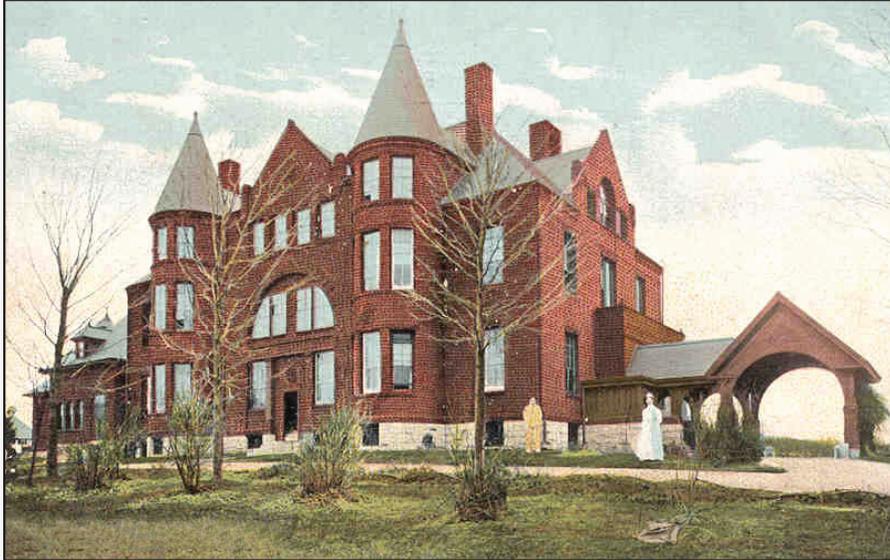


The Joy of Caring



History of the Elliot Hospital Associates

**History
of the
Elliot
Hospital
Associates**

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Foreword

The Elliot Hospital Senior Associates, organized sixty-seven years ago, have served the hospital unremittingly ever since. In the past few years, as the Volunteer Service has increased, there has grown a desire on the part of many to know more of the history of the Associates. To meet this interest, Mrs. Oliver M. Blood was asked to write the story so that every member may read and be proud of this fine record of achievement.

The Elliot Hospital Senior Associates of today gratefully dedicate this booklet to those pioneer Associates who had the vision and the spirit to build this enduring organization.

November 1957

**inside front cover
FPO**

Table of Contents

List of Presidents	2-4
Elliot Hospital Associates Mission Statement.	7
Prayer for Hospital Auxiliaries	8
The Beginnings – Sixty-Seven Years of Service (1890 -1957) Written by Mrs. Oliver Blood	9-15
Plus Twenty (1957-1977) Written by Mrs. Stoddard Chase & Mrs. Robert Boas	16-26
To the End of the Century (1978-2000) Written by Marjorie Chase and Margaret Wheat	27-45
Elliot Hospital Associates 1999 Fact Sheet.	46
The New Millennium (2000-2009) Written by Barbara Bard, Pat Johnson, Sara Kellogg Meade and Lise A. Mendham	47-53
Reaching Back, Looking Forward, Lasting Impact (2010-2020) Written by Barbara Bard, Pat Johnson, Sara Kellogg Meade and Lise A. Mendham	54-62
Description of Trust Funds	63

Elliot Hospital Senior Associates Past Presidents

1890 July 24th – First gathering

1890 September 24 – First meeting with a president

1890-1904 Mrs. Charles B. Murkland

Mrs. W.H. Fairchild

Mrs. George Towne (Mrs. Charles H. Means)

1904-1909 Mrs. William R. Varick

1909-1914 Mrs. Charles H. Manning

1914-1940 Mrs. Elliot C. Lambert

1940-1942 Mrs. Robert Flanders

1942-1945 Mrs. John Preston

1945-1950 Mrs. John McLane

1950-1951 Mrs. Harold Smith

1951-1955 Mrs. Benjamin Burpee

1955-1957 Mrs. D'Arcy Sproul Bolton

1957-1959 Mrs. Donald Fuller

1959-1961 Mrs. Rolland McMurphy

1961-1963 Mrs. Merrill Calkins

1963-1965 Mrs. William Green

1965-1967 Mrs. Manny Winston

1967-1969 Mrs. Robert Lord

1969-1971 Mrs. Robert Boas

1971-1973 Mrs. Stoddard B.E. Chase

1973-1975 Mrs. Robert Hamel

1975-1977 Mrs. Richard Beaulieu

1977-1978 Mrs. Roger Vallee

1978-1980 Mrs. Shane Devine

1980-1982 Mrs. Edward Morrison

Elliot Hospital Associates Past Presidents

1982-1984 Shirley Sargent (Mrs. Donald)
1984-1986 Maria Skaperdas (Mrs. Nicholas)
1986-1988 Gladys Jodoin (Mrs. Louis)
1988-1990 Cynthia Keller (Mrs. Bruce)
1990-1992 Dorothy Bean (Mrs. Arthur)
1992-1993 Paula Gordan (Mrs. Philip)
1993 (Interim) Rande Schneider (Mrs. John)
1994-1996 Joan Sundeen (Mrs. Robert)
1996-1998 Oral Foster (Mrs. Robert)
Carol Thompson (Mrs. Wayne)
1998-1999 Mary Ellen Biser (Mrs. William)
1999-2001 Mary Ellen Biser (Mrs. William)
Gail Badolato
2001-2002 Mary Ellen Biser
2002-2003 Mary Ellen Biser
Elizabeth Stewart
2003-2004 Elizabeth Stewart
2004-2008 Ethel Chaput
2008-2012 Maryann Leclair
Linda Molloy
2012-2014 Louise Forseze
Priscilla Webler
2014-2016 Maryann Leclair
Priscilla Webler
2016-2018 Maryann Leclair
2018-2021 Dottie Sutherland Kelley

Elliot Hospital Associates Mission Statement

Because we care, the Elliot Hospital Associates strive to:

Support a warm and caring atmosphere within the hospital for patients and their families.

Manage the funds entrusted to the Associates to help the Elliot Hospital care for the ill and the needy, and to add to these funds, whenever possible, for the benefit of all.

Collaborate with the Staff and Administration of the hospital to provide both needed services and a link to the community we serve.

Provide opportunities for our volunteers to serve and grow within the Elliot Health System community.

We resolve to preserve our very rich history and to grow within the framework of an ever-changing environment.

Prayer for Hospital Auxiliaries

Almighty God and Heavenly Father of mankind, bless we pray Thee, our endeavors in those hospitals in which we strive to bring comfort and hope to all who are in distress of mind or body.

Guide us so that we may use the privilege given to us to help the aged, the ill and the very young – with generosity, with discretion and with gentleness.

Give us the strength to labor diligently, the courage to think and to speak with clarity and conviction but without prejudice or pride.

Grant us we beseech Thee both wisdom and humility in directing our united efforts to do for others only as Thou would have us do.

Amen.

Sixty-Seven Years of Service...

1890-1957

By Mrs. Oliver Blood

The Beginnings

In 1890, the year of the opening of Elliot Hospital, it was rather generally accepted that “woman’s place is in the home.” But it would seem that the Victorian lady, here in Manchester and elsewhere, was beginning to feel the stirrings of a desire to emerge and widen her sphere of activity. She doubted if paying her dues to the foreign missionary society of her church was an adequate answer to that old query: “Am I my brothers’ keeper.” She recognized that at her very door was a challenge to service.

Thus, it was that on July 24th, 1890, the first meeting of the Ladies’ Auxiliary Board of the Elliot Hospital was held at the hospital. “A sufficient number was present to render it advisable to organize and arrange the Board in working order,” so reads the record of that very first assembling of the forerunners of the more than five hundred members of today, who, to quote from the 1956 report of the president “are working together with graciousness and intelligence for the good of our hospital.”

Temporary officers were appointed at this first meeting and two months later a permanent slate was chosen and a constitution drawn up and adopted. There were four special committees: Finance, Auditing, Devotional, and Visiting. The duties of the Finance and Auditing Committees followed the usual pattern. The Devotional Committee was in charge of all religious exercises at the hospital and the Visiting Committee appointed members from the Board to visit the hospital and the patients at least once each week.

“Ladies met at the hospital to sew” appears in the early records, and it would seem that almost immediately the Board assumed a considerable, if not the entire, part of caring for the upkeep of the linen in daily hospital use. Records of the annual meeting in January 1891 mention that “one dollar a year shall be assessed each member,” and the same paragraph names “a committee of three to consider the matter of bringing the hospital and its facilities to the notice of the public throughout the state.” They were women with far-reaching vision, those ladies of the 1890’s.

The first mention of social affairs occurs in the report of March 1891, when “the expediency of a silver tea” was considered. A profit of \$317 was announced as the proceeds. It was unanimously voted to take \$300 for a free bed for a year, and the remaining \$17 for the purchase of a bookcase for the hospital.

This first Auxiliary Board functioned for four years. Then in June 1894 it was dissolved and a new organization, peopled by the same personnel, came into being and was incorporated under the name of the Elliot Hospital Associates. The standing committees were: Executive, Ways and Means, Finance, and Advisory. The Devotional Committee was dropped, but for many years every meeting of the Associates was opened with scripture reading and prayer, and today each monthly meeting the saying of grace precedes the luncheon.

Strange as it may seem now, it was provided that the Executive Committee should from time-to-time consult with the Trustees of the hospital as to plans, buildings, improvements, or other general matters that might be of interest to both organizations and of benefit to the hospital.

The duties of the Ways and Means Committee were prophetic of the coming events that cast their shadow a long way ahead. This group was directed to “raise money for the use of the Corporation by such methods

as may suggest themselves to the committee and meet the approval of the Board.” And thus, very definitely, the Associates set their feet upon the path that led through years of garden and whist parties, turkey dinners, donation days, the annual Maypole Dance and the present Gift and Coffee Shop.

In looking back over the first ten or fifteen years, one can only marvel at the efficiency combined with enthusiasm with which these women carried on their work and at the resultant accomplishments. The small size of the group -fifteen or twenty was an average attendance - its newness, and the absence of facilities for getting about, in sharp contrast to the convenience of our motorized age, were factors to deter rather than to encourage.

Harmonious co-operation between trustees, the staff, the public and the Associates is reflected in all these early records. It seems to have been customary to invite the Trustees to the annual luncheon meetings and to make of them very much a social occasion, attended not only by the staff physicians but by other doctors in the city and adjacent towns. Oftentimes speeches were given by outstanding Boston physicians.

The records abound in proofs of the esteem and confidence with which the Associates were regarded. For instance, in March 1896, a letter was read from the Trustees, giving the Associates authority to organize and supervise a much-needed maternity ward. That was a challenge, but events proved the women worthy of the responsibility placed in their hands. The idea of raising money for the project was brought up but nothing immediately decided on. A dance had been suggested, but as several members disapproved of dancing, the plan was given up.

To sum up, the evidence gleaned from these very early records is assurance that the Associates of the Victorian day were women of remarkable versatility. They were efficient business women who could attend to and finance the alterations on a small cottage adjacent to the hospital, converting it into a nurses' home where on the first floor they established their maternity ward. They were “good neighbors”, bringing cheer to individual patients at the hospital by their faithfully carried-out duties as visitors. They were alert social workers, investigating needy cases and setting up the “Indigent Sick Fund” to provide care and hospitalization. This Fund has continued to be an active concern of the Associates ever since that time. They went further than this care of needy cases. They appointed a committee to look after unmarried mothers following their discharge from the hospital.

Widening Horizons

In the secretary's report of February 1905, we find this rather startling sentence, “Word has been received from the Trustees that the Maternity Ward was a thing of the past, the Trustees voting that it and the Nurses' Home could not exist together.” The ultimatum is quite understandable and the disadvantages quite apparent, both from the standpoint of the patients and nurses.

Very obviously, the hospital was facing a crisis and with characteristic spirit the Associates rallied their forces and faced forward. In June of that same year, they received permission from the Trustees to build a new and adequate ward if the necessary funds could be procured. At the very same meeting “it was suggested by the president that all should look over her cast-away jewelry and find some piece from which affection and sentiment had blown away long since, and give it to a receiver, who should have it melted and turned into gold to be given to this new proposition of ours, a Maternity Ward.” How many of the ladies parted with their jewelry is not reported, but the project of a maternity ward was constantly in their minds. They conducted a fair to raise funds, they interviewed an architect, and they visited the Concord Hospital where a maternity ward was in operation.

Then in May of 1906, as if it were a reward of their faith, came the announcement of a gift of \$10,000 from Mrs. Frank P. Carpenter and Mrs. L. Melville French, both members of the Associates. Subsequently Mrs. Carpenter and Mrs. French added \$7,000 to their gift. The Trustees voted \$1,000 to the Associates for their projects.

The next few months were not all jubilation for the Associates, however. It was a period of hard work and there were infinitely many problems to be ironed out. The June 1907 report reads, "An informal talk on the ever-present subject of money-raising was held. It was voted that the President send a circular letter to every member of the Board, asking her to raise or give in the fall the sum of \$5 for the equipment of the Maternity Ward." In September the report reads, "Eleven members handed to the treasurer their earnings for the summer." Later we were told, "The ladies decided to contribute one sheet each to the Maternity Ward and, if they felt inclined, would ask a friend to do the same."

Finally, the last nail of the new ward (now known as the East Wing) was driven into place. Plumber, painter, and carpenter shouldered his respective tools and departed. The rooms were furnished and ready for inspection, the linen closet was completely equipped, and on May 25, 1908 the keys were handed over to the President of the Board of Trustees, who thanked the ladies for their perseverance in building and furnishing the ward, which seemed to please the Trustees who thought the appointments and furnishings quite complete. The secretary of the Associates, referring to this little ceremony, observed that the President said we deserved a great deal of credit, with which we all agreed.

This major project did not, however, deflect the Associates from pursuing other minor undertakings of importance. We read that the ladies on one occasion urged the Trustees to consider "the unsafe condition of the steps leading from the kitchen," also "the need of having suitable place made for mops and so on." Even as they diligently studied blueprints for the new ward, they had a vigilant eye for brooms and mops and rickety steps that might trip up the unwary and thus add a patient to the emergency department. They had time to consider unsightly bath tubs, voting to ask the Trustees to put in new ones, which they did. Then there was the ash pile! "The ash pile at the rear of our hospital, which has been increasing by the addition of all sorts of rubbish, has offended our eyes and noses so long that it was thought best to ask the secretary to write the Trustees asking that the pile be removed and nothing more allowed to be put there!"

The Associates Carry On

During the dark days of the First World War, the Associates carried on with energy, courage and enthusiasm, for the record of that time glows with the light of outstanding accomplishment. There was a three-day fete in June 1917 held beneath the shelter of a mammoth tent erected on the lawn of the Governor Straw estate. About \$1,500 was realized from the project. An equal amount was added to the treasury in November by the returns from the Thanksgiving Ball, which, it was explained, was planned not only as a money-making project, but as an opportunity for the public to get away, even briefly, from "the serious aspects of life." This happy faculty of combining the social and the practical was, and is, an outstanding feature of the Associates' service. Even the all-day sewing sessions, attended by groups from the various churches, were referred to in one of the reports as being "of double value to the hospital, not merely on account of the large number of articles made but also by the mutual interest established and new friends that have been found." We read of silver teas conducted during this period, delightful gatherings where friends and acquaintances met and chatted over the tea cups and where the tinkle of silver coins was audible promise of generous sums to be

realized. Subscription dances at the Arcadia and the Academy were mentioned in the 1918 report, netting together \$1,000.

It is also clear that the Associates' interest extended far beyond money-raising. They converted a third-floor store room into a three-bed room for patients, built a bathroom, furnished new fixtures in the old ones. Realizing the urgent need, they installed the hospital's first dietitian and paid her salary for four years. They installed an electric dishwasher in the kitchen and they purchased a pulmotor, the first of its kind in any New Hampshire hospital.

During these war years the Associates became experts in quantity canning. Day after day a group of women, headed by the President, converged upon the huge kitchen of the Industrial School which was made available to them by the co-operative superintendent and the helpful chef. Here they peeled, sliced, and cold-packed impressive quantities of vegetables and fruits for hospital use in the coming winter months. These are only a few of the countless practical contributions to the Associates' credit during these years.

Later on, when in 1921 it was announced that the bill for X-ray equipment would be reduced by 10% if paid immediately, the Associates advanced not only \$900 to meet the emergency but loaned an additional \$300 to the Trustees to cover the balance. For a number of years, the Associates gave to the Trustees \$1,000 with which to pay the annual coal bill. When a concerted effort was being made to free the hospital from debt, the Associates contributed the sum of \$2,500.

The outstanding event of these middle years was the fulfillment of a long-cherished dream of the Associates, the building of a children's ward. Again, it was the generosity of Mrs. L. Melville French that gave the dream reality. Not only did she provide funds for the construction of the ward located where the Cubicles are today, but she also endowed it so that its upkeep might never be a financial burden to those entrusted with its care.

It was about this time that the Finance Committee was enlarged and charged with the stated duties of assisting the treasurer in the investment of the funds of the Associates. This committee, consisting of the Associates' treasurer as chairman, one hospital trustee and a banker, has had charge of all the invested funds until 1956 when they were placed in the hands of a trust company in order to relieve the treasurer from increasing responsibility and to insure a more professional and constant supervision.

