We considered 1946 a troublous year for our Hospital but 1947 was even more difficult. The shortage of nurses was somewhat alleviated and other employees were easier to obtain, but the question of rapidly increasing costs was one that we could not solve. Salaries and wages increased by $\,$, and the costs of food, medicine, linen, surgical supplies, and other hundreds of items a hospital requires rose by leaps and bounds, aggregating $\,$ more than in 1946 for the same supplies.

In business, compensation for increased costs can be had by raising prices accordingly, but in a hospital this is possible only to a limited extent. The cost of private room care in a hospital today is almost prohibitive to patients in moderate circumstances, and many who enter the Private Pavilion do so with heavy financial burdens. Yet, in order to help meet our deficit we were compelled to raise the charges for rooms and services in the Private and Semi-Private Pavilions. The City has increased its allowance to us for city-approved adult ward patients, from $4.50 to $6.00 a day, and for children under five years of age from $2.00 to $2.50 a day. While this is a welcome help, the care of a ward patient costs, on the average, over $12.00 a day.

We had _______ patient days of service in the wards and ________ visits to the O.P.D. A small profit comes from the Private Pavilion while the Semi-Private Pavilion nearly pays for itself, but in spite of increased allowances from the City the maintenance of the wards and O.P.D., in both of which patients pay nothing or less than cost, is the chief source of our deficit. Thus in the overall picture, our added income for services (from raised charges and city allowances) is not sufficient for the rising costs. If we are to be able more nearly to make both ends meet, we shall have to receive more money.
from the Public, directly or through its philanthropic agencies, from government agencies or from private and other sources.

Charitably-minded friends of the Hospital have given us a large part of the money needed to build a Maternity Pavilion and a new Laboratory, but we are loath to start construction because the cost of additional services will further increase our deficit. As this report is being written, careful search is being made for a possible way to design the new Maternity Pavilion so as to avoid this further increase in our operating deficit.

We are continuing our expanded post-war program of physician training by providing increased opportunities to physicians as residents, fellows and post-graduate students. Though costly, this activity should not be curtailed, for we consider it our duty to train young doctors, in addition to taking care of the sick.

Our Psychiatric Ward was opened in March and has proven successful. Because of the limited capacity of the ward we are constrained to accommodate only such patients as are referred from other departments of the Hospital.

TRUSTEES

Four new Trustees were elected during the year: Messrs. Max Abramovitz, Richard Deutsch, James Felt and Joseph S. Reckford.

Mr. David A. Schulte resigned after twenty-five years of service to the Hospital. The meetings of the Board of Trustees were well attended. Many of the Trustees devoted much time and energy to working on various committees. Also, when the size of the operating deficit became apparent, they voluntarily and generously contributed over $100,000.
GIFTS

In addition to the donations from the Trustees, the Hospital received many gifts from its friends and well-wishers. Some of these were designated for special purposes of great value to medical research and hospital practise. These are listed elsewhere in this report.

DEATHS

Dr. Henry Heiman, who served the Pediatric Service of the Hospital since 1934 with conscientious zeal and distinction died on November 18, 1947. His death is mourned by his many colleagues and friends.

We also lost a number of employees during the year, some of whom had been with us for a long period of time. Their names follow:

- Mrs. Lillian Smith, Building Service ....... 20 years
- Leonora Harding, Nursing Department ....... 1 "
- Patrick Conway, Administration Department ....... 13 "
- Annie Fitzgerald, Housekeeping .......... 42 "
- Reva Reznick, Nursing Department ....... 2 "
- Joseph Murphy, Administration Department ....... 19 "
- Mary Gailes, Dietary Department .......... 3½ "
- Joseph Regnier, Dietary Department ....... 24 "
- Grace Berro, Nursing Department .......... 14 "
- Louis Faerber, Accounting Department ...... 2 yr. 8 mos.

STAFF CHANGES

Among the major staff changes during the year were the following:

**New Appointments and Promotions – On the Medical Staff**

Drs.
- Murray Bass ....... Consulting Pediatrician
- Leo Edelman ....... Consulting Urologist
- Daniel Poll ....... Consulting Physician
- Henry Minsky ....... Ophthalmic Surgeon to the Hospital
- Gordon D. Oppenheimer ....... Urologist to the Hospital
- Arthur S. W. Touroff ....... Surgeon to the Hospital
- Joseph L. Goldman ....... Associate Otolaryngologist

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New Appointments and Promotions - On the Medical Staff, con't

