Health Administration was conducted on April 26. No indication of significant violation of their regulations was found.

At the regular Board of Directors' meeting in MAY, 23 employees were awarded certificates for completion of "Eight Steps Toward Excellence" and the members of the Board expressed their appreciation to President "Jim" Mead for his work in conducting these classes in supervisory training.

A new internal paging system was purchased.

In JUNE, 1977, at a special meeting of the Corporation members, certain amendments to the Articles of Incorporation were approved unanimously.

Topping-out ceremonies, celebrating the completion of the third nursing tower and including the pouring of the last bucket of concrete, was held. As the last bucket of concrete was being poured a "time capsule" containing numerous items of interest and bearing a relationship to the occasion was buried in the concrete.

A trailer which had been used to house some of our clerical and fiscal operation because of shortage of space was sold.

Amendments #1 of our Savings Plan and Pension Plans respectively, as suggested by the Internal Revenue Service, were approved and the plans as amended resubmitted to I.R.S. With the final approval of I.R.S., these plans became operative.

An easement was granted to the Arizona Public Service Company for the purpose of installing underground electrical service to our new addition.

The Board of Directors approved an amendment to the Personnel Rules governing limitation on the hiring and/or retention of employees who have passed their 65th birthday extending such limitation to age 70. This is in accord with recent changes in the legal requirements.

The Hospital Management Association's "Guide for Retention and Preservation of Records," recommended for approval by our legal counsel, was approved as a guiding policy for the establishment and operation of a paper management program for the Hospital.

The Board of Directors approved an amendment to the bylaws to provide for the designation as Corporation Member Emeritus, any person who serves as a member of the Corporation meritoriously for at least one full term of three years.

The patient opinion survey reports indicate that our Food Service continues to satisfactorily meet requirements.

On JULY 9, 1977, W. Walter Sittler, M.D., member of the Advisory Committee at the time Boswell was being organized; first head of the Medical Department, serving until 1974; and first Chief of the Medical Staff, died in the Hospital for which he had done so much and which meant so much to him.

Construction was reported to be on schedule.

In AUGUST, 1977, a citizens' review committee of Central Arizona Health Service Agency recommended approval of Boswell's request for a rate increase of 10.3%. Apparently because of the reputation which the Hospital has established in the matter of setting rates for service, there was no opposition raised to recommendation for approval.



To satisfy the continuing need for space for supportive operations as well as for patient care, a part of the financial operation and a part of the Purchasing and Supply operation were moved to 10102 Santa Fe Drive to a building rented from the Del E. Webb Development Company temporarily pending progress in the building operation to permit their return.

During SEPTEMBER, 1977, a survey of the Hospital by the Arizona State Department of Health Services resulted in a report of full compliance with all standards.

The OCTOBER, 1977, records showed that the daily census for the year-to-date had been 140.8. Our lack of patient care facilities was dramatically demonstrated when for the first 26 days of October the average daily census reached 172 when, at the same time, our bed complement was 173.

Signing of a contract for carpeting for the newly constructed facility was authorized.

It was reported that the Kresge Foundation of Michigan had pledged \$100,000 toward paying for the construction and furnishing of the "C" tower provided that \$444,000 in pledges and contributions is gained by July 15, 1978.

It was reported that the Hospital by purchasing through the Co-Op Purchasing Association had effected a savings of about 15% on the materiel purchased amounting to approximately \$150,000.

In NOVEMBER, 1977, the medical staff elected the following officers for the year beginning in January, 1978; Chief of Staff, Edward L. DuBrow, M.D.; Vice-Chief of Staff, Joseph B. Priestley, Jr., M.D.; Secretary-Treasurer, Harold E. Gries, M.D.; and Member-at-Large, William J. Kennell, M.D.

In DECEMBER, 1977, in a decision of the Arizona Supreme Court the right of hospitals to require members of the medical staff to carry professional liability insurance was upheld.

The inadequacy of our space to properly administer health care to our patients was constantly and increasingly apparent. It was particularly true with the Physical Therapy department.

A Letter of Intent was issued to the Central Arizona Health Systems Agency in which our need for additional facilities was set forth and in which our intention to request their approval of our obtaining such additional facilities was clearly stated.