The President of the Senior Associates has been a member, ex-officio, of the Elliot Hospital Board of trustees for many years, and today there are four women, all Associates, serving as regular members on this Board.

Any report of these years would be incomplete without reference to Mrs. Elliot C. Lambert who for twenty-five years served as president of the Associates. It was Mrs. Lambert who in 1920 initiated the formation of the Junior Associates of the Elliot Hospital. This organization has contributed most generously to the hospital the proceeds from their annual entertainments, always socially as well as financially successful. At the completion of her membership each Junior is invited to join the Senior Associates. The Senior group at about this time became known as the Elliot Hospital Senior Associates to differentiate it from the junior organization.

A Summing Up

Before speaking of the success of the enlarged Shop in the new Administration Building, we must not forget the forerunners who gave impetus and encouragement to the new undertaking. Several years ago, a mobile

cart for service to patients throughout the hospital was installed and it has proved a most worthwhile project. Later on in 1954, a small but most successful Gift Shop was started in the original hospital building. It laid the ground work for today's larger shop, yielding a substantial profit as well as furnishing a valuable experience in management and merchandising.

On January 21, 1957 the opening of the combined Gift and Coffee Shop was marked by a very delightful tea. The wide-spread interest in the new shop was most encouraging to the Associates who had contributed not only long hours of time and thought on the plans but had paid for all the equipment. Throughout the day volunteers were on duty in the gift department, acting as cashiers and sales ladies. The popular coffee counter with its tempting array of home-cooked food, donated each day by members, was also staffed by a core of alert and experienced volunteers. The Information Desk at the main entrance of the hospital had quite recently been assigned to the Associates to direct and man throughout the day. The duties included receiving and directing in-coming hospital patients and minor emergency cases, as well as directing out-patients to clinics, visitors to their proper destination and answering the many inquires that come to a hospital desk.

It must be remembered that all this would not have been possible were it not for the continued interest and loyalty of a core of dependable volunteers. All of the volunteers, working under the Elliot Hospital Senior Associates, were carefully briefed before starting service in any department. Thus, a real effort was made to maintain a high standard of service. The various projects were proving not only financially successful but it was believed that they were doing much to improve public relations both within and without the hospital.

The regular monthly sewing meetings have been from the very beginning a most important part of the Associates' program and it is gratifying that they are increasing in value as the attendance grows each year. Between October 1956 and April 1957, at the regular sessions, 3,457 articles were completed. Additional articles made by individual members and by church groups brought the total to 5,296.

The Associates have also done valuable committee work within the hospital. One committee had charge of selecting the color scheme and furnishings for the new Administration Building completed in January 1957. Later, another committee most successfully completed the larger and more exacting task of redecorating the original hospital building, now converted into Nurses' Home. It was also a committee of Associates who purchased and hung thirty pairs of curtains in Parker House.

The record of financial support contributed by the Associates during the past year is an impressive one. In addition to the more than \$10,000 invested in Gift and Coffee Shop equipment, the Associates turned over to the hospital \$5,949 in interest from the Varick Fund, plus \$5,000 more from current income. The Sidonia Olzendam Fund made possible a substantial gift to the Elliot Hospital School of Nursing which included a silver coffee urn, silver sugar bowl, cream pitcher, candle sticks, teaspoons, and also china for use at the nurses' parties. Donation Day receipts amounted to \$272 besides the gifts of supplies. The ever-popular May Dance, always a social event of distinction, netted \$1,362. In 1956 an annual scholarship of \$250 was established for the School of Nursing. The Elliot Hospital Nurses' pins, presented to each graduate at the completion of her course of training, are gifts from the Associates.

It is also gratifying to note that from time-to-time gifts are made by individual members to the hospital. During the past year not only have there been very substantial gifts of money for needed building and equipment, but also there have been the gift of bookcases for the School of Nursing, a modern mobile cart for floor service and a skin-graft machine for the use of surgical staff.

To review the past sixty-seven years of Elliot Hospital history and Senior Associates service is to be deeply impressed with the startling contrast between the early beginnings and the present: in 1890, one single building, the bequest of Mrs. Mary E. Elliot, and the determination of a few energetic and civic-minded women to be of service; today, the extensive and modern plant of the Hospital and the more than 500 members of the Senior Associates giving continuous service throughout the year.

It is worthwhile to mention here the part the Associates played in the actual building of the early hospital. We have already spoken of the first maternity and children's wings as well as the gifts of Mrs. Carpenter and Mrs. French. There were also the Wells Operating Room and the Nurses' Home, both given by Miss Emily Smith, the Christian Parker House, (maternity wing) made possible by another member of the Associates and named in her honor.

In addition to the building gifts, several of the early members left bequests to the Associates, a total of \$125,000, all of which have increased considerably with the years. These are held now as permanent funds and include the Mrs. L. Melville French Memorial Fund, the Maria L. Clough Maternity Fund, and the Sidonia Olzendam Fund for the Nurses' Table, the Jennie M. Corey and the Jennie M. Doe Funds, unrestricted, and more recently, the Varick Memorial Fund for the "care of the indigent sick." The donor of this bequest, Mrs. Melusina H. Varick, one of the early members, was actively interested in this phase of hospital work for many years.

Through all the years since 1890 the Senior Associates have maintained their service and their financial aid to the Elliot Hospital, although, as can be seen from the foregoing record, the type of service changed. The Associates do not now possess the close personal touch that was part of the work of that early group, nor the participation in the planning and carrying out of major projects within the hospital set-up. However, the recently expanded more active service which they are now giving, for the most part within their own Shop, is proof of their serious intent to serve the hospital well. Most hospitals everywhere today recognize the fact that a well-organized and supervised volunteer service is a great asset for the betterment of the hospital. Such a service not only helps to relieve the financial burden but it creates understanding and real respect within the community.

Many years ago, a devoted member of the Associates said, "If you are going to live in a city, try to be of some use to it." Surely her followers have cherished her words and have acted upon them for the great benefit of the Elliot Hospital.

**1886-1978
TRIBUTE
TO
Mrs. Grace Holbrook Blood
for her many contributions
and faithful service to
The Elliot Hospital
Senior Associates**

...Plus Twenty

1957-1977

By Mrs. Stoddard Chase & Mrs. Robert Boas

The booklet "Sixty-Seven Years of Service", written by Mrs. Oliver M. Blood was distributed for sale in 1958. It is a comprehensive and beautifully written history of the Elliot Hospital Senior Associates from the first meeting in 1890 through 1957.

It is interesting to note that the key word in the past twenty years is not so much "change" as it is "growth." It is a needed tribute to the originators and all former participants in the organization that they founded a solid base and maintained unwavering purposes.

In 1957 the "Cheery Cherry Red" smocks of the Seniors continued to be very much in evidence in the Coffee Shop, Gift Shop, Cart, and Information Desk. There were 532 members.

The opening of the Coffee and Gift Shops had been celebrated in January 1957 with a delightful team with nearly 400 guests attending. The location of the Shops was excellent, one room near the entrance of the hospital. Glass windows allowed the gifts to be displayed so they were visible from the lobby and waiting room. The Gift Shop occupied the side near the windows and the Coffee Shop was on the opposite side with one long counter and twelve stools.

The Coffee Shop was managed and the cooking was done by one employee who served in that capacity for ten years. As business increased, an assistant was hired. Two volunteers served the customers which included visitors, families of patients, and hospital personnel. First year profit was \$4,000, one-fourth of which was realized through the baked goods donated by 110 members.

The Manchester Garden Club landscaped and put umbrella tables on a patio near the entrance of the hospital. They continued to maintain it over the years. It was a delightful place for customers to have lunch, rest, and enjoy the sun.

The Gift Shop sold items made and donated by members, including knitted baby items, dressed dolls, handbags, homemade fudge, and attractive floral arrangements. Two volunteers serviced the shop and acted as cashier for the coffee shop. The profit for the first year was \$3,600.²⁶ The second year the buyers made nine trips to Boston for sale items which increased the profit by twenty-five percent. Many, many volunteers, some with experience and some learning the job, have given innumerable hours, choosing the merchandise and displaying it in the shop. Unpacking and storing the goods in the stockroom took many more hours by willing workers.

It was inevitable that as the hospital expanded our 'modus operandi' would change. Thus, instead of canned food and linen being solicited on Donation Day in 1958, the request was for money only, so that purchasing could be done by the hospital according to its needs. \$631.50 was collected.

On January 9, 1958 the first Volunteer's Day Tea was held at the Franklin Street Church in appreciation of the faithful workers. Printed invitations were sent to all members and despite the snowy weather, one-hundred and fifty ladies attended. In 1960 the practice of giving pins to all volunteers who served one-hundred hours in a one-year period was begun. This practice continued, adding pins given for hours accumulated after the first hundred.

The Hospital Administrator presented the Associates a gavel from the Board of Trustees, which was used for the first time at the Annual Meeting May 16, 1961.

In 1961 it was voted that the treasurer be elected on alternate years from the president. The same year the Seniors were asked to have a representative on the Advisory Board of the School of Nursing.

To better acquaint the members with the hospital, programs were especially planned to present speakers from the various departments, including the School of Nursing and staff from the new Doctor's Park that had opened in May 1960.

In the period from 1959 to 1962, members voted to purchase equipment for the Radio Isotope Diagnosis Department and set aside money toward the purchase of a new X-Ray machine. They also applied money from Donation Day toward the cost of painting and putting a new floor in the Cubical Wing.

In 1962, it became apparent that the hospital kitchen was in great need of new equipment. A complete remodeling was undertaken by the Associates at a final cost of \$23,722.79.

In March 1962 the President of the Elliot Hospital Senior Associates reported to the Elliot Hospital Board of Trustees that \$112,351,042 had been given to the hospital between 1951 and 1961. In addition, over \$10,000 was spent for equipment for the Coffee and Gift Shops. The President of the Board thanked the Associates for all they had done, and at the suggestion of the Administrator, the report was published in the Blue Cross monthly letter "Tidings".

Always mindful of the importance of the surroundings, the group voted to redecorate the doctors' waiting room on the second floor, the solarium in the Parker House, and the Nurses' Home. A piano was given by a member for the latter. Whenever decorating was undertaken, there were always members capable and willing to take on the task. Many committees were formed and many volunteer hours given toward this purpose.

In the period from 1963 to 1965 two new Volunteer Services were started. One was the Play Lady Program. Volunteers supplemented the nursing care by reading to the children, playing quiet games, drawing, or just being there to listen. Responding to the request of the Balch Board of Trustees, they also redecorated the Balch Children's Wing.

The other service was the Candy Striper Program, which became very popular with the hospital staff, patients, and participants. To be a Candy Striper, a girl must have completed her freshman year of high school. They were selected and given a week of intensive training by hospital personnel in June before assuming their duties for the summer. They continue today to work all year with the nurses and patients. It has proven to be a very good testing ground for girls interested in nursing and many have continued in the healthcare field as their chosen occupation. Thirty girls were selected and trained the first year, then fifty the second. It was finally determined to keep the group to around twenty-five. There is still usually a waiting list of hopeful applicants.

A Gift Fund was started to which donations could be made for any special occasion: as a memorial, anniversary, thank you, or by bequest. A Life Membership Fund was also initiated to which those who wished could pay \$50.00. Interest income only was to be used from these funds.

An additional contribution to the health of the community was made in 1964 when all cigarette vending machines were removed and no cigarettes have been sold in the hospital since that time.

In 1963, the first newsletter was printed and members received copies twice a year. A press book was compiled and kept up to date to be displayed at the Annual Meetings.

Members voted to spend over \$10,000 for hospital equipment and renovating the nurses' reception room. A pledge of \$20,000 was made toward the furnishings for the new 23-bed self-care unit and lounge of the French Wing, which opened at the same time as the new nursery, in 1964. An additional \$1,251.85 was added later. A plaque was placed on the wall acknowledging the Associates' gift.

On February 25, 1965 the income from the Sidonia Olzendam Fund was used to treat the freshmen nurses to a dinner party at a nearby restaurant. This fund had been established in 1901 to provide "niceties for the Nurses' Table".

In 1965 the practice of sending a questionnaire, along with the notice of the first fall meeting, was initiated in order to update the files on individual members and to indicate their preference of volunteer service. The hospital building program continued in 1965-1966 and the Coffee Shop seemed to be the means of feeding the army of workmen that had become a standard way of life on the premises. The aroma of hot dogs began as early as nine o'clock in the morning. The wear was showing and the Gift Shop personnel were constantly washing down the walls and shelves. It was voted to spend money to have the shops cleaned, painted, refurbished, and a new dishwasher installed.

The old East Wing which the Associates had built in 1908 as a maternity ward was torn down and the Roscoe Ammon Wing was erected. The dedication in 1966 was a very important occasion for the entire community. The Wing contained two rooms for surgery, a recovery room, and an Intensive Care Unit with twelve beds. This brought the bed capacity of the hospital to 204.

The special feature of the Ammon Wing is the X-Ray Diagnostic and Radiation Therapy Departments, the most modern in the area and serving all of Southern New Hampshire.

The Associates gave over \$14,000 to equip the Intensive Care Unit with cardiac monitors, crash carts, defibrillators, and oxygen piped to each bed. A plaque acknowledging this gift was put on the door of the Unit.

In 1966 a door was put in the Coffee Shop which passed directly to the patio to make it easier for the customers to eat outside in good weather.

On November 9, 1966 a morning coffee was given at the hospital for all new members of the past two years. This tradition became known as the Orientation Coffee. It served to give the new members a tour of the hospital, a history of the Associates and an outline of the different programs and volunteer duties.

In 1967 the original cook-manager of the Coffee Shop retired to work in the office of the School of the Nursing. The long hours of standing on her feet had become too much. A skit, written by a member in her honor, was performed at a sewing-luncheon meeting. It was great fun because she was loved by all. The newsletter at the time paid tribute to her as one who contributed a great deal more to the job and to the people than food service.

The Associates were represented through the years at meetings of The New Hampshire Auxiliary Association, The New England Hospital Assembly, The N.H. Hospital Association and the newly formed New England Association of Directors of Hospital Volunteers. These contacts were a valuable source of exchanging ideas for volunteer services.

This brings the account up through 1967. The evidence of community cooperation was always apparent in the Annual Reports. Contributions were made regularly to the Community Chest and Red Cross. The Seniors were asked to have a panel member on the budget committee of the Community Chest. The members continued to participate in the Red Cross Blood Bank Program. They also joined in a city-wide sewing day for The Cancer Society. Local firemen asked the group to dress dolls to be donated to Balch, which they gladly did.

In recalling history, it is important to remember that many of the accomplishments that reach fruition in one period of time are often the result of many years of planning and work done by those in an earlier time. Working together for the common good for both the present and future has been the outstanding virtue of the Elliot Hospital Senior Associates.

On May 1, 1968 the Associates hired the first Director of Volunteers. The job was defined as that of liaison between the hospital and the volunteers. It would be a part-time job, thirty hours a week. It was a department under the supervision of the Administrator, although the Seniors reimbursed the hospital for her salary. She worked with the chairmen of all volunteer programs and kept them running smoothly. One duty was to schedule and train the Coffee Shop volunteers. She exemplified the dedicated Senior Associate in serving beyond what she was asked and working more hours than those required by volunteering on her own time.

Space in all the hospital was at a premium so an office was set up for her in the basement in part of the storage room for the Gift Shop.

A member donated an air conditioner. The maintenance men made a door to provide air, and with the activity of the cart girls and visits from the shop, the office did not seem so isolated. All hospitals seem to provide ample opportunity for walking exercise and the volunteers could have their share.

A new program of displaying works of art from the New Hampshire Art Association was begun. Pictures were hung in the French Wing and regularly changed by the Art Association. A lovely landscape water color was purchased and hung in the French Wing. A second was acquired several years later.

The scholarship for the student nurses was increased to \$500.00 in 1969. \$300.00 was given the first year after capping and the \$200.00 made available to the student the second or third year, if she needed assistance and showed scholastic ability.

The Play Lady Program in Balch was revitalized and the halls were filled with selected drawings and paintings from the Currier Art Gallery children's classes. Panels were constructed by hospital maintenance men and decorated for the wards. The chairman arranged for a Shriner Clown to visit once a week. A certificate of bravery, designed by an Associate, was given to each surgical patient signed by the doctor or nurse.

The Puppet Program was started by the sewing committee in 1969. Local merchants contributed materials and volunteers made up kits to be distributed to the sewing committee to be finished. Some area churches took this on as part of a workshop. When a child was admitted he was given a puppet to keep. A child vis-

iting the clinic for the first time also received a puppet. This tradition continues to be very popular and has allayed the fears of many sick youngsters.

In 1969 the hospital hired a full time Social Service Director. The director was very helpful to the Seniors in many ways, especially in finding and aiding patients through the Varick Fund. The Associates were proud to have been early participants and advocates of social service assistance.

There is one area of concern in the hospital where the Associates have not been leaders. When mini-skirts became the fashion in the sixties, the members discreetly waited for nurses and personnel to set the style for the hospital. Mini-skirts did become the style and it seemed at the time that the hem line of the dress was only a few inches below the bottom of the pink smock. It was decided to adapt this same "wait and see" policy when pantsuits became the vogue in the seventies. When the nurses appeared in pantsuits, the volunteers followed.

In 1969 the Gift Shop kindly allowed the Coffee Shop to take over the space of one display case to put in a table seating six. This brought the seating capacity of the Coffee Shop to 18.

