

**PUBLIC DOCUMENT NO. 30.
TWENTY-EIGHTH ANNUAL REPORT
OF THE TRUSTEES OF THE
WESTBOROUGH STATE HOSPITAL,
FOR THE YEAR ENDING NOV. 30, 1912**

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VARIOUS

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OFFICERS OF THE HOSPITAL.

TRUSTEES.

JOHN L. COFFIN, M.D., <i>Chairman</i> ,	NORTHBOROUGH.
ELIZA C. DURFEE, <i>Secretary</i> ,	FALL RIVER.
SARAH B. WILLIAMS,	TAUNTON.
WILLIAM AVERY CARY,	MEDFORD.
GEORGE B. DEWSON,	COHASSET.
JOHN M. MERRIAM,	SOUTH FRAMINGHAM.
JOHN H. PICKFORD,	WORCESTER.

RESIDENT OFFICERS AND THEIR SALARIES.

	Per Annum.
HARRY O. SPALDING, M.D., <i>Superintendent</i> ,	\$3,000
MICHAEL M. JORDAN, M.D., <i>Assistant Superintendent</i> ,	1,800
HARRY B. BALLOU, M.D., <i>Assistant Physician</i> ,	1,500
WALTER A. JILLSON, M.D., <i>Assistant Physician</i> ,	1,200
ALICE S. CUTLER, M.D., <i>Assistant Physician</i> ,	800
RUEL A. PIERCE, M.D., <i>Assistant Physician</i> ,	600
EMMA H. FAY, M.D., <i>Assistant Physician</i> ,	700
HARRIET HORNER, M.D., <i>Assistant Physician</i> ,	700
EVERETT W. COATES, M.D., <i>Assistant Physician</i> ,	700
SOLOMON C. FULLER, M.D., <i>Pathologist</i> ,	1,800
MELVILLE L. STACY, <i>Steward</i> ,	1,500

TREASURER.

	Per Annum.
H. L. DAVENPORT, SOUTH FRAMINGHAM,	\$525

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in the context of public administration and financial management. The text highlights that records should be kept in a clear, organized, and accessible manner, ensuring that all relevant information is captured and preserved for future reference.

2. The second part of the document outlines the various methods and tools used for record-keeping. It mentions the use of traditional paper-based systems as well as modern digital technologies such as databases, spreadsheets, and cloud storage solutions. The text stresses the importance of choosing appropriate methods based on the specific needs and requirements of the organization, while also considering factors like cost, security, and ease of use.

3. The third part of the document focuses on the legal and regulatory requirements surrounding record-keeping. It discusses the various laws and regulations that govern the collection, storage, and disposal of records, ensuring that organizations comply with all applicable standards. The text also mentions the importance of regular audits and reviews to ensure that records are maintained in accordance with the law and that any discrepancies are promptly identified and corrected.

4. The fourth part of the document addresses the challenges and risks associated with record-keeping. It identifies common issues such as data loss, corruption, and unauthorized access, and provides strategies to mitigate these risks. The text emphasizes the need for robust security measures, including encryption, access controls, and regular backups, to protect the integrity and confidentiality of the records. Additionally, it discusses the importance of training staff on proper record-keeping practices and the consequences of non-compliance.

5. The fifth part of the document concludes by summarizing the key points and reiterating the importance of record-keeping. It states that maintaining accurate and reliable records is not only a legal obligation but also a critical component of effective organizational management. The text encourages organizations to adopt a proactive approach to record-keeping, ensuring that all necessary information is captured and preserved for the long term.

The Commonwealth of Massachusetts.

REPORT OF THE TRUSTEES.

To His Excellency the Governor and the Honorable Council.

The trustees of the Westborough State Hospital herewith submit their twenty-eighth annual report.

In the report of the superintendent herewith submitted will be found the movement of population and a sketch of what in general has been accomplished during the past year. His report is so excellent in detail, in scope and in argument, it is necessary for the Board of Trustees only to approve and indorse. As may be inferred from that report there has been no new construction the past year, owing to the unwillingness of Your Excellency to approve an appropriation of \$50,000 for a new location and development of the plant for heat, light and power.

Realizing that there must be something radically wrong in the proposition whereby a large annual saving would accrue to the Commonwealth, which made it necessary for a business man like Your Excellency to condemn the same, this Board decided to attack the problem entirely *de novo*. The most competent engineers were employed, a copy of whose report is appended. From that it appears that the plan is perfectly practicable, and will save the Commonwealth nearly \$9,000 annually, or about 12 per cent. of the cost of the plant. The detailed argument for this expenditure will be found in the report of the superintendent. The Board, therefore, respectfully asks for an appropriation of \$71,250 for relocating and installing the power plant.

The failure of approval for a power plant last year carried with it a failure also of other appropriations requested, namely, \$10,000 for renovating the sanitary arrangements in several of the old wards and \$4,250 for the purchase of the Collins farm.