Drs.
Harry Rosenwasser. .................. Associate Otolaryngologist
Irving B. Goldman. .................. " " for Rhinoplasty
Arthur H. Aufses. .................. Associate Surgeon
Samuel H. Klein. .................. " "
Ernest E. Arnheim. .................. Associate Surgeon for Pediatric Surgery
Abram Blau. .................. Associate Psychiatrist
S. Mouchly Small. .................. " "
Harry I. Weinstock. .................. " "
Sydney G. Margolin. .................. " "
Edwin I. Weinstein. .................. Associate Neurologist
Joseph A. Gaines. .................. " Gynecologist
William M. Hitzig. .................. " "
Herbert Rosenfeld. .................. " Dermatologist
Milton H. Adelman. .................. " "
Sydney S. Lyons. .................. " "

Resignations

Drs.
Leon Ginzburg .................. Associate Surgeon
Abou D. Pollack .................. Associate Pathologist

OTHER MATTERS OF INTEREST

The Hospital has, fortunately, a long tradition of service by its trustees, doctors, employees and volunteers. Many have served the Hospital for twenty-five years and more. Mrs. Siegfried F. Hartman and Miss Angie Jacobson, of the Social Service Auxiliary Committee, were presented with momento in honor of their faithful services of more than a quarter of a century.

Dr. Turner, who has been with us for twenty-five years, received a Service emblem, and the following employees who have been with us for twenty-five years received gold medals and appropriate gifts: Frank Kwasniewitz, Engineering; Anthony Samanich, Private Pavilion; Mary F. Valentine, Nursing Department; Jennie Steinberg, Laundry Department; and Delia McGowan, Laundry Department.
Dr. A. A. Berg, President of the International College of Surgeons and Consulting Surgeon to the Hospital, received the degree of Master Surgeon at the Assembly of the United States Chapter of the College; the first award of this degree.

The Journal of The Mount Sinai Hospital completed its thirteenth volume. It was started in 1925 with four hundred and eighty paid subscribers. It now has almost eleven hundred subscribers exclusive of an exchange list numbering two hundred. During these years it published a number of special issues dedicated to members of the staff who achieved prominence in their special fields of medicine and surgery. This year one was issued to honor Dr. I. C. Rubin, on the occasion of the 25th anniversary of the Rubin test. It was one of the largest issues of the Journal, containing numerous papers written by outstanding men of medicine both here and abroad.

The Military Emergency Fund wound up its useful service after functioning six years in a highly efficient manner. Its purpose, conceived by the staff, was for doctors who stayed at home during the war years to help support the families of doctors who served in the Army and Navy. It was a splendid effort which helped alleviate the hardships of many of the families of those physicians who entered military service.

While we trust that it will not be necessary to send another hospital unit to war, we have agreed to do so if the need arises. The following is a quotation from a letter from the Office of the Surgeon General of the United States Army:

"...May I convey to you the appreciation of the Army Medical Department on your agreeing to sponsor an affiliated unit at Mount Sinai Hospital."
It has been recommended to the Adjutant General that the designation, 3rd General, to which the Mount Sinai Unit added such distinction during World War II, be reserved for the Unit to be sponsored by your institution.

Please convey to the officials of the Mount Sinai Hospital our appreciation for this expression of their cooperation and loyalty in the reestablishment of the Army Affiliation Program.

The devoted services of the late Mrs. Charles Klingenstein to the Children's Clinic were commemorated this year by a tablet erected in her honor and inscribed as follows:

IN GRATEFUL RECOGNITION AND REMEMBRANCE OF THE GENEROSITY AND SERVICES TO THIS CLINIC BY MRS. CHARLES KLINGENSTEIN 1946

With the financial help of the New York Cancer Committee, we opened a Cancer Detection Clinic which is functioning satisfactorily. We are also experimenting with a Night Diabetic Clinic and if the need of such a clinic is proved, it may be made a permanent feature.

Decision was made to use the presently-vacant beds of the Isolation Roof, now rarely needed for patients with contagious diseases, for an experiment in nutrition, which is being carried on by a number of our staff.

During the year we obtained title to a property on Madison Avenue adjoining the present Hospital group. This will give us land for future needs.

Dr. David H. Ross left us to accept the position of the Director of the Jewish Hospital of Cincinnati, Ohio. Mr. Harry Markowitz, who has held various positions in the hospital during the past 20 years, was appointed Supervisor of Purchases.
We wish to express our gratitude for the support we received from the Federation of Jewish Philanthropies of New York, The United Hospital Fund and the Greater New York Fund as well as from the City. For the cooperation of the Medical Staff, the Administration, Department Heads, and our employees, we express our heartfelt thanks and appreciation. What we have accomplished we owe to their loyalty and hard work.

b
1/8/48