The charge for the monthly luncheon meeting held at the churches was \$1.00. It was later raised to \$1.25. In 1970 it was again raised to \$1.50. When the cost of food continued to rise, it was eventually increased to \$2.25. The churches have been very gracious in providing the space for meetings and the delicious lunches over the many years. The minister of each church and his wife are invited to attend the lunch and participate in the meetings.

A program outlining the HEAR Radio System of communication between hospitals, ambulances, and related stations was presented by the director of the N.H. Hospital Association to the Senior Associates in 1969. The Elliot had been chosen in the overall plan to be a "mother" station because of its location on the hilltop. The Associates voted to buy the equipment so the system could be started in Southern New Hampshire without further delay.

In 1971 the New England Assembly held its first three-day training conference at the Center for Continuing Education in Durham. The Vice-President of the Associates attended. Officers have attended all subsequent conferences.

The Associates Newsletter was entered in the New England Assembly contests and won four awards between 1968 and 1976. A member's husband had made a sketch of the hospital to be used on the Newsletter. The Associates were very proud of the Publicity Chairmen and the awards.

Certificates of Appreciation were awarded for the first time in 1971 to volunteers who gave less than 100 hours and more than 25 hours of work outside the hospital on sewing, baking, delivering, and writing.

The lounge reception room of the School of Nursing was redecorated. Bookshelves were added, the piano was painted white, and pictures put on the walls so the students would have a pleasant place to receive visitors.

A Maternal Tea and Tour Program was started in 1971. Expectant mothers, in their seventh month, were invited to tour the facilities. They were given a talk on procedures by the nursing staff and encouraged to ask questions. They were served tea in the Solarium from the tea service and china that had been donated and

purchased from the Olzendam Fund and given to the School of Nursing.

At the time of delivery, the new father was given either a pink or blue button, which read "I am a new father," along with a card stating his special privileges and visiting hours.

The Volunteer Hostess Program was initiated in 1972 and enthusiastically received by the patients, medical, and nursing staffs. The volunteers delivered mail, tended flowers, ran errands, and wrote letters, etc. for the patients. The patients with few or no visitors welcomed the Hostess Volunteer as a visitor. In 1973 the Hostess Program made arrangements for a hairdresser to be available to female patients.

A legislative chairman was appointed to work with the N.H. Hospital Association to keep the membership informed on legislation pertaining to the Health Care Field.

In 1972 the Maypole Dance was changed to a Dinner Dance Cabaret and was very well received and attended.

Staffing of the Information Desk was resumed. The volunteers have given valuable assistance to the hospital, by giving out passes, information, and a friendly welcome to visitors.

A teacher from the School of Nursing presented the Associates with a front page from the newspaper "Weekly Bulletin" printed in 1889, which pictured the Elliot Hospital and included an article about Mrs. Elliot's will. It was framed and hung in the Doctor's Lounge.

With money donated by the Associates of over \$15,000, the hospital was able to purchase and install a Laminar Flow System, which was installed on Easter Sunday 1972. Because it greatly reduced the chances of infection, the system made it possible for the Elliot to be used for the first Total Hip Replacement Operation in any hospital in Southern New Hampshire.

A flagpole was purchased for the west entrance to the hospital. It is very impressive to see a flag flying on the crest of the hill overlooking the city for all to enjoy. It is illuminated at night.

At the suggestion of the staff, a Purchasing Committee was formed in 1971 consisting of three doctors, a member of the Seniors and a member of the Juniors to decide the priorities of gifts to be made possible from the Associates.

When the plans for a new building were being formulated in 1972 the president of the Seniors went before the Board of Trustees to ask that a room be included in the plans to be made available for family and friends of patients, clergymen, and others for privacy in time of grief and stress. She was assured that this need was recognized and would be considered. A planning and coordinating committee was formed for working with the architect in planning the future Gift and Coffee shops.

In 1974 the Purchasing Committee was changed to the Priority Committee and included administration staff. This committee made suggestions as to purchases. The hospital made the purchases and the Associates made a donation to the hospital. Also, a new ad hoc committee was appointed to work on plans for the Coffee and Gift Shops in the new buildings.

In 1975 the Administrator of the hospital, who had worked with the Associates so long and so well for the

benefit of the hospital and the Associates, retired after 28 years. The same year the Director of Nursing Services retired after 28 years. She had been the guiding light to the group in all patient service programs. She joined the Seniors and continues to work as a volunteer in many important areas of planning and service.

The Associates were very fortunate that the new director was a young man very much attuned to and appreciative of volunteer activities with some ideas of new areas of need in which the Associates could be of service.

Interest in helping the children in Balch continued as art students from Notre Dame College painted murals on the walls of the pediatric clinic, the children's floor and stairwells.

A donation was made by the Associates in 1973-1974 enabling the hospital to purchase 26 electric beds with IV rods and safety sides.

An area-wide building fund drive was being held by the Board of Trustees of the hospital and many members of the Associates made individual pledges to the fund. The membership of the Associates voted to pledge \$60,000 to the building fund for the Coffee and Gift Shops to be paid over the next five years.

A committee was appointed to study and recommend changes in the By-Laws. Changes were presented and voted in 1975. The dues were raised and two types of memberships were formed, active and limited. Active members must volunteer a minimum of sixteen hours a year. Limited members must have been active for five years prior to becoming a limited member and cannot hold office. The Annual Meeting was changed from May to April and combined with the Volunteer's Award Tea. The wording was changed from "women" to "persons" to permit men to become members.

In July 1975, the Seniors had a most successful Auction/Carnival, disposing of furniture no longer used by the hospital because of the expansion and renovations in progress. The Carnival provided a great deal of fun for everyone who attended and helped to make the event financially successful. Due to the cooperation and donations by so many, \$10,000 was realized and turned over to the hospital. \$1,700 of this was from sales of arts and crafts, baked goods, books and white elephant items. Later a garage sale of more surplus furniture from the Parker House and the Emily Smith Building was held and \$800 was realized.

News bulletins from the radio station were made available to the patients. Medic alert information was distributed. Pinafores were provided for the candy-strippers on a loan basis and flowers, plants and newspapers were added to be sold in the Gift Shop. Two major credit cards were accepted as payment in the Gift Shop. Oil paintings continued to be hung and enjoyed in the French Wing.

Several new projects were undertaken in 1976. The spring dance was replaced by a benefit performance of the movie "1776," befitting the country's Bicentennial. Preceded by a champagne and hors d'oeuvres party, it was well attended and netted \$1,580.

A Harvest Fair and Flea Market was held at the Brookside Church. Everyone worked hard, had fun and earned \$1,560, toward the Development Fund pledge. It continues to be held annually.

At the request of the Director of Nursing Services, the Associates volunteered to assist in a city-wide screening clinic held at the Coliseum and gave assistance at a two-week TB screening clinic held at the Hospital. Many of the Associates' valuable members were trained nurses and they helped in these programs as well as

in the city's participation in the nationwide flu immunization program.

The Hostess Program was expanded to include a new phase, that of Escort Hostess. The volunteer was stationed on a particular floor and provided assistance to the nursing personnel in non-professional duties. Revisions to the original charter of 1894 were studied by a committee and changes voted upon in February 1977 and forwarded to the Secretary of State of New Hampshire. Among the changes was the deletion of a paragraph pertaining to the Associates maintaining a maternity ward. The charter must be submitted to the Secretary of State again in 1986 for reinstatement.

In October 1976 the first man was accepted as a member. He began his duties as a volunteer assisting new patients and out-patients.

On March 1, 1977 the Manager-Cook of the Coffee Shop reached retirement age after ten years of service. She was honored for her dedication to the Coffee Shop and Hospital at a tea given at St Paul's Church. She was presented with a gift and the same member who had written the skit for the retirement of the first manager ten years earlier made a very entertaining booklet with pictures and comments in verse, which was read to the assembled group. The first Director of Volunteers also resigned after nine years. A luncheon was held in her honor and she was presented with a gift. The Annual Report for 1976-77 states, "both demonstrated total dedication to the Associates in the performance of their duties and will be greatly missed."

The Administrator made the decision to hire a full time Director of Volunteer Services who would be a department head and be paid by the Hospital. It was very gratifying to the Associates to have their pilot program recognized and expanded. The new Director of Volunteer Services had had nine years of experience as a director in another hospital in NH. She was trained in personnel management at the University of Connecticut and was active in many programs and training seminars of the NH Hospital Association and the New England Assembly. It was a happy choice for the Associates, for many members had met her at meetings over the past years and looked forward to working with her in the growing areas of service.

It was voted to terminate the Jennie Doe Trust Fund and give the \$4,200 which had accumulated to the Hospital Development Fund for an examining room to be identified in her memory as directed in the will. The School of Nursing was being phased out and the last class graduated in 1977. It was opened in 1890 and the first graduation was held in 1892. Many of the items the Associates had given to the School of Nursing had been disposed of at the Auction and garage sales. It was sad parting with things given over the years. The joy of aiding the eager young students and watching them develop into competent professional nurses will be missed. The silver tea service that had been purchased from the Olzendam Fund and the china and linen were kept to be used by all Hospital groups for Hospital occasions requiring them. Funds from the Olzendam Trust will still be used for "niceties for the Nurses' Table" in ways such as putting candy at the nurses' stations on special holidays.

At long last the King Unit was to be opened, bringing the bed capacity to 234. The Gift and Coffee Shops in the new building were opened for business April 26, 1977. The location of the new shops was the best possible place for attracting customers. The door of the Gift Shop was directly across the hall from the main desk at the front entrance and next to the Meditation Room. Glass windows permitted the display of gifts to be seen from the hall. The Shop was L-shaped with a small storage room and work desks located in one corner. The Gift Shop Committee had become so experienced in merchandising and display that the Shop is one of the finest gift shops anywhere in the area. A new refrigerated display case for flowers was built in the wall and has been a very popular and profitable addition. A new computer cash register was installed which,

once mastered by volunteers, has been a valuable aid in accounting and inventory. In addition to cards and gifts for patients, the shop carries gifts for all ages and seasons. It is a great convenience and temptation to Hospital employees, visitors and volunteers. In 1977 the shop made a profit of \$15,000.

The Coffee shop is entered from the Gift Shop. It is triangular in shape and has glass windows which overlook the Hospital cafeteria below. The cafeteria has glass windows which allow a person in the Coffee Shop to see out over to the mountains in the distance. (Many of the rooms in the new building have the same view.) The shop has two horseshoe-shaped counters. The first, as you enter, seats 18 and the next, in the smaller end of the triangle, seats 10. There is a door leading out to an elevated patio where chairs and tables are placed in the summer for customers to take out orders to enjoy the open air. The hours have been expanded in the Shops to be open to the public from 8:30am to 8:00pm and Saturday and Sunday from noon to 4:00pm.

The Coffee Shop has been operated by a manager, a cook and three part time workers. Ten volunteers are needed a day. One paid worker and one or two volunteers are needed to serve on weekends. Members continue to contribute baked goods to be sold and served in the Shop. Because of the expansion, increased staffing needs and the high increase in food prices, the Coffee Shop was unable to turn in a profit the first year in the new quarters. Serving the Hospital customers at the lowest prices possible has always been important. A large number of people served are Hospital employees. Rendering a convenient service has been as important as making money to donate to the hospital. Sometimes it is a delicate balance. The committee is working hard to show a profit while serving good food at a reasonable price in a pleasant atmosphere. Rest and refreshment from the cares that bring the customer to the area is the primary goal.

In 1977 there were 694 members of the Associates. At the request of the Administration, the volunteers began planning programs in the X-ray and Out-patient Department. On Donation Day \$2,177.85 was collected, the highest on record. The Associates donated nearly \$16,000 which the hospital planned to use to purchase new equipment for the Intensive Care Unit. They also paid their building fund pledge for the year of \$12,000. There were 55-60 volunteers on duty at the hospital daily according to figures from the Director of Volunteers.

When the building housing the old library was remodeled into other facilities and a new larger library was built, the Associate who had served as medical librarian for ten years retired from that position. She had also served as a member of the Hospital Board of Trustees. The Medical Staff, Hospital personnel, and Associates commended her for her important service.

The Elliot Hospital Senior Associates operate with the approval of the Board of Trustees and under the direction and supervision of the Hospital Administrator. The President of the Seniors is the ex-officio member of the Hospital Board of Trustees. The Associates have always been well represented by members serving on the Hospital Board. Some are elected by the churches to be their representatives, some chosen by nominating committee of the Hospital Board to serve at large. At present there are five Associates who are elected members of the Hospital Board of Trustees, two of whom are past presidents of the Associates.

An account of the activities and accomplishments of the Associates takes on the feeling of a large invisible moving force. The moving force is the dedicated drive of many hardworking individuals toward the goal of contributing something worthwhile to the care and comfort of those in distress.

The many who sew can envision the uses of their items and know their contribution is important. Those who work with nursing services and have patient contact are aware of their contribution through immediate

feedback. Those involved in the Maternal Tea Program see first-hand the feeling of relief experienced by the mothers-to-be when they become familiar with the surroundings. The Play Ladies love children and enjoy helping them feel more relaxed in a strange place. The work at the Information Desk is always interesting and presents new challenges daily in finding the answers to help visitors.

Working with the Candy Strippers, who are so alert and capable, keeps the volunteers busy leading the way. Many feel their talents are best used as a helping hand in the clerical work of the Hospital. It takes many hours of committee work to tie all these talents together and members take turns serving on the committees.

The Gift Shop volunteers can serve the customers and enjoy the beautiful displays, sometimes yielding to temptation to be their own best customers. Serving on the Gift Cart provides the opportunity for the volunteer to display gifts, practice her math and have patient contact while getting her exercise.

The Coffee Shop volunteers and those who bake are the ones who realize the importance of having a place to come together and share sustenance. Visitors, Hospital personnel and volunteers enjoy a place to meet for a friendly cup of tea or coffee.

People working together for a common cause develop a warm respect for each other. It is especially true of the Associates as part of the Elliot Hospital family. The Elliot Hospital Senior Associates take great pride in being part of the growth, stability and health delivery performance that is making the Elliot Hospital the very important health care center serving all of Southern New Hampshire.

This history includes the account in the Annual Report covering the period through March 31, 1978. It was distributed at the April Annual Meeting at which time Mrs. Shane Devine was installed as president of the Senior Associates

...To the End of the Century **1978-1999**

by Marjorie Chase and Margaret Wheat

Since 1894, the noble purpose of the Elliot Hospital Associates has steadily advanced. The vision, diligence and indomitable spirit of hundreds of members will continue to enrich our hospital, its patients, and this community through the coming years. "Plus Twenty," skillfully written by Mrs. Stoddard Chase and Mrs. Robert Boas, records our upward march from 1957 through 1977. Here in "The End of the Century" the remarkable record will continue from 1978 through 1999, the end of the century.

Through the years, as the Elliot Hospital Associates grew in membership and the hospital grew in size and services, it was necessary to adapt to new management methods to suit our changing needs. In 1976, security became an issue requiring careful management, and a step taken in that direction was a strict requirement that identification badges be worn by all Associates, volunteers and hospital personnel. This holds true today, and badges showing the name and a photo of the wearer must always be worn when working in the hospital.

1978 was a very good year! 27,692 hours of volunteer service were given, and \$46,618.33 was our gift to the Elliot Hospital. Total membership increased to 750. Fund-raising efforts were more successful than ever, both socially and financially. Yes! 1978 was a very good year, and good years don't just happen. It takes a terrific team effort to achieve our common goal which is constant enrichment of the Elliot Hospital.

The Associates' annual spring dance – "Celebrate Spring" – held at the Manchester Country Club, was a great social and financial success which added \$2,515 to our treasury.

In June the Associates sponsored their annual Blood Drawing with the Red Cross which yielded 133 pints of much-needed blood.

Air conditioning came to the Elliot Hospital in June, 1978. With this advent, our Gift Shop and Coffee Shop become a much more comfortable workplace for volunteers and paid employees. Customers were delighted with the change.

The membership voted to update our By-Laws, changing the fiscal year from April 1 to March 1. The change will allow 6 weeks for audits and preparation of Annual Reports. Amendments to the By-Laws were approved to provide year-round Board meetings and to appoint Gift Shop and Coffee Shop treasurers to the Executive Board.

In September it was voted by the membership to donate \$5,000 to the hospital for its cardiovascular equipment - \$3,000 came from the Gift Shop, \$1,000 from the Coffee Shop, and \$1,000 from an anonymous donor.

The Christmas season, with all its merriment and color, came to the Elliot Hospital in mid-December when Santa Claus bustled in with an enormous bag of gifts for patients. He first visited his most devoted fans – the children in the Pediatrics Unit, where he distributed toys, games and Christmas stockings. (The games were contributed by the U.S. Marine Corps.) Santa then visited every unit in the hospital, and, aided by volunteers, he presented patients with gifts from the Salvation Army.

The Junior Associates held their annual Christmas Party for the children. For this delightful event, McDon-

ald's gave dolls and games for each child, and staff members were given thick shakes. From each of these special events, warm and happy feelings spread throughout the hospital giving all who participated a true sense of "The Joy of Caring."

On Christmas Eve, Christmas Day and New Year's Day, our good friends from Temple Adath Yeshurun came to the hospital to staff our front desk and provide escort service. The neighborly gesture was deeply appreciated as it enabled hospital personnel to enjoy the holidays with their families.