1978

In JANUARY, 1978, the Del E. Webb Development Company announced the start of construction of homes and of supportive construction in Sun City West, an entirely separate development; that the expected ultimate population of this new community would be 75,000; and that the combined population of Sun City and Sun City West, for the health-care of which Boswell expects to be responsible, would be 81,375 by 1984. It was reported that Sun City is now completely sold out of home sites.

Lip reading classes were being offered by our speech pathologist.

W. A. Turner, Chief Executive Officer and Administrator, was appointed by Governor Bolin of Arizona to the State Health Coordinating Council for a term of three years.

In FEBRUARY, 1978, the total of gifts and pledges to the fund drive being conducted by the Boswell Hospital Foundation reached \$454,729 thus meeting the contingency stipulated by the Kresge Foundation in making their pledge of \$100,000 in October, 1977.

A new Department of Education was implemented.

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 that there will be a distinct tax advantage as well as enabling the determination of Medicare reimbursement amounts from the Social Security Administration.

A report on the activities of Meals-on-Wheels stated that during 1977, 25,640 meals were prepared in the Boswell Hospital Food Service Department at a total cost of \$39,935.55.

In MARCH, 1978, the new "C" wing of the Hospital was being occupied department by department beginning with the Emergency Room.

In APRIL, 1978, an administrative recommendation to change the Personnel Rules by granting an additional holiday was approved by the Board. The change is scheduled to be effective on the next occurrence of Washington's Birthday.

The membership in the Auxiliary had reached 1,146 and there were 9,049 volunteer hours donated.

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

The average daily census reached 163.8.

The occupancy rate during the ten months just passed reached 92%.

In MAY, 1978, a Board approved application for a Certificate of Need 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.

Based on their findings during an inspection in February the Joint Commission on Accreditation of Hospitals granted an additional two years accreditation.

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

The Boswell Memorial Hospital Auxiliary contributed \$30,000 toward purchase of phaco-emulsifier equipment for the operating room.

The Artives, an organization of the wives of medical staff physicians, donated \$655 for a charting table for the new nursing unit.

On May 6, 1978, the newly completed "C" tower, together with the supporting ancillary structure, was dedicated. The cost of construction was \$10,550,000; furnishings \$2,200,000. This addition provides the Hospital with 88 additional beds which will ultimately bring our bed capacity, when completely utilized and staffed, to 261.

In JUNE, 1978, the Board of Directors voted to join with 19 other area hospitals in forming a Health Planning Consortium. This venture contemplates health-planning for the needs of greater Maricopa County.

Approval was granted for the implementation of a Clinical Laboratory Information System.

The Board of Directors recognized Miss Marian Clark, Associate Administrator and Director of Nursing since the beginning of operation of this Hospital, for her accomplishments and service to Boswell.

In JULY, 1978, another opinion survey directed to discharged patients with regard to our Food Service was conducted. A summary of the 72 responses showed a rating of 3.3 on a scale of 4.0 as perfect. Significantly, none rated the quality, temperature or attractiveness of the food as "poor". Most reported the services as "satisfactory" to "excellent".

The Board of Directors approved amendments to several Personnel Rules, all intended to benefit the employees: reduction in probationary period from six months to three months; increase in the 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 a holiday.

The Board approved the retention of Hay Associates to study our programs of employee compensation, employee benefits and our recruiting procedure for obtaining the services of trained nursing personnel.

Early during the evening of August 7, R. Edwin Burge, Director-Personnel Services since 1974, died at the Hospital after becoming ill while at work.

In SEPTEMBER, 1978, construction began on the sixth operating room.

The Board approved payment of a 10% bonus for part-time employees to be paid in lieu of employee benefits to which temporary employees are not entitled.

At the OCTOBER 3, 1978 annual meeting, it was reported that during the fiscal year 1977-78, 10,719 patients were treated in the Emergency Room.

There was an increase of 23% in the utilization of our Home Care Department and the activities of the Gastrointestinal Laboratory increased 100%. During the same time our Surgical Suite handled 4,569 surgical cases and out-patient surgery increased 300%. 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 24, the Boswell Memorial Hospital Auxiliary had a membership of 1,296 and it was reported that during September 8,982 hours had been recorded by volunteer personnel.