The Senior Associates celebrated the coming of Spring with an exciting and unique project – a Fashion Show held at the Currier Gallery of Art. Its appropriate theme was "The Art of Fashion," and the Gallery was alive with the color and music of Spring. Upon arrival guests were served champagne and hors d'oeuvres, and throughout the evening new Spring fashions were shown by lovely models who descended the stairway to the courtyard and then continued to stroll about the Gallery. It was a charming scene and a delightful evening that will be long remembered.

The Senior Associates' patient contact and other in-hospital services have grown and expanded right in line with the growth and expansion of the hospital. A Volunteer Services Department was established by the hospital in 1979 and this department has become an effective and essential segment of the overall operations of the hospital. In 1979 another important happening was the major transition of the Gift Shop. During this important change a Gift Shop Manager was employed to ensure continuity of service to customers.

The position of Volunteer Services Chairman was reactivated this year. It is the responsibility of this chairman to provide help in all volunteer programs of the Senior Associates, and to work closely with the Volunteer Services Office to ascertain that all programs are well executed.

A charming new ceremony took place at our Fall membership meeting when new members attending their first meeting were introduced and presented with pretty mini-corsages. The purpose of the presentation was to warmly welcome the new members and to make it easier for other members to identify them. This procedure will become a special part of future general membership meetings.

Our third annual Flea Market took place at Brookside Congregational Church. From this successful event our treasury was enriched by \$1,623.80.

In November, our annual Donation Day brought \$2,655 to our treasury, thanks to the ever-increasing generosity of our members.

As we complete our 89th year of service to the hospital, it is interesting to note that our Sewing and Donation Day programs are also completing 89 years of continuous service to the Elliot Hospital. During this time an outstanding accomplishment was realized with the final \$12,000 of our 5-year pledge of \$60,000 to the Elliot Hospital Development Fund. We note with genuine pride that the entire amount was contributed by our Gift Shop, and our pledge was fulfilled in 4 years rather than 5 years.

In March, on a 3-month trial basis the Gift Shop and Coffee Shop hours were extended. At that time just over 9,000 were served each month. The experiment was completely successful and from then until now, both shops were open from 8:30am to 8:00pm Monday through Friday and were open from noon to 8:00pm on weekends and holidays. In June the average number of customers served in the Coffee Shop was up to 10,000 each month, and in November, an incredible 12,489! Baked goods sold were donated by 110 mem-

bers of the Associates in 1979. The Baking Program had originated in 1957.

Three cheers for the new ice machine! Coffee Shop volunteers were happy with the installation of the new machine as it will allow for better (and easier) service to customers. Another progressive step forward for the Associates.

In the Coffee Shop, tipping has always been considered unnecessary and is never encouraged. However, many people continue to leave tips. This practice led to a decision that tip money be used to offset the cost of complimentary beverages given to all volunteers.

Policy has been established concerning paid employees under the Associates' program. Because these employees are listed on the Hospital payroll, they are termed "hospital employees." The Associates will reimburse the hospital for their salaries. There will be no change in the supervision of these employees. The Coffee Shop Manager and the employees will remain under the direction of the Associates' Coffee Shop Committee.

Hospital beautification was our purpose in 1978 when the Hospital Planting Project was launched. At that time a few Senior Associates, who were also Garden Club members, accepted the challenge of this project with a little trepidation and a lot of determination. Since then, we have continued to care for the plants using a monthly rotation system in which two Associates are responsible each month for watering, weeding, pruning, etc. Because of this group participation we all can view the results with pride and pleasure.

"I was born at the Elliot Hospital and I'm lovable"

This message was imprinted on 1,000 pink and blue shirts given to all newborn babies. The Senior Associates approved purchase of the shirts and new parents are delighted to receive them.

The vital importance of our "Sign-In" books was emphasized in the 1980 newsletter. The hours we donate to the hospital are recorded in these books, and volunteers are urged to sign in when they arrive to fulfill their assignments. The books provide the information required to determine the annual awards to volunteers, and provide a method of locating volunteers while they are in the hospital.

The Associates' newsletter is published in the Spring and again in the Fall. Items of interest concerning hospital and volunteer programs are included in the newsletter. Noteworthy activities of Senior Associates here at the hospital or out in the community are also reported.

"The Centennial Ball" was the theme given our 1980 annual Dinner Dance held on May 10, which was the anniversary of the first meeting of the Elliot Hospital's Board of Trustees. The Ball was an elegant event with a "turn of the century" flavor complete with a player piano and costumed hostesses. Associates, volunteers, hospital staff members and employees worked together to make this anniversary celebration an outstanding success.

Today, June 24, 1980, The Elliot Hospital Associates are celebrating their 90th Anniversary – Congratulations!!!

This message was carried throughout the day by local TV Channel 5.

In November, the program speaker at our General Membership Meeting was the Vice President of the Elliot

Hospital. His topic was “Ninety Years, Let’s Look Back.” After his very interesting talk, a slide presentation was offered by our Volunteer Office staff showing the many activities and programs of the Elliot Hospital volunteers.

Early in February, the wives of Elliot Hospital staff doctors received our invitations to attend a Valentine’s Day Tea. Once again, the Senior and Junior Associates joined hands to work as a very effective team in planning and presenting this special event. The party was held in the hospital cafeteria, which was decorated in a colorful Valentine’s Day theme featuring a spectacular ice-sculpture of an arrow-pierced heart. Past presidents of the Senior and Junior Associates poured, and Board members of both organizations served as hostesses. With delicious food, delightful guests, and the friendly cooperation of hospital personnel, the party was a huge success. Our guests learned a lot about the Elliot Hospital and the dedicated work contributed by volunteers. It is always great fun to share these activities with the Junior Associates and we look forward to the next joint effort.

The “**Volontaires**” were founded by the Elliot Hospital Associates in May 1981. The chorus was made up of volunteers led by a dedicated Associate. Their purpose was to pay cheerful visits to patients, and to represent our auxiliaries in the community. Their first performance was at our Thanksgiving Tea, held in honor of auxiliaries of 25 years or more. The “Volontaires”, consisting of 13 Elliot Hospital Associates, has a repertoire of folk songs, spirituals, show tunes, and traditional music. During their first year they made 6 appearances and twice as many in 1982. They will always be grateful to Gethsemane Lutheran Church for providing space and the use of a piano for rehearsals. Their gratitude was also extended to many Associates who opened their homes for rehearsals. The first male singer was recruited in July 1983. Several other men have joined the group, and it is hoped that many other singing enthusiasts will soon tune in.

NOTE: The “Volontaires” have become popular and well-known in our city and beyond. They have performed at the Palace Theatre, nursing homes and churches. Through time, this musical group has added luster to the public image of the Elliot Hospital. We salute them with pride and affection and wish them continued success.

On a delightful autumn day in early November auxiliaries of 25 years or more were honored by the Associates at a Thanksgiving Tea. The hospital dining room was beautifully decorated in a Thanksgiving theme and guests were treated to a presentation by our Historian entitled “Do you Remember?” This program brought back memories of the enthusiastic and energetic involvement of everyone in attendance – bringing both tears and laughter to all. The “Volontaires” entertained us in what was their premiere performance and were joyfully received by everyone. Among the auxiliaries were three 50-year members, and seven 45-50year members. It was a wonderful day for the Associates and a fitting tribute to our many deserving auxiliaries.

A program of Monthly Orientation Sessions for all volunteers was introduced this year and it has become a marked success. Through these sessions, both new and experienced volunteers receive knowledge about hospital regulations and policies, instruction on infection control, information about job descriptions, and discussions concerning other pertinent issues. A narrated slide presentation illustrating all volunteer programs is shown and the session is rounded out by a tour of the hospital.

Our Writing Committee provides us with valuable service and we deeply appreciate the work of these industrious volunteers. They help us to prepare the mailing of our newsletter, flyers, invitations and volunteer updates. Their fingers seem to fly as they write, staple, fold, label and stamp. We consider them special members of our team as we pursue our goals for the Elliot Hospital.

The ever-popular Hospitality Cart came into action back in the 1950s. Today our cart with its bright pink wheels can be seen every day on all floors of the hospital. Patients look forward to its arrival with its attractive selection of eye-catching toys, gifts, candy, cosmetics, the latest magazines, paperback books and stamps.

1982 State legislation made the use of infant seats and seat belts mandatory. This law applies to people who transport children five years of age and under. The use of approved infant seats and child restraints will be a critical factor in reducing instant death or disability of little children due to automobile accidents. Our Gift Shop will sell Child Restraint Car Seats which carry a Number 1 rating from Consumer Reports. People who are unwilling or unable to purchase the seats may rent them from the Visiting Nurses Association.

Tours of the Elliot Hospital by school groups, Brownie troops, Cub Scouts and other organizations have become a large and important part of the Volunteer Services. For young children the tours can help dispel fears they might have when becoming hospital patients. For others the tours demonstrate the growth of the Elliot Hospital, its expansion in technical and patient care areas, as well as the medical and educational services now available in our fast-growing medical center.

In February 1983, three changes in our By-Laws were voted as follows:

1. The name of this corporation will be, "The Elliot Hospital Associates." (omitting "Senior" from the title.)
2. The annual dues will be \$8.00 and Life Membership will be \$75.00 effective April 20, 1983.
3. The Director of Volunteers may be a member of the Executive Board, ex-officio, subject to the discretion of the Board.

In March 1983, our name change was filed with the Secretary of State. (When the Junior Associates were formed in 1920, the word "Senior" was added to our title, which previously had been "Elliot Hospital Associates." This change was made to differentiate between the two separate organizations.)

True to time-honored tradition, the Associates' Sewing Ladies came through with another banner year in 1983. Their diligence resulted in the making of hundreds of hospital garments, sheets, johnnies and other necessary items such as 365 surgical booties. An equally impressive record was achieved by the Puppet Ladies, who completed 500 puppets for little patients at the beginning of winter. In another project, 8 volunteers from the Puppet Program worked throughout the summer to create an "Associates Patchwork Quilt." The result of their labors was a beautiful quilt that became top raffle prize at the 1983 Antique/Bake Sale.

The wonderful women of the Brookside Congregational Church hold an annual Sewing Day for the benefit of the Elliot Hospital. Sewing machines are delivered to the church from the hospital early in the day. These willing workers pitch in to accomplish the sewing of many important items needed for daily hospital use. A delicious luncheon is prepared and served by the church women, and we enjoy a chance to socialize over dessert and coffee.

Little knitted hats are needed for newborn babies at the Elliot Hospital. Knitters are urged to volunteer for this project. The hats are knitted in blue, pink and white yarns and patterns are provided for volunteer knitters. A pattern for baby "footees" is also available. Knitting can be done at home and the hours recorded at

the hospital. This appeal was published in our newsletter and the response was truly positive as always.

In 1983, our newsletter stepped forward with a smart new style and more frequent publication. We now publish a 4-page, typewritten newsletter 4 times each year. All television, newspaper and radio releases are prepared in advance to keep our membership well-informed concerning news of the Elliot Hospital associates.

“Our Star -Spangled Banner” still waves atop the crest of a hill on our hospital grounds. Right now, the flag shows definite signs of wear and tear from exposure to New Hampshire weather. The Sewing Ladies repair the flags whenever possible and this year a new flag, gift of the Elliot Hospital Associates, was raised giving proof that day and night our flag and our hospital are still there!

This year a “Buddy” system was put into practice in the Gift and Coffee Shops, and for the Hospitality Cart. To activate the system, lists naming volunteers in each service and their telephone numbers were distributed. When scheduled workers are unable to fulfill their commitment, the list will be used to acquire replacements by telephone. This method is especially effective for use at home evenings, weekends and holidays when the volunteer office is closed.

If you were in the audience of the Palace Theater on the evening for April 21 or 22, you surely enjoyed the extraordinary talent shown by certain members of the Hospital staff. Their program, a fund-raiser for the Hospital Recreation Committee, was well-attended and very well received. Our “Volontaires” were delighted to receive an invitation to participate, and ten of them performed. They sang “Edelweiss” and “It’s a Grand Night for Singing.” They received enthusiastic applause and then joined with the entire company for the Grand Finale. Proceeds from this event will be used to finance various activities of the Recreation Committee, and the Elliot Hospital Associates will be welcome to participate in any of these programs.

In March, 1983 the Associates introduced a Flower Registry. With this innovation all flowers, fruits, balloons, etc. are delivered to the Information Desk where names of recipients and their room numbers are verified. This information is then logged in the new Flower Registry as well as the date and time of arrival. An Associate Hostess will then initial the registry and deliver the gifts to the designated patients. This efficient procedure ensures prompt and accurate delivery and a reliable record. Announcement of the Flower Registry was sent to all area florists.

Commemorative plaques are shown on all equipment given to the hospital by the Elliot Hospital Associates. Photographs of these plaques will be taken and kept in hospital archives. Future displays of the photos will be arranged for viewing by patients, visitors and personnel.

In 1984, the Elliot Hospital Associates Executive Board met with the Board of Catholic Medical Center Associates. It was the start of something new, and began when several attended the General Meeting of the CMC Associates. Their hospitality was enjoyed by our group, which learned a lot about their counterparts on the other side of the river. We, in turn, entertained a number of CMC Associates Board members with coffee and dessert after our Executive Board meeting.

The Information Desk, conveniently located near the main entrance, is the first stop for most patients, visitors, vendors and others. Always a busy center of activity, its coverage must be constant and capably handled. At present, the Associates provide such coverage in two shifts starting from 9:00am to 4:00pm. Husband and wife teams work from 4:00pm to 6:00pm and Junior Associates cover the desk from 6:00pm to 8:00pm.

Among other tasks these volunteers give out passes, provide directions, answer a multitude of questions, and update the patient census. They are knowledgeable, efficient, always calm and pleasant. They are a credit to the Associates, and a valuable asset of the Elliot Hospital.

We soundly applaud the 28 Candy strippers of our Summer and Fall classes, who contributed 2,921 hours of service to the Elliot Hospital. Applause is also due for their instructors and trainers whose conscientious commitment to the program continues to inspire many young Candy Strippers through the years.

In 1986 the Coffee Shop entered the “high tech” generation with the purchase of a microwave oven. New and inviting ‘specials’ were added to the menu, and customers were really pleased that heated muffins, bagels and pie were now available.

Good News! The Volunteer Office has moved back to the main hospital building. Our new and larger quarters are located on the ground level where we are provided with a comfortable area to greet each other and visit for a while before we report for our assignments. In conjunction with the move, all volunteers working 3- or 4-hour shifts will be given \$2.00 lunch passes to be used in the Coffee Shop or Cafeteria. The luncheon passes will be provided by the hospital.

The Associates have introduced a special service for regular volunteers who become patients of the Elliot Hospital. Following a simple procedure, the Director of Volunteers will check the patient census each morning, and when the names of volunteers appear, she will visit them and offer free TV service. This is one of those little things that make a big difference, and it reflects the profound appreciation and respect we have for all volunteers.

The 1986-1987 gift to the Elliot Hospital from the Associates includes a Treasurer’s check in the amount of \$76,739.99. Our total contribution of \$130,000.00 came from the Varick Memorial Fund and other funds held by the Associates. Over the past six years, the Associates have given the Elliot Hospital \$607,000.00. Part of this year’s gift was used for furnishing the Respite Care rooms and for the Mary Elliot House for Women’s Education.

The Senior Associates’ Hostess Program was started in 1972. Today it has acquired new dimensions with a Preliminary Orientation Program. Through this special approach volunteer hostesses are instructed in the required skills for handling admissions and discharges, serving food trays, feeding patients, and the use of wheelchairs. This training gives the hostess an opportunity to become better acquainted with patients, and is therefore better able to respond to patient needs and wishes. Beyond this orientation, the only requirement of volunteers who wish to enter the Hostess Program is a kind heart and the willingness to LISTEN. Patients who face treatment for illness or injury are often ill at ease in a hospital environment, but when a gracious hostess comes in to spend time sitting with them and listening to their concerns – what a wonderful difference it makes! With gentle words of comfort and cheer, and useful acts of kindness such as reading to them, writing letters for them, caring for flowers, and other helpful little deeds, the hostess really contributes to the well-being of the patients hand-in-hand with the medical care-givers. It is rewarding to know that people always remember with pleasure the sharing and caring by members of the Hostess Program.

It is onward and upward for the Associates in 1987 with new equipment, new programs and new services. A new program called “Training the Trainer” went into action this year when a group of experienced volunteers received special training through which they became highly qualified to train both new volunteers and the Junior Volunteers who worked during the summer and after school in later months. During July twenty of

the Juniors were trained in the Coffee Shop and other areas. They were seriously needed as they replaced regular volunteers who were away for summer vacations. They became capable and efficient workers and their willing and enthusiastic efforts were really appreciated. The Junior Volunteer Program was started in 1978. Students of age 14 who have not completed the first year of high school are accepted into the program where they are trained to work in Central Sterile Supply, Mailroom, X-Ray department, Front Desk, Laboratory and Coffee Shop.

1988 seems to have been a year of firsts for the Associates who will have, for the very first time, a section in the Hospital's Annual Report of Giving. All donations made by our members will be listed in the report, as well as the names of all active Associates during the 1988-1999 period.

In September, a tea honoring past presidents of the Elliot Hospital Associates was held at the hospital. Nine past presidents were in attendance, and were introduced by the current president, Mrs. Louis Jodoin. They were Mrs. D'Arcy Sproul Bolton, Mrs. Merrill Calkins, Mrs. Stoddard Chase, Mrs. Richard Beaulieu, Mrs. Edward Morrison, Mrs. George Skaperdas, Mrs. Robert Lord, Mrs. William Green, and Mrs. Robert Hamel.

"VOLUNTEER OF THE YEAR," an impressive award for an outstanding volunteer was first presented in 1988 and will be an annual award in the future. The recipient of this distinctive honor will always be painstakingly selected, and the award will always be presented by the Associates with sincere appreciation and genuine pride.

Another "first" for the Associates transpired in 1988 when the Holiday Craft Fair was held at the Hellenic Center of St. George's Greek Orthodox Church. The convenient location, adequate parking, additional floor space, and readily available kitchen facilities made it an ideal place for our special Fall-Winter fund-raiser. This had been a popular and profitable fund-raiser for the Junior Associates.

In 1988, an event of historic significance occurred when the Junior and Senior Associates merged to become a single organization with a common purpose. The newly united Elliot Hospital Associates now hold responsibility for all volunteer programs, such as the Information Desk, Holiday Craft Fair, Baby Portraits, and other fund-raisers. Because of this change, volunteers who are new to the Baby Portrait Program are required to learn all procedures used in the program. Visits to new mothers are made in order to explain the program and to provide them with booklets describing the available photo packages. Pictures of the new babies are taken when new parents are enjoying their "Candlelight Dinner." Payments are made on a commission basis determined by the number of packages sold. These funds are used for the Maternity Center only. During the first year of our merger, over 977 pictures were taken.

As a prologue to our coming centennial year, the annual Spring ball was held on May 12 at the Tara Wayfarer Convention Center. The exquisite decorative scheme was "An English Country Garden." A splendid dinner was served followed by dancing to the great music of "Family Affair." It was an unforgettable evening for the 236 who attended, and a remarkable fund-raiser for the Associates' treasury, bringing us an amazing \$9,756 in profit.

In November, the annual "Donation Day" program took place at Brookside Congregational Church. This event dates back nearly 100 years when our predecessors collected canned goods, linens and cleaning materials for hospital use. This year a generous \$2,510 was donated by current members. Delightful entertainment was provided by our "Volontaires", who sang a variety of favorites from their broad repertoire.

The Holiday Craft Fair, held on November 18 at the Hellenic Center, was another smashing success adding \$8,626.02 to our coffers. A hard-working committee of 20 or more dedicated volunteers made this possible, and we salute them with sincere thanks and praise.

The extremely successful Baby Portrait Program marked its 39th anniversary in 1990. The Elliot Hospital associates launched this service in 1951. At the onset, photos were taken by the nursing staff, but in 1981 the program became an important activity of the Junior Associates and remained so until 1988 when the Senior and Junior Associates merged to become, once again, the Elliot Hospital Associates. Our records show that nearly 150 babies are born at the Elliot each month and more than 1,200 baby photos have been taken. Through the constant and tireless work of our volunteers, the Baby Portrait Program will donate \$12,467.00 this year.

Our centennial year was filled with exciting moments and memorable events. President George Bush sent a letter to the Elliot Hospital Associates with his warmest greetings. Radio, television and newspapers offered congratulatory messages, and the entire community shared our pride and pleasure in this momentous celebration.

In our 1989-1990 Annual Report, the president of the Elliot Hospital Associates presented a fascinating report entitled "The Centennial Year, 1890-1990." Quoting her narrative, "In 1890, Benjamin Harrison was President of the United States, Levi Parsons Morton was Vice President. The population of the United States was 63,056,000; a new home cost \$2,400; the average income was \$457 a year; a loaf of bread cost .05 cents, and a gallon of milk was .27 cents. Idaho and Wyoming were new states; the first Army-Navy football game occurred; rubber gloves were first used in surgery; the Daughters of the American Revolution was organized; Yosemite National Park was created; the first diphtheria and tetanus injections came to be. Peanut butter was invented; there were electric lights in the White House; and the "Gibson Girl" was on the cover of Life Magazine." She went on to tell of our beginning when a small group, known as "The Sewing Ladies" held a meeting on July 24, 1890 to organize a Board. They named themselves "The Ladies Auxiliary Board of the Elliot Hospital." From that day until now, we have worked for the Elliot Hospital without interruption for 100 years. We have met many challenges, adapted to many changes and have acquired a rich history of growth and accomplishment. With the same steadfast cooperation of volunteers, hospital employees and medical staff, we confidently foresee another century of exciting development for our organization – and for the Elliot Hospital.

The magnificent centerpiece of the entire centennial celebration was the Elliot Hospital Associates ANTIQUES SHOW held at the Center of New Hampshire. Under the incomparable leadership of our co-chairmen and the enthusiastic commitment of their hard-working committees, the first Antiques Show was a brilliant accomplishment which amazed and delighted people of this city, our state and many other locations. The Program Book was an incredible work of art, filled with fascinating historic information, wonderful illustrations, and tasteful advertising. Treasured by those who received a copy, the Program Book issued in 1990 will always stand out as a grand tribute to the Elliot Hospital Associates and the hospital we so proudly serve.

The fabulous Antiques Shows of 1990, 1991, 1992 and 1993 resulted in resounding triumph for the Elliot Hospital Associates. These shows were the greatest fund-raisers in our history, with the strongest volunteer involvement and the most outstanding community response and support.

The first show, "A Centennial Celebration," was held at the Center of New Hampshire May 12 and May 13,

1990 and the total benefit to the Elliot Hospital from this show was approximately \$20,000.

Months of concentrated planning preceded this Antiques Show. Under skilled leadership, many committees worked with steady persistence to arrange every aspect and every detail. Of major importance was the work of the committee that produced our incredible Program Book. Mary Elizabeth Elliot donated money to build the Elliot Hospital in memory of her late husband Dr. John S. Elliot. His portrait appears on the cover of our Program Book.

Assembling data was an equally important task which was undertaken by the Centennial History Committee. The tireless work of all committees blended into the design that gave us our magnificent "Centennial Celebration."

For this show, 40 of the Northeast's finest antiques dealers displayed a wide variety of top-quality antiques. Room-like settings were arranged for these displays.

Items from our archives were mounted in gold frames where the splendid history of the Associates was viewed by 3,000 people.

A centennial costume exhibit was displayed during the entire show. Through the combined efforts of our History Committee and the Manchester Historic Association, costumes of significance to both organizations were displayed - among these, a lovely wedding dress, a "Gray Lady" uniform and a beautiful black wedding cape.

A full-sized Edwardian Gazebo was the focal point of the display area. It also served as an appropriate setting for the New England Symphony String Quartet, which provided music for the Preview Party, a gala black-tie event held on Friday evening, May 11.

Afternoon tea was served in a garden setting, featuring a "Bird Cage Café." Umbrella tables were covered with green moiré tablecloths and chairs bore matching covers that were made by our devoted sewing volunteers.

Appraisal Day was held on Saturday when experts from John Skinner, Inc. were on hand to verbally appraise antiques brought in by attendees.

On Sunday afternoon, during the Associates' "Silver Tea," a marvelous Centennial Cake was served. Our historic silver was used and a beautiful floral arrangement brought pleasure to all during this warm and personal gathering.

"IN A COUNTRY GARDEN" was the title of our second annual Antiques Show, held at the Center of New Hampshire May 11 and 12, 1991. The format of the successful first show in 1990 was followed and our various committees, now experienced, worked in unison to produce another spectacular exposition. Because 1991 was "The Year of the Child," the proceeds from this new show were designated for the Elliot Hospital Prenatal and Neonatal programs.

For the exquisite cover of the 1991 Antiques Show Program Book, the Currier Gallery of Art graciously allowed printing of one of their own paintings, "The Goldfish Window," painted by Frederick Charles Hassam (1851-1939).

The Preview Party was held on Friday evening, featuring the music of the NH Symphony Quartet. Guided tours were available on Saturday and Sunday from 9am to 10am. Tea was served to all visitors on Sunday afternoon, during which a talented harpist provided music from the gazebo.

To the hundreds of people who attended this show it was a smash hit. For the Elliot Hospital, it was a “bonanza.” For the Associates it put “feathers in the caps” of all whose hard work made it possible thus verifying the high level of Elliot Hospital Associates commitment to the Elliot Hospital.

“THE GREATEST SHOW ON EARTH,” presented by the Elliot Hospital Associates as their 3rd Antiques Show, took place at the Center of New Hampshire on May 9 and May 10, 1992. A lively circus theme was carried throughout the show, and enthusiastic crowds of onlookers enjoyed the backdrop of clowns, balloons and lively music. Proceeds from this extravaganza were designated for the benefit of Elliot Hospital’s cancer-related programs.

Once again, an outstanding Program Book was developed by an invincible committee. The cover shows a reproduction of a painting (courtesy of the Currier Gallery of Art) which is entitled “Lancer,” by Walt Kuhn in 1939. This Program Book contained information about the Elliot Regional Cancer Center, and Roscoe A. Ammon, a Manchester benefactor, industrialist, and inventor, whose major contribution resulted in the development of the Ammon Cancer Wing. Another interesting article, entitled “The Manchester Historic Association, an Introduction” also appeared in the Program Book. On Saturday evening a delightful Charity Gala was held featuring entertainment by The Amoskeag Strummers, The Clowns of Bektash Temple from Concord, NH, Hurdy Gurdy and Me, and Donna Marie, ventriloquist. From 9pm until the end of the evening a buffet was available. On Sunday afternoon, tea was served to those attending the show.

“Antiques and the Art Weekly,” an international antiques trade paper, reviewed this show in their June 1992 issue and commented, “The spirited organizers of this show picked a circus theme this year. It couldn’t have been more appropriate. Colorful bunting, dangling lights, clowns plus a hurdy-gurdy and ventriloquist were part of the Gala effects. It was one more instance of the thoughtfulness of the hard-working committee of 50.”

“The Greatest Show on Earth” was a smashing success, and a source of pride and happiness for the Associates and the many volunteers who made it happen.

One of the reviewers stated, “We have been to a lot of Antiques Shows and Preview Parties, but without a doubt at the top of the list for sheer ‘class’ has to be that hosted by the Elliot Hospital Associates.”

In 1993, the Elliot Hospital Associates presented its 4th annual Antiques Show at the Center of N.H. “A SALUTE TO CENTURIES OF FIREFIGHTING” was the topic of the show, and this was expertly carried out from start to finish. “The Muster of 1859,” a wonderful chromolithograph by John Badger Bachelder, which depicted the firemen’s Muster in Merrimac Square, Manchester, N.H. was on display during the entire show. It also emblazoned the cover of our Program Book. This gift to the Manchester Historic Association, this amazing picture, fascinated all who attended the Antiques Show and Charity Gala.

Our viewers were also treated to a fabulous exhibit of firefighting memorabilia which included the original Amoskeag Steam Engine never displayed before in Manchester. The thrilling story of the ‘Juster of 1859’ by Michael Bettencourt is included in the Program Book. Another article of great interest also appeared in the

Program Book, "The Manchester Historic Association, an Introduction."

As hundreds of people strolled about admiring beautiful antiques, The Amoskeag Players offered period background music. Delectable food was served in a charming setting, and for those who didn't want the evening to end, the Associates sponsored a "Firemen's Breakfast" following the Charity Gala.

Proceeds from this show went to Emergency Cardiac Services and Care at the Elliot Hospital.

The many glowing tributes received for our Antiques Shows, we proudly share with the many wonderful people who so generously and tirelessly gave their time and talents, and the hundreds who enthusiastically encouraged and supported our efforts.

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The Associates' much-admired Host/Hostess visiting program has developed timely components to increase the comfort of patients here at the Elliot Hospital. These additions include flower delivery, guides, ICU liaison and visiting. In the ICU waiting room, families and friends need an open line of communication between the medical team treating their loved one and someone to provide a cup of coffee or lend a shoulder when needed. Many volunteers are active in this program, and with compassionate spirit will offer a sympathetic ear and loving attention to the needs and wishes of people in ICU and Emergency waiting room whose family members or friends are in trouble.

Volunteers in the Associates' Puppet Program continue to produce the colorful little hand-puppets which are given to every child at the time of their admission to the hospital. The bodies of the puppets are made with donated fabrics, cardboard tubes and yarn. The heads of the puppets, with their sweet faces, are purchased by the Associates. Our Puppet Ladies assemble the materials and do the required sewing. The end result is the bright little companions who will help to dispel the fears of young patients. Flame retardant and non-toxic materials are to be used by 1997.

A number of volunteers have received special training in the laws and regulations of Medicare and Medicaid. This training qualifies them to work in the M.M.A.P. Program where they are able to assist patients and their families in completing forms required by Medicare and Medicaid, and forms for supplemental insurance. Our volunteers were of genuine help to many people, relieving them of the confusion and misunderstanding that often arises when preparing these forms.

In 1991, the Elliot Hospital established a firm NO SMOKING policy throughout the hospital. Since that time no cigarettes have been sold in the hospital. In October 1986, the small "horseshoe" counter in the Coffee Shop was designated as the smoking area, but in 1988, the Coffee Shop became totally smoke-free. Effective in July 1991, the patio beyond the cafeteria became the only smoking area.

Hospital employees and active volunteers were offered cost-free flu shots by the Employee Health Services.

Congratulations to our popular "Volontaires" who are celebrating their 10th anniversary this year (1991). With 30 voices now raised in song, they are in constant demand at nursing homes, churches and many community events.

Express Lunch, a clever and profitable innovation by the Coffee Shop, was first offered in the lobby of the

hospital on July 18, 1993. The program continued to run daily from 11:00am to 1:00pm, giving those in need of a quick lunch a real advantage. Sandwiches made in the Coffee Shop were served with potato chips and choice of beverage. In February of 1993, the Express Lunch Program was enhanced by the grand presentation of the Elliot Hospital Associates' Express Lunch Cart. This cart was fashioned after a similar cart used in the lobby of L'Enfant Plaza Hotel in Washington, DC. Through a terrific team effort, the cart became a reality. Many generous donations, such as blueprints, material, special wheels, a canopy and stainless-steel pans were received. Construction costs were only \$550 for an 8-month project. Since its beginning, Express Lunch has been a truly successful enterprise, and continues to play an important role in the services we provide for the staff, patients and visitors of the Elliot Hospital. In the November 1995 issue of our newsletter, it was announced that The American Hospital Associates has bestowed an award to those Associates who evoked their tireless dedication to envision, create, organize and execute the Express Cart.

When the going gets tough, the volunteers get going! These borrowed lines illustrate the determination of the Associates when confronting a number of obstacles in 1993. First, there was an unusually harsh winter requiring occasional closings of the Coffee Shop and Gift Shop. Then the Volunteer Office was moved to the Emily Smith building resulting in the loss of our Volunteer Lounge. These obstacles, and others were astutely overcome, and the cooperation and fortitude of the volunteers was truly inspirational. We believe that a precedent was established for reference in future difficult situations. Through it all, we watched, worked and helped our hospital to grow and change.

The Elliot Hospital and Catholic Medical Center were consolidated as components of Optima Health in September of 1994. There were no immediate plans concerning change in the Associates' relationship with our hospital and the Catholic Medical Center Associates foresee no change in their relationship with CMC. Welcome to Cyberspace in 1995. The Elliot Associates gratefully (and happily) acknowledge a capital gift of a COMPUTER for use in the Associates' Room.

A recent issue of the Associates' newsletter reminded readers that our Sewing Program is now 100 years old. For the past century the devoted "Sewing Ladies" have worked without cease to produce an abundance of surgical linens: boots, drape sheets, towels, circumcision sheets, tray cloths, eye sheets, and many other hospital linens. These willing volunteers are always happy to help with other projects as well. They have hemmed draperies, made chair back covers used in special Associates' functions, made aprons for use in the Coffee Shop and Craft Fairs, and always respond to other requests for sewing needs.

In January of 1996, our Historians started their work on preservation of the Elliot Associates' three scrapbooks from the archives, which are dated from 1902. For this purpose, they visited the Manchester Historic Association and the Northeast Conservation Center in Andover, Massachusetts. The conservator there offered suggestions concerning the proper handling and conservation of historic documents. Much time was spent acquiring the knowledge of methods used to make copies and put them on acid-free paper without harming the originals. During that time, the historians purchased acid-free paper, albums, and an acid-free storage box. By the month of May, 1997, the three original scrapbooks had been copied and stored. The albums were first viewed by the Associates' membership at the May 1999 Donation Day Silver Tea. The Historians will continue to organize clippings, reports and memorabilia to be retained for the future.

When the new labor and delivery areas were added to the Elliot Maternity Center, staff nurses felt that the décor might be made to seem friendlier and less clinical. So, they devised a plan to make colorful quilts to be framed and hung in the Labor Unit. The Associates cooperated by allotting some of the commission from the Baby Portrait Program to purchase quilting supplies, frames, commemorative plaques and other incident-

tals. The nurses proceeded to create beautiful hand-made quilts, which they framed and hung over the beds in the labor and recovery rooms. A brass plaque is mounted beside each quilt.