In NOVEMBER, 1978, the Employee Pension Plan was amended primarily to bring the plan into conformity with changes in governing legal requirements.

The Nursing Service designed and implemented a program which was designed 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.

On November 27 our available bed complement was 187.

The Radiology Department expanded their service to 24 hours per day, seven days a week with a radiologist on duty at 7:30 a.m.

A program of performing some elective surgery on Saturday to relieve the heavy load during the week was implemented.

In DECEMBER, 1978, prompted by the continuing shortage of qualified nursing personnel, a program whereby employees who were responsible for recruiting qualified personnel could be rewarded was approved and implemented. Under the terms of this program a cash bonus was offered to any employee who recruited a registered nurse who accepts employment with the Hospital and who stays so employed for at least two years.

A Christmas open house for employees, volunteers, directors and members of the Corporation was held in the cafeteria on December 22.

### 1979

In JANUARY, 1979, the Board of Directors authorized affiliation with the Phoenix Area Health Planning Consortium.

The Board approved and authorized implementation of Clinical Investigation in Boswell and established a fund to finance the program.

A survey of Maricopa County and of Sun City in particular disclosed that only 1% of the residents of Sun City are under the age of 45 years as compared with 70% of the residents of the county being of that age bracket. Also, that the number of residents of Sun City who were over 65 years of age was 5 1/2 times the number of such residents who live in the county as a whole. These data were being used to demonstrate the greater need for hospital beds per thousand population in this retirement area as opposed to the need in other areas.

Boswell's 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 us into compliance with a recently changed federal law.

The bed complement was increased to 210 with as many as 205 of these being occupied at one time and with an average daily census of 180.8, the highest in Boswell's history.

The Board of Directors received a final and revised report on the total construction cost of the latest addition to the Hospital; the third tower and supporting ancillary areas. The final figure was \$10,055,797 representing a saving of \$311,497 from the guarantee figure previously issued by the general contractor, Del E. Webb Corporation.

Nursing unit 5-C was opened for patients on FEBRUARY, 19, 1979.

A campaign to stimulate employees to submit suggestions for improvement and for cost-saving ideas identified as B.A.D. (suggestions that could save a Buck A Day) was well received and entered into by the employees and proved profitable for the Hospital. A total of 821 B.A.D. ideas were submitted resulting in an estimated savings of \$100,000 over the years.

In APRIL, 1979, plans were being 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 of training for Emergency Medical Technicians.

An Employee Suggestion program with monetary awards for suggestions that can be used to cut costs or improve quality of service and efficiency was introduced and placed in operation.

The Boswell Memorial Hospital Auxiliary made a donation of \$25,000 to the Hospital.

An organization of farm workers in areas which are in close proximity to Sun City presented a coordinated protest to the expansion of Boswell Hospital because the expansion contemplated no free clinic, no obstetrical department and no pediatric services.

A committee of local residents, the primary aim of <sup>which</sup> ~~whom~~ is to promote a Hospice locally, is making progress.

The average daily census reached 196.3 constituting a 90.0% occupancy.

In MAY, 1979, the plans of the Hospital for health-care facilities in Sun City West were explained to a large gathering of residents of that area.

*cards* → The Telephone Reassurance Service, a program to aid in ensuring that a person desiring to participate in the program is contacted or contacts someone each day to guard against persons who live alone becoming ill and being unable to obtain help, and which program had in the past been limited to citizens of Sun City and Youngtown 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.

In JUNE, 1979, an administrative recommendation to liberalize the employees hospitalization program and the 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 \$50,000 for any claim under the hospitalization benefit plan was inserted. The life insurance program was amended to permit the inclusion of dependents with the employee in providing life insurance coverage. The entire premium for family coverage is to be borne by the employee.

In compliance with the energy saving program adopted by the Hospital 1,502 fluorescent tubes in our Hospital lighting system were disconnected making an estimated saving of 60,080 watts of power.