FIVE HUNDRED THOUSAND DOLLARS!!! That was the amount of the five-year pledge of the Elliot Hospital Associates to the new Women's Health venture. In 1992 our cash amount given was \$120,000. In 1993 it was \$120,468.29, and in 1994 our gift was \$121,769.25. To date, the Associates have donated \$362,237.54 toward our \$500,000 pledge. In November 1995, our pledge was fulfilled. The appreciation of the hospital was expressed as follows: "The financial generosity and hours of dedicated volunteer service is most appreciated. This five-year pledge was fulfilled in four years! This accomplishment is clearly indicative of the Associates' longstanding commitment to our hospital." This money will be used for expansion of the nursery, a triage area for pregnant women, and on-call space for physicians and nurses. These improvements will contribute to the continuing growth of our outstanding maternity program. A plaque presented to the Maternity Center reads, "Presented to the Elliot Hospital Associates in grateful recognition of their \$500,000 gift to the Maternity Center." Dedication of the center was held on June 16, 1996.

In appreciation of the beauty and historic value of the Emily Smith Building, the Associates launched an exterior preservation process in 1996. To date the project has seen to the removal of lead paint and repainting of the trim at a cost of \$15,000. Within the project, funds have been allocated for installation of an underground water system, and money has been pledged and guaranteed for painting of the brick exterior during this summer. In the spring of 1998 trees will be planted such as those shown in an early photograph found in our archives. The Emily Smith Building is the only original building standing on the Elliot Hospital campus. The historic Emily Smith building was constructed in 1909. Its charming Victorian façade has been a familiar landmark to generations of patients, visitors and friends of the Elliot Hospital. Until 1977, the three-story brick building served as a nursing school and residence for about 30 nurses and a "house mother." Today the building provides administrative offices for the Elliot Hospital. This wonderful old building, with its magnificent view of Manchester, was the generous gift to the Elliot Hospital from Miss Emily Smith, but –

WHO WAS EMILY SMITH???

This question led our historians on a determined search to solve the mystery of Miss Emily Smith. Their quest led them through our archives, the Manchester Historic Association, the City Library and eventually to the Valley Cemetery. The successful conclusion of their investigation gave us the following brief biography:

Emily Smith was born in Alstead, NH in 1826. She was the beloved sister of Mrs. Charles Wells. (Dr. Charles Wells was an important figure in Elliot Hospital history.) Emily lived with her parents in Alstead until their deaths in the 1850's. She then came to Manchester to live at the Well's home on North Elm Street. After the deaths of Dr. and Mrs. Wells, Emily Smith quietly donated the edifice we know as the Emily Smith building, saying that the Elliot Hospital was her favorite charity. She died in 1909 and was buried in Manchester's Valley Cemetery beside her sister and Dr. Wells.

It is important to note here that Dr. Wells was prominent in the early history of the Elliot Hospital. He was credited with several important medical innovations, and in 1904, the Wells Operating Pavilion was added to the Elliot Hospital.

The tempting aroma of delicious food, volunteer servers wearing cherry smocks and cheery smiles, laughter and bright conversation – all this comes to mind when we think of our Coffee Shop. Because of its in-house

location, the Coffee Shop was greatly appreciated and will always be warmly remembered. In February 1998, the Coffee Shop was closed, to be replaced by the 1890 Café. To remodel, redesign, refurnish and redecorate the area was a huge project. In the attractive interior design, the walls were tastefully adorned with artifacts illustrating some of our rich history. The Associates' Chase Room was moved to a new location to accommodate more table-seating in the 1890 Café. Our new surroundings soon became home to the Associates. Open House dedication was held on June 14, 1998.

A Chef-Manager was employed and on May 28, the 1890 Café was opened to the public. An official ribbon cutting ceremony took place on June 14, 1998. Invitations were sent to the President and CEO of both the Elliot Hospital and Catholic Medical Center, Trustees and Directors of both hospitals, the Mayor of Manchester, Alumnae of the Elliot School of Nursing, Elliot Hospital Associates and our vendors. Some of the illustrious guests were presented with paper weights depicting the Elliot Hospital of earlier years. The President and CEO of the Elliot Hospital was given a key to the 1890 Café.

For Thanksgiving and Christmas, apple and pumpkin pies, chocolate chip cookies, and brownies, all baked on-site, were sold on our Express Cart. Before Christmas, the Chef- Manager conducted a class on the art of making Gingerbread Houses, and everyone went home with their gaily decorated Gingerbread House.

1998 was another year filled with fund-raising activities for the Associates. Among these were some profitable bake sales held on Valentine's Day, Mother's Day and Easter. Another great sale took place at our annual Holiday Craft Fair, held in November. In October, we sponsored a successful linen sale just outside the Chase Room. An Art Sale, held in the Conference Room, enriched our treasury in November.

The Elliot Associates funded the new Infant Identification Program that began June 1, 1998. The newborns' footprints are taken when the baby is still in the labor and delivery room. The mothers' index finger print is also done at the same time. This data is then filed in the Medical Records Department at the hospital.

Traditional monthly luncheon meetings of our General Membership must now become pleasant memories. Until 1996, the meetings were held in the various local churches where women of each host-church prepared and graciously served excellent luncheon-fare. Our members were then brought up to date on activities of the Associates, and often voted on important issues. The time has now arrived when, for various reasons, it has become very difficult, and often impossible, for the churches to accommodate us. In these circumstances it became necessary that we change our format for General Membership meetings, and decided to "rise and shine" with monthly Breakfast Meetings to be held in the bright and cheery Fleming Dining Room here at the hospital.

True to our mission statement, "We pledge to create a warm and caring atmosphere within the hospital for patients and their families." We strive to fulfill our pledge in all activities of the Associates, whether in our large projects or in the little things. So, working with the Patient and Family Services Department (Social Services), the Associates will provide a \$4.00 meal voucher to those patients or families without means. The vouchers are for use in the Coffee Shop or Cafeteria.

The Candy Striper Program was started by the Senior Associates in 1967. Their purpose was to introduce young people to various aspects of hospital care, and to provide help for the nurses. The program was conducted by highly qualified Associates whose expertise has guided many participants to achieve the coveted Florence Nightingale Pin. The Candy Stripers of 1978 were awarded this honor during a special ceremony in September of that year. During the same ceremony, Junior Volunteers were recognized for their fine work,

and were given Certificates of Appreciation. It is important to note that these fine young people gave a collective contribution of 3,178 hours to the hospital during that summer. Over the years many Candy Striper program changes have occurred. The first change was the name, which became "Striper," dropping the word "Candy" from the title. Next, the familiar striped pinafore gave way to slacks and a tunic. In May 1995, the Associates Executive Board voted to turn the program over to the hospital with the understanding that the Associates would continue with their responsibility for uniforms. (Effective September 1995). It was agreed that if the administrators of the Elliot Hospital should need support from the Associates in any way (other than financially) the Associates would review the situation and take a course of action that would be satisfactory to all concerned. More than nine hundred students were trained and volunteered in excess of 40,000 hours in this program.

One progressive change often leads to another. This was the case when construction of an addition to the hospital included a new location for our Gift Shop. When the Gift Shop moved, the vacated space offered the Associates the possibility of using that area for a room of their own. Thanks to the generous gift of Colonel and Mrs. Stoddard B.E. Chase, we now have our Associates Room. This new circumstance is deeply appreciated by the Associates, who have expressed joy for having this special multi-purpose room. Small meetings and conferences can be held here. It offers work space with a place for our computer and file cabinets. It has a storage closet for our china and silver, and gives us a secure place where we can share our archives and review our rich history – and at last - we have a room of our own. The Chase Associates' Room was dedicated on December 13, 1995, when a Silver Tea was held in honor of the occasion. Our benefactress was presented with a commemorative plaque, and a monogrammed key chain holding a key to this room.

Our hand-made puppets and hand-knit baby caps have acquired international status. In 1995, an outpatient nurse traveled to Romania with a care-giving group of eleven people, including a doctor. They spent two weeks administering medical care in clinics and in villages. Our own puppets and infant caps were given to babies and little children in the villages and orphanages. A "tip of the hat" to our volunteer puppet makers and baby cap knitters, who should be very proud of their special gifts to the little people of this world.

The faithful Puppet Program volunteers continue to give their time and talents in creating the adorable hand puppets given to all children entering the Elliot Hospital. Working on the first and third Thursday of each month for about 3 hours, they manage to produce about 60 puppets in a 2-week period. Over 1,000 puppets were given to little children in 1999. These volunteers also contribute much of the material required for making these little handcrafted smile-makers.

In September, a Silver Tea was held in the Conference Center for all members. Guests were welcomed by our president, and on this occasion, several members of the hospital staff updated the membership on future plans for the hospital and our Associates' Program Chairman told the gathering about opportunities offered by the various Associates' programs.

\$85,000 from the sale of Beanie Babies in the Associates' Gift Shop was realized in 1999. Expansion of the Gift Shop, according to plans, will take place in the year 2,000.

Our records show that the Associates' financial gift to the hospital from 1956 through 1999 is the incredible amount of \$3,139,286.92! This includes \$871,569.39 contributed by the Varick Fund. The amount of volunteer time, in-kind gifts and monetary contributions have always been consistent.

At present, programs managed and operated by the Associates include: Gift Shop, Voluntares, Sewing and

Puppet Programs, the 1890 Café, Baby Portrait Program, Annual Craft Fair, Bake Sales, Vending Program and other fund-raising activities. Our Vending Program now includes 10 beverage machines, and under the capable management of dedicated volunteers this program yielded a profit of \$14,000 in 1999.

Memorial funds were given in memory of Donn Tibbetts in 1999. The 1890 Café patio dedication was held in October with a patio bench inscribed in his memory.

1999 was a highly eventful year for the Associates. Our Board and hundreds of busy volunteers made it a profitable year for the hospital, and a springboard for a successful beginning of the next century. 2,523 babies were born at the Elliot in 1999, which kept our Baby Portrait volunteers on their toes. In January, our well-attended Annual Meeting was held at the Manning House at Brookside Congregational Church. The Annual Luncheon was held at C. R. Sparks restaurant in April, and our annual Donation Day took place on May 19, also at the Manning House. In November, the annual Craft Fair and Bake Sale was a huge success. December 4 was the date of the Philharmonic Orchestra's Christmas Concert at the Palace Theater - a pleasant night out for volunteers who attended as a group.

The 1890 Café introduced "Lunch-On-The-Go" offering daily specials for \$2.60.

After a surprise visit from the Board of Health, the 1890 Café was given a grade of 97% and awarded the Public Health Excellence Award for Food Safety.

A Bake Sale brightened the Holiday Season with delightful treats. The choices for purchase included hand-painted cookies, decorative gingerbread houses, delectable pumpkin rolls, and other seasonal delicacies all prepared by our chef and her workers.

When anything new and exciting occurs in the development of medical services, the Elliot Associates can always be counted on to "pick up the ball and run with it." That's the way it was with Water Birthing, which came to the Elliot Hospital in February of 1999. This method of delivery allows pregnant moms another choice for the delivery of their babies. By definition, Water Birth is the use of warm water in a pool or tub during labor and delivery. The Elliot Hospital is currently one of only two hospitals in New Hampshire offering Water Birth. The Associates purchased the Birthing Tub with profits from our Baby Portrait Program. The Associates were presented with a plaque commemorating the purchase of the tub displayed in the Associates' Chase Room. A plaque is also in the Birthing Room.

A warm welcome to the first baby born in 1999 at the Elliot Hospital came from our Gift Shop with a donation of a basket filled with wonderful baby items. "Merry Christmas" bibs were given for every baby born the week before Christmas. The Associates have special plans for the Millennium with the first 50 babies born at the Elliot receiving a pewter picture frame engraved with little bears, and the date - 2000.

In the Chase Room at the hospital, you will find the blue acid-free albums containing the fascinating history of the Associates from 1902 to the present. Our resolute History Committee worked for three years gathering and assembling this amazing record of historic events and incidents relating to the EHA. From their harvest of pertinent material, they actually completed 5 acid-free albums giving us an accurate chronicle of our rich history. This collection includes the three original scrapbooks dating from 1902.

From the beginning of the Elliot Hospital Associates, it has been our goal to faithfully serve the needs of our hospital and community. Today we continue to maintain our goal during a time of national health-care

changes. In view of these changes, it was decided that we must prepare all Associates' services and programs for the swiftly approaching millennium. Toward this end was a careful analysis of our investments, and careful selection of a broker, who will work closely with the Associates, and will guide us in making sound financial decisions. The analysis of our assets and selection of a broker were prudently accomplished by our Finance Committee and because of their diligence we can look to the future with confident anticipation.

At the end of this century, we lookback at our beginning in the 1890's when "the ladies met at the hospital to sew." Those were the ladies whose spirit, vision and devotion of purpose had lighted the way for the Elliot Associates from then until now. In the new century, future generations of Associates, inspired by the amazing accomplishments of the past, will continue to follow the light, and will know the true "Joy of Caring."

Elliot Hospital Associates 1999 FACT SHEET

Associates Members: 424

Life Members: 154

45-Year Members: 34

Numbers of hospital beds: 296

Babies born at Elliot Hospital: 2,523

Mary Straw Flanders (Mrs. Robert) has been a member since 1927 and is still interested in our activities and progress. She is a past-president and a life member (Dr. Flanders was a member of the medical staff of the Elliot Hospital).

In 2000 the hospital will be on the Web: www.elliotohospital.org. Baby pictures, taken by the Baby Picture Program, will be available for view on the Web.

An exciting plan is in the works for the Annual Spring Golf Tournament. Myrtle Chase (Mrs. Stoddard), past-president, life member and benefactress is an active volunteer. Myrtle is a former Women's State Champion and will do us the honor of driving the first ball.

Monthly Meetings are held on the third Wednesday of:

September

October

November (Craft Fair is held the Saturday before Thanksgiving)

(No meeting in December)

January (Annual meeting)

(No meeting in February)

March

April (Awards Day)

May (Donation Day)

The History Committee thanks Phyllis Emerson for her assistance.

The New Millennium 2000-2009

Barbara Bard, Patricia Johnson, Sara Kellogg Meade and Lise A. Mendham

A new millennium! So much new, yet the vision and the mission of the Elliot Hospital Associates remained strong and unchanged. With the end of the Optima Health era and the re-separation of the organizations of Elliot Hospital and Catholic Medical Center, the Elliot Hospital Associates focused its efforts for the benefit of the Elliot Hospital.

During this time, and in order to achieve continuity of leadership, Associates' President Mary Ellen Biser stayed on as a Co-President with Gail Badolato. Together they led the Associates to continue to serve the Elliot with hours of donated time and effort. The first big change of this decade was our fundraising, in keeping with the Associates always adapting to the times. The antique shows of the 1990s gave way to golf tournaments and galas in the new millennium. The 1st Annual Associates Golf Tournament sponsored by the Elliot Hospital Associates was held in 2000 at the Stonebridge Country Club in Goffstown. It was a fun filled day, and we realized a little over \$6,000 toward a proposed VNA Hospice House/Oncology Unit. Held at the Center of New Hampshire, the 1st Elliot Hospital Associates Gala took place in 2001 with Dr. Marc and Mrs. Maryann Leclair serving as Co-chairpersons. This event yielded a profit of \$10,000. It is remarkable to reflect on how the Associates were able to respond to the changing times and create service, fun, and fundraising in so much of what we do! The organization was lauded by the new Chief Executive Officer Doug Dean and the entire executive team. We all were moving into a new era.

As the millennium dawned, another staple service staffed and supported by the Elliot Hospital Associates was the newly renovated 1890 Café. A source of delicious food, a moment of break in a busy day, and space for quiet or robust conversations, the Coffee Shop and then the 1890 Café was a hub of activity for years. In February 1998, the Associates' Coffee Shop was closed and after extensive renovation was replaced by the new 1890 Café which opened in June 1998. The staff, led by Chef Angela, served all with a smile and also conducted baking classes and seasonal cake and food sales. Co-Presidents Gail Badolato and Mary Ellen Biser in 2002 presented an extensive report from several committee meetings regarding the challenges in keeping the 1890 Café a profitable enterprise. Part of the challenge, as with so much of the Associates' work, is the availability of volunteers to staff the 1890 Café. During the early 2000s, there was a great deal of effort to insure volunteer coverage and great customer service in the Café.

The Gift Shop in the late 1990s was ably run by Associates Volunteer Priscilla Giordano. She provided countless hours of service to the success of the Gift Shop. Just prior to the renovation of the 1890 Café, the Elliot Hospital Gift Shop was relocated from its Café location to its current one in the Main Lobby. Expanded space was designed. By the next year, new expanded space allowed for more product sales. During the early 2000s, the Gift Shop was restructured and renovated to better meet the expanding needs of its patrons. Another change was the hiring of a new Gift Shop manager, Linda Molloy. Linda's keen eye for products and services helped make the Gift Shop successful. Volunteers donated generously of their time to the Gift Shop. This resulted in the Gift Shop being able to be open every day of the week. Sales were excellent. Gift Shop revenues in these years resulted in gifts of \$90,000 to the hospital, even before the move to our new expanded space.

However, two significant impacts during these years necessitated changes. One was a slowing of the economy and the other was a gradual reduction in the number of Associate volunteers available to donate hours of service. More women were entering the workforce and so there were fewer people with available time to vol-

unteer. The Associates responded by making up the time with paid staff. Even as sales continued to be strong during this time, and the Gift Shop had moved into its expanded space, extra effort was taken to insure a profitable service.