In reponse to a requirement from the Department of Health, Education and Welfare that we defend ourselves from an accusation that we were not in compliance with the Civil Rights Act of 1964 and with Section 504 of the Rehabilitation Act of 1973, all records and data which they required were collected and forwarded to them. The compilation of this material required expenditure of time and material in excess of the equivalent of \$4,000.000.

In AUGUST, 1979, the average daily census was 159 constituting 73.6% occupancy.

In SEPTEMBER, 1979, the Board of Directors offered to purchase the Valley View Hospital in Youngtown from the Phoenix Baptist Medical Services of Phoenix. The offer was rejected.

Implementation of the Homemaker Program was approved and a start-up fund of \$20,000 was supplied anonymously.

By Board action the name of the Corporation was changed from "Sun City Community Hospital, Inc." to "Inter-Community Health Care of Arizona, Inc.".

The Auxiliary donated \$35,000 to the Hospital.

In spite of the serious shortage of qualified nursing personnel in the entire southwest, the Boswell Nursing Service Recruiting Program resulted in 83 nurses having been hired since June 1, 1979.

The average daily census was 172.6 constituting 81% occupancy.

In OCTOBER, 1979, the Hospital Affairs Club was organized as a chartered club of the Recreation Centers of Sun City, Inc. The purpose of the club is to sponsor the health seminars which the Hospital has been sponsoring for some time and which, of late, have been co-sponsored by the Hospital and 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 Recreation Center facility used for the seminar.

The average daily census reached 183.8 and the patient days of care totaled 5,699.

In NOVEMBER, 1979, the total patient care days reached 5,814; the average daily census 193.8; and the average length of stay fell to 7.8 days as opposed to 8.3 days last year.

In DECEMBER, 1979, in a continuing endeavor of all those connected with the Hospital and concerned with the efficient economical operation, the medical staff revised the function and operation of the Utilization Review Committee in dealing with peer review cases for the purpose of obtaining higher quality patient care, of assuring effective and efficient utilization of Hospital facilities and service, and to assist in promotion and maintenance of high quality patient care. This change brings the Hospital into conformity with the Professional Standards Review Organization and the Joint Commission on Accreditation of Hospitals standards.

The average daily census was 194.6; the total patient care days amounted to 6,034; and the average length of stay was 7.3 days.

### 1980

In JANUARY, 1980, our application for a rate increase of 15.9% was approved.

A study as to the possibility of arranging some sort of mass transportation for employees was being conducted.

The new Corporation name, "INTER-COMMUNITY HEALTH CARE OF ARIZONA, INC.," was officially filed with the Arizona Corporation Commission on January 25, 1980.

The average daily census was 218.7; patient care days totaled 6,779; and the average length of stay was 8.1.

By FEBRUARY, 1980, the Employee Suggestion Program which had been approved and put into operation the previous April was showing results. The Suggestion Committee had a number of worthwhile suggestions which were being considered.

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

T.T.Y. equipment (a communications device utilizing the telephone-teletype principle) was installed in our 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 of the handicapped person or at some other point a distance from the Hospital, and have the message transmitted to the equipment in our Hospital, thus affording the handicapped a means of requesting assistance. To the best of our knowledge, this is the first device of this 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 borderline cases as promptly as possible.



Patient care days totaled 6,703 and the average daily census reached 231.

In MARCH, 1980, the purchase of the Snyder Warehouse property located at the northeast corner of 103rd Ave. and Santa Fe in Sun City from Del E. Webb Development Company was approved.

Also, the Board authorized and directed, subject to a determination as to legal and financial feasibility, the purchase of certain real estate located adjacent to and/or in close proximity to the Hospital. It is proposed to finance the purchase by bond issue.

The Board approved a complete and comprehensive management survey and audit on employee pay schedules.

The Education Department was expanding and offering instruction and training for the improvement of employees and to increase their efficiency and job satisfaction in more and more areas. Some programs are made available to the public.

The Gastrointestinal Laboratory program was expanding and is now caring for approximately 100 patients a month as compared to 15 or 20 a comparatively short time earlier.

The average daily census was 217.6 and the total patient care days totaled 6,747.

In APRIL, 1980, an additional full two years accreditation was issued by the Joint Commission on Accreditation of Hospitals.