An Associates Shop, begun in 2002, in which to purchase uniforms and lab coats, and for breastfeeding Moms to rent breast pumps, was an initial success. This added service initially produced excellent sales. Physicians and staff loved the convenience of having a shop that sold uniforms right in the hospital. Yet, like the Gift Shop, fewer volunteers were available. After two years and a really good effort, the Associates and the Elliot Hospital Administration mutually decided to close the uniform shop in May of 2004.

The Associates are a resilient group. With the introduction of the internet and on-line sales, they had to adjust and make changes in order to continue to achieve their mission. And that is what they did while maintaining some time-honored traditions: sewing, singing and service.

The Sewing Ladies and the Puppet Ladies were both actively at work. Groups of volunteers worked to make many items needed in the surgery area of the hospital. Bi-weekly the machines hummed in the Fleming Dining Room and pieces of hospital green material suddenly became bags to protect newly sterilized equipment. Many skilled people quietly turned pieces of cloth into outfits for puppets presented as a means to calm children who came to the Elliot for their care and treatment. They were reassured by the cheerful faces on the puppets! Our sewing volunteers are a hidden asset and deserve our praise.

The Voluntares reportedly had a very busy year and expected the coming years to be busier. In 2000, with thirty-two singing members, they entertained at nine healthcare facilities, six senior groups, and for the Associates. Even as there were Music Director and Manager changes, singing and the enjoyment it brings went on!

Launched in 1951, another service of the Associates was the Baby Portrait Program. We celebrated 50 years of “the most fun program that the Associates have to offer.” What fun it is to take pictures of newborn babies in their first moments. Approximately 18 volunteers deserve a special word of praise for a job well done. In addition, we had some changes in our program with the most important being the ability to go on the internet in September as well as the development and increasingly common use of digital cameras. In the early 2000s, approximately 2,500 babies were born at the Elliot every year and 78-80% of families purchased a baby portrait package. These high-birth years meant gifts to the hospital from this program of around \$13,000 annually.

Although sustaining a group of volunteers in order to provide daily reliable service to new families began to be challenging, the Associates’ volunteers were able to keep up with the demand. Much to the delight of staff and visitors throughout the entire hospital a wonderful new addition was the playing of the Brahms Lullaby on the hospital intercom whenever a baby is born. These years also saw significant growth and development of the Neonatal Intensive Care Unit. A state-of-the-art service for the care of premature and sick newborns, both born at the Elliot and transported in from other hospitals in greater southern New Hampshire, this unit’s specialized care benefitted from the Associates. For example, in 2000, a parent’s overnight room was designated, funded though the baby portrait revenues.

Another Associates’ success during this time was fundraising with such events as the Annual Holiday Craft Fair. In these years there were over 50 crafters, donated baked goods sales, and door prizes for an overall festive time. The Associates earned over \$10,000 per fair, with monies going toward the support of Elliot Hospital programs and services. Other smaller fundraiser successes these years included art, basket, sweat-

shirt, uniform, jewelry and bake sales, collectively resulting in another \$14,000 dollars!

Vending machines throughout the hospital were, and continue to be, a successful source of revenue. With dedicated chair-people and Associates' members monitoring the usage and supply levels of the machines, this Vending Machine program thrives, bringing in \$14,000 - \$22,000 to support Elliot Hospital programs and services.

With the excellent example of sharing wisdom and mentoring new Associates' leaders, the co-president model continued for the 2002-2004 term. The new Co-Presidents were Mary Ellen Biser and Elizabeth Stewart. In 2003, exciting clinical advances were taking place at the Elliot. The Senior Center brought together clinical services in one location for the coordination and care of senior citizens in the greater Manchester region. This Center brought under one roof such services as primary care, specialty care, fitness center, health education, computer learning, rehabilitation, mammography, radiology, and behavioral health. The Associates were instrumental in raising and allocating funds, starting with a lead gift of \$100,000 and a commitment to another \$200,000. Many Associates also volunteered, providing valuable energy and insight for this new program.

This same year saw the first Associates' Scholarship Program. Initiated by Janie Tibbetts to honor the memory of her husband Donn, this effort was led by Elizabeth Stewart and the new Associate Scholarship Committee. The Scholarship would be awarded to someone working toward a degree in a healthcare field. Applications were submitted and the recipient selected. This is a tradition that has continued every year since, sometimes with more than one healthcare professional selected and honored at the Associates' Annual Meeting. In 2004, for example, Mrs. Stewart reported that the Scholarship Committee had requested that the Associates award three scholarships. The number of applicants was twenty-two!

Another important activity for the Associates was keeping up with a written history of the organization and its activities. History Committee Chairman, Myrtle Chase, reported that historians had worked for three years gathering and assembling an awe-inspiring record of events relating to the Elliot Hospital Associates. From this pertinent material they have completed five acid-free albums that chronicle our rich history. This includes three scrapbooks dating from 1902. The committee researched and compiled information from 1978 to be added to the "Joy of Caring" revised edition.

With the continued commitment and success of the Elliot Hospital Associates, the organization was able to give back to the Elliot a total of \$325,900 in 2000, \$192,750 in 2001, \$243,391 in 2002, \$192,750.00 in 2003, and \$141,450 in 2004.

In January of 2004, President Elizabeth Stewart announced that Ethel Chaput would be serving as President for the Elliot Hospital Associates' 2004-2006 Term. The Associates had weathered a great many changes in recent years, yet through dedicated resilient leadership, strong Board commitment, and an engaged membership, the organization had not only survived, it had thrived.

Even as the organization thrived, hard decisions needed to be made. The 1890 Cafe, loved and appreciated by so many for the excellent food and cozy atmosphere, could not achieve financial independence. In July of 2004 the 1890 Cafe closed its doors. Though this was necessary for financial reasons, the 1890 Café at the hospital was a tradition that many were sorry to see end. Artifacts that were part of the cafe decor have been displayed in the memorial hallway behind the front lobby and in other locations throughout the hospital. As the Associates were aware that it was important to offer a convenient source of coffee and food in addition to the cafeteria, a Dunkin Donuts was brought into the same space the Cafe had occupied, across from the main elevators on the first floor. A percentage of the Dunkin Donuts sales would be returned to the Asso-

ciates, making this change financially viable and advantageous. Also, a new program known as the Quick Lunch Cart was started in order to provide quick lunches in the hospital lobby and outside the cafeteria. The food was provided by the Elliot Commons.

The years marched on and the projects multiplied. The Elliot continued to expand its scope of services and locations, becoming a true health system offering comprehensive care. Nationally, health care delivery models were undergoing radical change. The Elliot administration recognized that to continue to be a healthcare leader in New Hampshire, the expansion of the ambulatory services was necessary. Naturally the Associates were excited about the direction in which the Elliot was heading and looked forward to supporting these new ventures. One such venture was to add a number of primary care and specialty ambulatory practices thereby expanding the Elliot footprint geographically and clinically. During this decade the Elliot added a new Breast Health Center, two new large ambulatory care centers, one in Londonderry and one in Manchester, as well as many new physicians and clinical services. Also, a number of important existing clinical programs were expanded and updated, including the replacement of three linear accelerators, addition of two hyperbaric chambers to the wound care program and expanding the pediatric and newborn intense care services.

Of the longstanding, ongoing and beloved programs that the Associates manage, two are particularly special. The Volontaires celebrated their 25th anniversary in 2005. They were about 35 members strong, meeting to rehearse weekly and spreading joy through song to nursing homes, day care centers, church groups and more. And the sewing group expanded their repertoire to include drape cloths and eyeglass cases that year. The sewing program is an amazing resource for The Elliot. It was composed of nine women who met twice a month ten months of the year except for July and August. They made smiley pillows for children, baby bibs, pads for slings, baby quilts and adult lap quilts, glasses cases, cloths for surgical needs, did mending, and that year began to make drape cloths with a pocket at each end to hang on walkers to hold patient necessities.

Under Associates President Ethel Chaput's leadership, the Associates took on new challenges and made some necessary changes in addition to maintaining many of the longstanding programs that have been so well loved. During this period of growth, the Associates recognized the importance of their fundraising efforts in helping to support the fast-paced construction projects slated to open or expand by or before 2010. Through hard work and determination, the Associates were able to contribute a significant sum each year. As noted in the Annual Reports, in the 2005-2006 year, the Elliot Hospital Associates made an annual gift of \$319,240.36 to the Elliot Hospital. These funds were directed to the Breast Center, Women's and Children's and Maternity Services, Cardiology (Dare to Care program) as well as supporting ongoing programs such as the nurses Sidonia C. Olzendam Fund, and the Respiratory Health – Mary Devine Fund, scholarships, and other programs when possible. In the 2006-2007 year the Associates made an annual gift of \$316,621.91 with the funds primarily directed to the new Senior Center to purchase a combination X-Ray/Mammography unit. The next year (2007-2008) the Associates were able to make an annual gift of \$313,343.89 with the majority of funds pledged to the River's Edge project. In the challenging year of 2008-2009 the Associates were able to provide the Elliot with an annual gift of \$305,310.67 much of which was directed to the River's Edge project and the pediatric emergency program. 2009-2010 was a banner year. The Associates were able to contribute \$400,752.14, much of which was directed to the River's Edge fund for the Urgent Care department.

The gift shop continued to be more and more successful each year, though admittedly there was a bit of a slump during the recession of 2009. To better serve the visitors and employees, hours had been expanded in 2005, adding more time to the weekday schedule and adding weekend hours as well. The gift shop was a major source of funding for the Associates, significantly helping to meet the financial commitments of this decade. New lines of jewelry as well as Van Otis Chocolates and NH Lottery tickets were exciting and profitable additions. Gift

Shop Manager Linda Molloy and assistant Ruth Fortin found that community members were coming in to shop even when they had no other reason to be at the hospital. Through the dedication of Linda Malloy and Ruth Fortin, as well as the 22 volunteers and 3 part time staff members, the gift shop flourished. Almost a million dollars has been donated back to The Elliot since the Gift Shop's humble beginning in April 1954, when a series of Maypole Dances in Bedford raised funds to open the first Elliot Hospital gift shop!

The addition of the NH Lottery generated funds for NH education as well. For this, the State Lottery Commission provided a Certificate of Appreciation to the Elliot gift shop.

In addition, the Elliot Hospital Main Lobby was the location of many successful vendors brought in by Mary Ellen Biser and her fundraising team. A wonderful variety of products always resulted in brisk sales. They continued to serve as important fundraisers for the Associates.

Proceeds from the Baby Portrait program naturally and progressively diminished as digital and then cell phone cameras became ubiquitous, bringing in about half to two thirds of the revenue of previous years. It was still, however, viewed as a valuable and appreciated program for new families delivering babies at the Elliot Hospital.

The Associates' newsletter merged with the hospital wide staff newsletter called the Elliot Inside Report. In addition to adding efficiency and removing redundancy, this positive change expanded readership, providing an opportunity for the employees to more easily learn about the activities of the Associates, and for the Associates to stay in touch with information about activities and programs throughout the hospital.

In 2008 Ethel Chaput, after four years as President of the Associates, handed the gavel to Linda Molloy and Maryann Leclair, who took over the helm as Co-Presidents.

And also in 2008, Mary Ellen Biser, chair of the Associates Legislative Committee, was elected to be president of the New Hampshire Association of Hospital Auxiliaries (NHAHA). She worked on expanding the seminar program to cover various topics such as member retention, fundraising and gift shop management.

Nationally, 2009 was a tough year financially. The entire Manchester community and specifically the Elliot felt the pain. The Varick fund distributed over \$117,000 to help pay Elliot Hospital medical bills for 26 indigent patients. This fund, provided by the generosity of the family of the late Melusina H. Varick, is managed by the Associates Finance Committee and provides invaluable support and peace of mind for a number of families in need.

The sluggish economy had an impact on the Gift Shop revenue, too. They managed to achieve about 75% in sales compared to the previous year, which was commendable considering the challenges they faced. The golf tournament was still a success despite the weather and the economy. The History Committee thought it would be wise to be proactive, and began collecting newspaper clippings and other anecdotes about the significant Associates' fundraising efforts for the Urgent Care Center at the Elliot Hospital at River's Edge. As years passed, we were all grateful for this work.

So, as this decade came to a close, the Associates' leadership, Board and volunteers had much to be proud of. They had risen to the moment and created new opportunities for growth and change. At a time of remarkable planning and expansion of the Elliot Hospital and the Elliot Health System, the Associates had shown resilience, leadership and achievement. They had lived the mission with warmth, care, collaboration, change and service.

Reaching Back, Looking Forward, Lasting Impact 2010-2020

Barbara Bard, Patricia Johnson, Sara Kellogg Meade and Lise A. Mendham

Co-Presidents Maryann Leclair and Linda Molloy wrote in 2009, “We, the Elliot Hospital Associates, are proud of the Elliot Hospital for providing outstanding medical care for Manchester and the surrounding communities. With the Elliot Hospital, The Elliot at Londonderry, and the soon to be completed Elliot at River’s Edge, access to this state-of-the art healthcare for the residents of New Hampshire is more available than ever before.”

What a great launch into a new decade! The Elliot Hospital Associates have contributed in many ways and to many crucial Elliot programs and services. A significant and new focus of fundraising was for the new Elliot at River’s Edge, a brand-new state-of-the-art outpatient center located strategically in downtown Manchester. Successful fundraising has been a key factor in this success. The Annual Gala, with a theme of “Take me to the River’s Edge,” yielded a donation of \$80,000 toward a \$1,000,000 pledge, the largest in the Associates’ history. The 11th Annual Golf Tournament was a success despite the weather! For the first time the proceeds of \$65,000 went to the Elliot at River’s Edge Urgent Care.

The Gift Shop, in its 55th year of service in 2010, saw consistently strong sales despite an overall sluggish economy this year. This, along with the Lottery machine, placed in the Main lobby just outside of the Gift Shop, and the strong vending machine sales placed the Associates in good standing to reach its \$1,000,000 pledge to the building of the River’s Edge facility and to provide scholarships to several Elliot staff members continuing their education in health care related fields.

Throughout this time the Associates’ Sewing Ladies, unsung heroes, continued their work sewing everything from hats for newborn babies to drapes for the operating room, to smiley-face pillows for Pediatrics, bibs, eyeglass cases, and more. This is now a 100-year tradition which started as the historic Thimble Club of 1890. This year the Sewing Ladies offered a warm welcome to our newest member Diane Valade, who would go on to lead this group through the end of the decade and into the next! In coming years, the Sewing Ladies would continue to jazz up products with seasonal and holiday prints. They also created some fabulous items to be sold at bake sales. The Sewing Ladies are truly appreciated for all their efforts, ideas and time spent on items that are one-of-a kind and lovingly made. During the 2010 to 2015 timeframe, the Sewing Ladies also moved into new space to allow for more optimal sewing. Meeting twice per month from September to June each year, the ladies made and distributed sewn hats to the surgical area and pillows to surgical and breast cancer departments. Blankets and quilts were delivered to the Pastoral Care Department. Eye patches were needed and made for the Newborn Intensive Care Unit. During the holiday season of 2014, the Sewing Ladies raised \$600.00 to help with the Scholarship Fund. Members dedicated many hours providing items for patients, young and old, to have a better and more comfortable experience while staying at the Elliot Hospital.

Giving the gift of joy through song, the Volontaires in 2010, in their 29th year, are a choral group with membership of 43 singers, the largest it has ever been! 16 performances throughout Manchester were held this year, spreading joy and cheer. Throughout this decade the joy through song continued, with audiences at local long-term care facilities truly loving these events. The Volontaires started out as a small group led by Dorothy Bean and now in 2015 had grown into a well-established group led by Rob Dionne of the Majestic Theatre. The Volontaires sing at many places in and around Manchester and bring great joy and comfort to hundreds of people.

The Varick Fund was established in 1941 by a generous donation of Melusina H. Varick in the memory of her husband. It is specifically intended for the purpose of paying outstanding Elliot Hospital bills for indigent patients. The Associates' Finance Committee, including long-time member Oral Foster, met quarterly with the Case Management/Social Services Department of the Elliot Hospital. The purpose of these meetings was to review individual and family needs in order to assess and determine distribution of these funds. On an annual basis during the years of 2010-2015, a range of \$65,000 - \$117,000 was disseminated to help defray hospital bills of needy families.

During these years, the work of the Associates' History Committee actively continued. With the Associates' \$1,000,000 fundraising goal toward the building of the Elliot at River's Edge, the History Committee was diligent about saving flyers and newspaper clippings to be placed in scrapbooks related to the construction of this project.

So, as this first year of the 2010 decade drew to a close, the total for all gifts made by the Associates for 2009-2010 was \$400,752.14. The Associates were also celebrating fulfilling our pledge to the River's Edge Urgent Care of \$1,000,000! The opening of the Elliot at River's Edge was May 2011. We felt so grateful as a team to be able to achieve this incredible goal.