The average daily census was 214.8; occupancy was 86.6%; and patient care days totaled 6,443.

In MAY, 1980, 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 is to be funded by public bond issue and it was stipulated that the bond issue shall produce the necessary cash flow without jeopardizing future financing of the Sun City West facility or the expansion of Boswell Memorial Hospital. At a special meeting of the Corporation on June 12, 1980 the purchase was approved.

The Forum magazine, a national publication with wide distribution, had published an article highlighting the Boswell Memorial Hospital's Residents' Galleries operated by the Boswell Memorial Hospital Auxiliary.

The Board approved for adoption a set of voluntary effort goals for keeping the cost of hospital care as low as practicable in view of good patient care as adopted by the Arizona Hospital Association. Among the items contained therein was a goal to keep increases in patient care cost to within two percentage points less than the rate of increase of the Metropolitan Phoenix Consumer Price Index.

Also approved was the adoption of an Administrative Policy covering "Financial Disclosure", to serve as a guide to the present and future boards in planning; as a source of reference for investors and creditors, resource providers, oversight bodies, constituents, and third-party payers; for the information of the public which the institution serves; and for the use of regulating agencies and commissions.

In JUNE, 1980, the total patient care days for the month was 6,606; the average daily census was 213.1; and the Hospital was operating at 85.9% of capacity.

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 Boswell Hospital 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" in which Boswell's Social Work Department was highlighted for achieving cost-savings by using wheelchairs instead of ambulances to transport patients was published.

A review of the records incident to the close of the fiscal year on June 30 reveals a steady improvement in our record for the past few years:

	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>
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	13,962

On JULY 6, 1980, Bayard T. Horton, M.D., formerly of the Mayo Clinic in Minnesota, member of the first Advisory Board of this Hospital, Corporation member since 1968, and one whose help and advice were invaluable during the early years of planning and implementation of Boswell and who had been the founder and editor of the Boswell Proceedings, died.

In AUGUST, 1980, one of the reporters from a newspaper in Paris, France visited Sun City and Boswell Hospital for the purpose of reporting back to his paper and to the French public just what it is that makes this sort of life style successful. France has nothing even remotely resembling our "Retirement Living" according to the reporter.

In SEPTEMBER, 1980, a study as to the feasibility of the Hospital's adopting a program of self-insurance for professional liability was authorized.

The Corporation bylaws were amended to permit the holding of a special meeting of the Board immediately following the annual Corporation meeting.

Pursuant to a recommendation of the Joint Commission on Accreditation of Hospitals during an earlier inspection, the bylaws were amended to require members of the Board to attend a minimum of five meetings during the year.

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

The annual Corporation meeting on OCTOBER 7, 1980, provided an appropriate atmosphere for celebrating the first ten years of Boswell Hospital operation, the first patient having been admitted on November 16, 1970. Of particular note and some of the bases for celebration were: the receipt of approval for completion of the fourth tower and supporting ancillary areas of the Hospital; the implementation of the Homemaker Health Aide Program; the implementation of added emphasis on discharge planning; and the expansion of our Education Department in the variety and extent of the types of training being offered for employees, patients, the medical staff and the public. Acute renal dialysis procedures have doubled during the past year; over 5,000 surgical procedures have been performed in our operating suite; laser therapy had been introduced and is now in operation; a Clinical Pharmacy Program, the first in Arizona, has been implemented and is very successfully in operation. Computerization of many areas of operation has been accomplished including Pharmacy, Clinical Laboratory, Accounting, Patient Accounts Services and Admitting. The automation of all billing and claims processing permits a direct tie between our computers here in the Hospital and the National Medical Headquarters in Baltimore, Maryland. Not the least of the accomplishments has been the acquisition of land for present and future expansion with provision for the needs of the Hospital in this regard for now and for the foreseeable future.

It was announced that the Boswell Hospital Auxiliary had donated \$92,400 during the past year for Hospital expansion and that their donations during the past ten years amount to \$564,227.

It was noted that the medical staff has grown from some 72 physicians with 15 specialties to 250 physicians with 30 specialties.