2011 and 2012 continued many of the same successful fundraising efforts and support of important Elliot Hospital programs and services. Maryann Leclair and Linda Molloy continued as Co-Presidents of the Associates. While we were completing our obligations to the Elliot at River's Edge, two new initiatives of the Maternity Program came into focus. The first program was for those who suffer pregnancy loss. In a garden on the Elliot Hospital grounds, an Angel of Hope was installed using funds from the Associates. In this quiet space, families honor the loss they have suffered, knowing that there are others who share their grief. The second program addressed another emerging health care problem called Shaken Baby Syndrome. Both of these programs, components of the Maternity Center at Elliot, received some donation support from the Associates.

In the early part of 2011, discussion began about the opening of a second hospital gift shop at the Elliot at River's Edge. We did not know how this would impact sales and revenues, but went full into planning, believing that our patients would be best served by the presence of Gift Shop Number 2 at this location.

In 2012, Co-Presidents Priscilla Webler and Louise Forseze pursued designs for a new logo for the Elliot Hospital Associates. The idea for our newsletter was proposed in early 2013. The newsletter, "Noteworthy", included our new, updated logo and signature color. It was first published in the spring of 2014 and mailed to all of our members. All committees were encouraged to add updates and news about their activities. The Associates' History Committee had a regular column, "Historically Speaking, Did You Know?" to keep members informed of our rich Associates' history

With the help of many volunteers, Marc Richard led our fundraising team for many years. The team had a great deal of success in raising money for the Associates' Annual Scholarships given out to worthy students seeking health education degrees. Monies were raised through donations, raffles, vendor sales, and bake sales. A new fundraising initiative started this year was a calendar sold in June with a raffle prize awarded each day. The same idea of a calendar sold in November for January 2015 proved very popular as a Christmas present. We also included River's Edge Gift Shop and Holt Avenue in a lot of these sales opportunities.

The Elliot Gift Shop celebrated its 60th Anniversary in 2014. Originally opened in 1954, the Gift Shop has grown many times in order to meet the needs of our customers. Since its beginning in 1954, the Gift Shop has donated well over \$1,000,000 of its profits to the hospital for various programs and services. Customers

who purchase items from the Gift Shop have, in every measure, given the gift of care to the patients we serve. All of this is possible due to the great staff and dedicated caring volunteers who enable us to continue our success year after year.

Legislative Committee Chairman, Mary Ellen Biser, continued her service on the NHAHA and Volunteers Board which kept us informed and connected to other hospital volunteer groups and auxiliaries throughout the state of New Hampshire. Through these meetings we shared our successes and challenges and learned from others. This connection was an important component of our success through times both good and challenging.

With cameras changing and families using their cell phone cameras more and more, the Maternity leadership, in working with the Associates, felt the need to change to a new photography company. With a strong reputation for quality and service, "Welcome Newborn" was selected. Their work has been praised with positive feedback from our new moms, but we knew that this component of the Associates' fundraising might diminish over the coming years.

In keeping with our mission "...to grow within the framework of an ever-changing environment," this change was needed and so we adapted with new and different fundraising efforts.

The Vending Committee, led by long-term Associates member Larry Dearborn, with valuable help from Gerry Chaput and other committed volunteers, continued to service soda and snack machines at the Elliot Hospital. As the Elliot Health System expanded, they expanded their responsibilities, monitoring and filling machines at the Londonderry, Holt Avenue and River's Edge sites as well. In 2014, they were able to contribute \$14,000 to the Associates' fundraising efforts.

In 2014 we said farewell to Elliot Health System President and CEO, Doug Dean and welcomed our new President and CEO, James Woodward. We were able to meet with Mr. Woodward in August to share our rich Associates' history, mission and current goals.

At the Annual Luncheon held at the Manchester Country Club in October 2014, Doug Dean and Barbara Brawley were each given the President's Award. The Associates of the Year were Doris Plourde and Larry Dearborn. Previous Associate of the Year recipients since 2009 were: 2010, Kathleen Klardie; 2011, Susanna Whitcher; and 2012, Priscilla Webler. Among the donations that the Elliot Hospital Associates gave out at the 2014 luncheon were two Toddler Cribs for Pediatrics, two recliners for Labor and Delivery, and a Trauma Cabinet for the Emergency Room. At this meeting the Associates also welcomed Maryann Leclair back to a Co-President position with Priscilla Webler.

At each year's Annual Luncheon, gifts were presented and celebrated. Total annual gifts from the Elliot Hospital Associates to the Elliot Health System in support of important programs and services in the year's 2011- 2014 averaged approximately \$158,000. These significant contributions to patient care are the reason that the Associates' work is remarkable and appreciated.

Much to our delight and surprise in January 2015, the Elliot Hospital Associates received the William S. Green Award as a group that has made a lasting impact on the Elliot Health System and its community. We received this prestigious honor as a highly regarded organization, much like its namesake for this award. William S. Green, the former Chairman of the Elliot Hospital Board of Trustees, was a leader who inspired excellence and leadership through his sense of discovery and celebration of the outstanding efforts of others. The Elliot Hospital Associates have been an impactful organization, working tirelessly with the Elliot Hospi-

tal since our joint inception in 1890. Our impact in shaping the success of the Elliot Hospital over the last 125 years was recognized and honored with this William S. Green award for excellence.

In October 2015, over 100 guests joined Co-Presidents Maryann Leclair and Priscilla Webler, Vice President Dottie Kelley and the Board for a joyous luncheon at the Manchester Country Club to celebrate the past 125 years of service. There were many amazing celebration cakes, including one featuring a 3-dimensional image of the original Elliot hospital building and another with the new Elliot logo. Also presented for the attendees to view, were an array of photo albums and individual photographs from years past. John Clayton, Executive Director of the Manchester Historic Association and former Union Leader columnist, entertained the group with stories and anecdotes from his recent book about New Hampshire. Each attendee received a crystal paperweight adorned with a vintage photograph of the Elliot and CEO James Woodward updated the group about the hospital's progress.

At the event, the Elliot Hospital Associates made a donation to the hospital of \$120,834. These funds, raised through the baby portrait program, the gift shops, Dunkin Donuts, the vending program and various fund-raising activities during the past year, were to be utilized for needed medical equipment to provide patient care and comfort. In addition to this donation, five education scholarships were awarded to hospital employees. An additional \$65,079.70 from dividends of the Varick Fund was given to the hospital to help pay outstanding bills of patients in need.

The Elliot Hospital Associates were honored to be presented with the New Hampshire Association of Hospital Auxiliaries (NHAHA) 2015 Auxiliary of the Year Award. They were also pleased that Associate Marc Richard, Manager of the Elliot Patient Transport and Linen Departments, was first runner up for the NHAHA Auxiliary of the Year award. Marc is the Chairperson for the Elliot Hospital Associates fundraising committee that brought in \$12,000 this year.

The 2015/2016 Elliot Hospital Associates President's Award, which recognizes hospital employees who are not Elliot Hospital Associates but who contribute greatly to the Elliot Hospital Associates' endeavors, was presented to Billie Ford and Rachel Poltak of the Elliot Hospital Purchasing Department.

Four Elliot Hospital Board members retired in 2015, each having made outstanding contributions in time and effort. Janie Tibbetts, having been an Elliot Hospital Associate for 63 years, recorded 12,722.75 hours of service. In 1994 Janie was chosen as the NH Association of Hospital Auxiliaries Outstanding Auxiliary of the year and she was honored by the Elliot Hospital Associates as Volunteer of the Year in 1992. Ethel Chaput, whose tenure included President along with other committee work over the years, recorded 9,684.25 hours. Patricia Johnson contributed her creative skills in a number of ways, including as the Associates' Historian, singing with the Volun-taires, knitting, baking and sewing as well as volunteering in the Gift Shop. Pat recorded 4,747 hours of service. Irene Elsemiller volunteered in the Gift Shop, most recently as the Chairman, and also the Baby Portrait program. Irene was presented with the Associate of the Year award this year. Irene recorded 3,575 hours of service.

Fundraising was quite successful in 2016. The Associates were able to donate \$115,000 to The Elliot Hos-pital to be used to purchase a high-tech newborn manikin for advanced clinical training and to support the expansion of the Elliot Regional Cancer Center. This went a long way toward meeting the Associates' signifi-cant commitment of \$500,000 to be raised over 5 years for the Cancer Center initiative.

Elliot Hospital Associates Carol Fournier and Madeleine Counter, both of the sewing group, were honored to be selected as the 2016 Associates of the Year. Also in 2016, two long-time Elliot Hospital Associate Board

members, Elizabeth Stewart and Barbara Bard, retired from the Board. Elizabeth Stewart had spent 25 years volunteering and recorded 5,572 hours of service. Elizabeth served as President, was on the Finance Committee and participated in almost every other Associate activity and endeavor. Barbara Bard was the co-chair of the Associates History Committee and volunteered her time in the Gift Shop, surgical waiting room and other areas. Barbara recorded 2,902 hours of service.

A long-time goal of the Associates was achieved in 2017 when major revisions to the Elliot Hospital Associates website, originally developed in 2009, was conducted. The Associates newsletter “Noteworthy” ended and the transformation to digital communication was complete. The website provides easily accessible information. The publicity chair places monthly updates and announcements to share with the entire Elliot Hospital community the vibrant and important work of the Elliot Hospital Associates.

Successful and creative Gift Shop manager Linda Molloy announced her retirement in 2017. Linda is credited with opening the new shop at River’s Edge, expanding the shop in Manchester and adding products that have proven to be desirable to a large community at the hospital and beyond. Tina Mirabella replaced Linda and soon used her own creativity and skills to generate additional business. Well-timed promotions during holiday selling cycles were added, and a Friends and Family event proved to be a lot of fun.

Sara Meade, the Associates historian, was honored as Associate of the Year in 2017. Also in 2017, a brand new and fun fundraising idea was brought forward by Dottie Kelley – ‘Trivia Night.’ Eight Associates took part in the Manchester Community College Trivia challenge and were impressed with the potential of this type of event. The Trivia committee came together to pursue developing a similar fundraiser. It was a grand success!

Maryann Leclair stepped down from her position as President of the Elliot Hospital Associates in 2018, passing the gavel to Dottie Kelley. Maryann shared that Dottie’s fully engaged style, caring and hard work would bring the Elliot Hospital Associates forward in the coming years. At this same time, Dottie presented Maryann with the Associate of the Year award.

Priscilla Webler was re-elected to be Vice President in 2018. Her experience over many years on the Board is valuable to the Associates and a support to President Dottie Kelley. Priscilla also had the surprise and pleasure of winning the raffle for the stunning necklace from Bellman’s Jewelers at the 2018 Gala!

During the latter part of the 2010-2020 decade the Elliot Health System underwent some organizational and leadership transitions. As noted earlier, James Woodward, who joined the Elliot during the summer of 2014, stepped down as CEO. Doug Dean agreed to provide leadership while a partnership between The Elliot Health System and Southern NH Medical Center in Nashua was under development. An overarching organization, now known as Solution Health, was created to facilitate the partnership of the two hospitals. Elliot Physician and Senior Administrator Greg Baxter was appointed President of the Elliot Health System and Doug Dean then resumed his retirement. During this time, as always, the Associates continued to support a warm, caring atmosphere for patients, staff and administration of the Elliot Hospital and to serve as a link to the community.

Dottie Kelley reflected on her first year as president of the EHA Board. In her letter included in the 2018-2019 EHA Annual Report she said, “I reflected on the Associates – on our people, our mission, and our important goals. We do so many wonderful things. We support Elliot initiatives and patient care through the funds we raise; we collaborate with health system leaders; we provide opportunities; and we help to preserve and highlight our rich Elliot history. We are philanthropic, and have contributed to Elliot services throughout the history of our hospital, and we have been doing so for over a century.”

During this decade one of the ways marking the ongoing success of the Associates was the constancy of the annual healthcare scholarships. Janie Tibbett's original idea continued and 30 scholarships of \$1000 each were awarded between 2012 and 2017, a remarkable way to continue to honor Donn Tibbetts and benefit the healthcare education of the students receiving these awards. Then in 2018 the Associates decided to change the scholarship amount to one \$2500 award annually. For two years, one very fortunate student received this scholarship award.

The Associates History Committee in 2019 researched the best way to share, document and protect the rich and lengthy history of the Associates and the Elliot Hospital. Knowledge and experiences passed down by members as well as documents, photographs and artifacts had been collected over the years. This re-commissioned committee, comprised of Associate members and Elliot Hospital employees was established. Meetings were held with Senior Administrators Greg Baxter and John Friberg for guidance and input. We also met with John Clayton and Jeff Barraclough at the Manchester Historic Association with whom we discussed preservation of documents, photographs and objects. The committee set the following goals:

- a) Seek out, substantiate, preserve and safeguard stories, images, artifacts from the Elliot Health System and Elliot Hospital Associates history.
- b) Share our rich Elliot Health System History with our patients, staff and the greater Manchester community.

2020 marked 130 years of service of the Elliot Hospital and the Elliot Hospital Associates. On July 24, 1890 the first meeting of the Ladies Auxiliary Board of the Elliot was held. The Ladies Auxiliary became the Elliot Hospital Associates. For many years, The Associates had been the trusted stewards and keepers of some valuable documents, images and artifacts of Elliot history. One of these, a historic patient log, dated 1890-1902, identifies the first 12 years of patient admissions to the Elliot Hospital. During this time period the Associates were the people who registered patients into the hospital. This log is a vital window into the patients served in the first years after Elliot's charter. In 2020, in celebration of the Elliot Hospital and the Elliot Hospital Associates' 130th year, this important document was donated to the Manchester Historic Association. Initiated by the History Committee and approved by the Associates' Board, this donation seemed a fitting conclusion to a remarkable 130 years. The historic patient log now resides at the research archives of the Manchester Historic Association for its preservation and availability for study for years to come.

At the end of this decade the Elliot Hospital Associates made a significant financial commitment of \$500,000 over six years to the Regional Cancer Center initiative. The Cancer Center expansion and addition of Medical Oncology services will allow patients who would otherwise travel to Boston or Hanover for treatment to receive excellent, comprehensive care in their own community. Dottie Kelley and other Associates attended the ground-breaking ceremony and shared that they were moved by the speeches the medical and administrative senior leaders gave. In particular, as Dottie mentioned in her annual Presidents letter, Dr. Peter Crow, Medical Oncology and medical lead on this project, spoke eloquently about this service and its impact. Dottie also noted and appreciated that Greg Baxter took time at the October 2019 Gala to explain the Cancer Center plans in detail. The Associates' History Committee created a pictorial and interpretive timeline of cancer care services at the Elliot Hospital that is to be hung in the newly built Regional Cancer Center.

2020, the beginning of the next decade, brought the Covid-19 pandemic. The Associates had to change fundraising strategies, as big and small gatherings were unsafe to public health. We had to adapt our activities. For example, the sewing group made over 400 masks and over 225 angels for staff. The Voluntaries

stayed in touch via Zoom, and the History Committee continued their work 'virtually'. Fundraising was challenging but strong efforts were made. A virtual bake sale was held, and Balch Building bricks were sold on-line. Scholarships were temporarily put on hold. The Gift Shop that closed in March re-opened in June when a limited number of visitors were able to come into the building. The Associates prevailed, as they had during difficult times in the past. The Associates weathered two world wars, the flu of 1918, the great depression and so much more. The 2020-2021 pandemic years will be recorded in history as eventful and tragic. It will also be noted that the Associates continued to do what they could to support a warm and caring atmosphere for patients, collaborate with staff and administration, serve as a link to the community and manage fundraising and funds to serve the Elliot mission.

As we look back and celebrate our 130 years of service, we also look into the future with the Elliot Health System, and "Because We Care" the Elliot Hospital Associates will continue to support a warm and caring atmosphere within the hospital for patients and their families. We will manage the funds entrusted to the Associates to help the Elliot Hospital care for the ill and the needy and to add to these funds, whenever possible, for the benefit of all. We will collaborate with the Elliot Hospital staff and administration to provide both needed services and a link to the community that we serve, and provide opportunities for our volunteers to serve and grow within the Elliot Health System community. We resolve to preserve our very rich history and to grow within the framework of an ever-changing environment.

Description of the Trust Funds

Restricted Funds

1. The Sidonia C. Olzendam Fund was established in 1897. Originally, the income from this fund was used to supply the nurses' table with fruit, vegetables and delicacies and then to place treats at the nursing stations within the hospital. In 1987, the trust was legally changed and the income is now donated annually to the Elliot Hospital Nursing Department.
2. The Maria L. Clough Fund, established in 1905, is restricted for purposes of the Maternity department at the Elliot Hospital.
3. The Melusina H. Varick Memorial Fund, established in 1941, is restricted to the payment of bills of the needy and acutely ill.
4. The Mary Devine Fund, established in 1985, is a trust for indigent respiratory care patients.
5. The Phyllis Maxwell Forbes and Dorothy Forbes Keller Fund for Women's Health was established in 1991. The income from this fund is used to promote Women's Health.

Unrestricted Funds

1. The Corey Fund, established in 1928, includes funds given to the Associates for general purposes as they see fit. These funds are part of our annual gift to the hospital.
2. The French Fund was established to maintain the French Wing of the hospital. The income from these funds is now used as part of the Associates annual gift to the hospital.
3. The Associates Gift Fund includes any undesignated gifts to the Elliot Hospital Associates. This income is used as part of the Associates annual gift to the hospital.
4. In April 1994, a trust fund was provided to the Associates by an anonymous benefactor to commemorate the exemplary life of Walter S. Little. The Walter S. Little Fund is an unrestricted endowment fund.

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