The total cost of the Hospital including real estate, plant and equipment was estimated to be \$32,544,919.00 as of June 30, 1980.

During the month of OCTOBER, 1980, the Board of Directors authorized the execution of building contracts with the Del E. Webb Corporation and with Ellerby Architects for the completion of the fourth nursing tower and related ancillary space.

Patient care days totaled 6,839 and the average daily census was 220.6.

Permission was granted to convert ten private rooms to double occupancy adding ten beds to the complement bringing our capacity to 271, an addition badly needed.

In NOVEMBER, 1980, revision of the corporate structure creating separate operating corporations for the various business entities, some having to do with patient care and other dealing with the management of rental property, etc., was approved.

A very successful three-day health fair was conducted. On childrens' day several hundred school children were in attendance. In the three days of the fair almost 4,000 individual medical tests were performed by Hospital personnel on area residents. Plans for the repeating of such fairs were already underway.

The Boswell Hospital Auxiliary pledged \$200,000 toward the completion of the fourth nursing tower.

Patient care days totaled 6,921 and the average daily census was 230.7.

In DECEMBER, 1980, a study as to the practicality of a condominium sales and rental type operation program for the Lakeview Medical Arts Center recently purchased from DEVCO was approved.

The average daily census was 242.5, occupancy 91%.

It is necessary to apply for a rate increase of 13.5% because of certain changes in the Medicare reimbursement formula.

The Boswell Memorial Hospital Auxiliary paid \$65,000 toward their \$200,000 pledge.

## 1981

In JANUARY, 1981, the Board of Directors approved the establishing of a separate subsidiary corporation to accept the gift of land in Sun City West from the Del E. Webb Development Corporation and to eventually hold title to the health care facility which, it is anticipated, will be established on that land.

A Department of Planning and Marketing was established.

Maricopa County abandoned certain streets which, if allowed to remain dedicated to public use, would divide the property now owned by the Hospital into small pieces difficult to divide according to the long-range plan for the complete utilization of the property.

Patient care days totaled 7,838, the average daily census was 252.8 with a 96.9% occupancy.

In FEBRUARY, 1981, the Board of Directors approved participation in a mutual group program for carrying our liability insurance. Implementation of a Behavioral Health Services Program on a trial basis for six months was also approved.

The Executive Committee was delegated the authority to approve, with advice of counsel, Articles of Incorporation, bylaws and other necessary documents to effect the restructuring of the corporate organization under which concept the whole would be integrated into various components under a single controlling Corporation, each unit becoming a controlled subsidiary corporation.

Approval was given and arrangements made to move one of the temporary buildings which had been used for some time by the Hospital to Sun City West for the purpose of establishing a nucleus of a health care facility in that locality.

The average daily census was 252.7 and the occupancy was 96.9%.

In MARCH, 1981, the Personnel Rules were amended changing the employees' leave program to a "Total Leave Concept".

The name of the Corporation was changed to COMMUNITY HEALTH CORPORATION subject to the availability of that name with the Corporation Commission, and the corporate year was changed to the standard calendar year with the annual Corporation meeting scheduled on the second Tuesday in April.

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 Ave. to Del Webb Blvd. was accepted.

The average daily census was 246 with a 94.3% occupancy.

In APRIL, 1981, the Board of Directors voted to continue participation in the Social Security program rather than follow the lead of some local hospitals in withdrawing from such participation.

The average daily census was 225.6 with 86.4% occupancy.

In MAY, 1981, construction progress on the new nursing tower was within one or two days of being on target.

Several sub-committee task forces were at work in planning for the future development of the Hospital. Among these were a Cardiac/Cardiovascular Task Force; a Diabetes Task Force; and an Emergency Medical Treatment Task Force.

A total of 240 persons donated blood during a very successful blood drive.

In JUNE, 1981, transfer of the temporary building to Sun City West was accomplished. It will be used temporarily as a base for physicians as a facility where they may see patients in that area until permanent office facilities can be provided. A portion of the building will be temporarily used for quarters for the ambulance service and for the Sun City West fire fighting unit. The cost for relocation, landscaping and paving the parking lot was approximately \$140,000.

Construction on the new fourth tower was 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.