

The History of

**HAMILTON  
ASSOCIATES**

1947-1976



JAMES A. HAMILTON  
Founder



**JAMES ALEXANDER HAMILTON**

"If we approach the future with a spirit of open mindedness, realizing that we must preserve the best that the past has produced, and at the same time being cognizant of the fact that certain modifications are necessary in the changing order, I believe that we will evolve a pattern which will result in a period of emphasis on health which will be unparalleled in the history of our country and unexcelled by any other country in the world."

- - JAH, February 25, 1944

James A. Hamilton began consulting intermittently as early as 1930 for other hospitals and the government while he was administrator of Mary Hitchcock Hospital, Hanover, New Hampshire; then Cleveland City Hospital in Ohio; and finally, New Haven Hospital in Connecticut. Various members of his administrative staffs helped him in those projects. He started full-time hospital consulting in January, 1946 after his relationship with New Haven Hospital (Yale University's teaching hospital) was severed.

Mr. Hamilton operated the business from his home in New Haven until 1948 with Russell C. Nye, his first full-time consultant, along with special part-time consultants such as Dr. Charles Aston, John Mannix, O. G. Pratt, Dr. Donald Smelzer and James Stephan.

In September, 1946, James Hamilton became the first director of the University of Minnesota's Program in Hospital and Health Care Administration. He commuted between Minneapolis and New Haven until 1948 when he moved his family to Minnesota. Concurrently, he established a consulting office in Powell Hall on the

University's Minneapolis campus. A full-time consulting and secretarial staff was then formed including Glen Clasen, F. Hazen Dick, Dorothy Hehmann, John Latcham and Madelyne Sturdavant. Early in 1947, Arthur Hibson (part-time), A. Douglas Kincaid and Richard J. Stull joined the Hamilton Associates staff.

The years 1948 to 1950 were profitable for Hamilton Associates. Anticipating its continued success, Mr. Hamilton proposed a contract by which he would sell the business upon his sixty-seventh birthday in 1966. He offered this opportunity to Miss Sturdavant and Messrs. Dick, Kincaid, Stephan and to Harold Mickey who had since joined the firm.

These five employes refused Mr. Hamilton's offer as too costly, but subsequent negotiations produced more favorable terms--principally in the form of bonuses paid in addition to salaries, thereby enabling the five to meet Mr. Hamilton's price.

The contract with Mr. Hamilton was legally consummated on April 30, 1951 with the establishment of American Hospital Consultants, Inc.--a dormant corporation until 1966, owned equally by the five employes.

Hamilton Associates prospered between 1951 and 1960. The character and size of the staff changed frequently. By 1960, Hamilton Associates had grown from six to eleven full-time and three part-time employes. Ownership of the dormant corporation was reduced to two because Miss Sturdavant, Messrs. Mickey and Dick left the company in 1952, 1954 and 1959 respectively. They sold their shares in American Hospital Consultants to Messrs. Stephan and Kincaid, the remaining owners.

With Mr. Dick's resignation, Jerome T. Bieter became a member of the AHC board. Similarly, Robert Michaels joined the board in 1960. Neither were shareholders at that time. The ownership of the corporation was expanded in 1961, however, when Jerome T. Bieter, David Damberg, Herman Hoche, Edith Lentz, Robert Michaels (partial owner) and John Sweetland bought shares. (Edith Lentz never actively participated in corporate activities and officially withdrew from the corporation when she married James A. Hamilton in 1962.) When Herman Hoche died in 1963, his shares were repurchased by the corporation, as were those of Robert Michaels upon his resignation in 1964.

The dormant status of American Hospital Consultants, Inc. ended in July, 1966, when Mr. Hamilton relinquished ownership. The name of the company was changed to James A. Hamilton Associates, Inc. under which title it has operated since.

Hamilton Associates moved from its Powell Hall offices to a residence at 428 Walnut Street and then to offices in Centennial Hall. In May 1970 Hamilton Associates moved to its present offices at 2331 University Avenue Southeast to accommodate its growing staff, now numbering twenty-five members (six of whom were part-time). Fred McNamara worked independently with Hamilton Associates only from 1947 on, maintaining his own office in Washington, D.C. A. Douglas Kincaid moved from Minneapolis to Charlotte, North Carolina to establish a Hamilton Associates office there in 1969. In 1970, Edgar B. Haire joined Mr. Kincaid in Charlotte, buying shares in the corporation in 1971. He ended his relationship by 1973 with Mr. Kincaid and the corporation which repurchased his shares.

In the early seventies, Hamilton Associates conducted negotiations with other consulting and management firms with the idea of forming a second corporation or a merger.

After months of negotiations in 1975, Hamilton Associates merged with Health Planners, Inc. of Greenwich, Connecticut, extending ownership to that firm's founder and president, Richard E. Sawyer, in August, 1975. (Sawyer had worked several years previously with the consulting firm, Anthony J. J. Rourke of New York before founding Health Planners.)

Hamilton Associates' new Greenwich office has prospered and provided a New York base of operations for the firm. This merger has also meant a link with graduates of Columbia University's hospital administration program, Sawyer's alma mater.

Simultaneously with the merger, Charles T. Killian, C. Robert Larson and Bruce J. Miller also became owners of Hamilton Associates; A. Douglas Kincaid sold his shares on his sixty-fifth birthday that year.



Hamilton Associates has a thirty-year history of service to hospitals and health care organizations. The firm's clients--in forty-eight states and six foreign countries--exceed 850, with over 1,000 separate contracts. The firm has contributed to the advancement of hospital administration and health care education nationally and in countries such as Brazil, Canada, Chile and Mexico. Hamilton Associates' staff have served on several governmental committees and commissions and have been active in professional organizations nationally and internationally.

Hamilton Associates is a service organization of people. The firm's success is a measure of their creativity, skills and commitment to quality.

**CONTRACTS**  
**1947-1975**

BUILDING CONSULTATION	213 Contracts 187 Hospitals
COMMUNITY STUDY	55 Contracts 69 Hospitals
COMMUNITY SURVEY	137 Contracts
EQUIPMENT	35 Contracts 35 Hospitals
MANAGEMENT	99 Contracts 87 Hospitals
ROLE AND PROGRAM	255 Contracts 228 Hospitals
SPACE	188 Contracts 188 Hospitals
SPECIAL STUDY	64 Contracts 54 Hospitals
TOTAL	1,046 Contracts 848 Hospitals

**CONSULTING  
STAFF**

1947-1976



## Russell C. Nye

FIRST FULL-TIME  
CONSULTANT

Associated with James A. Hamilton  
at New Haven Office

1974-76  
1946-47

J. Michael Arrington  
Charles S. Aston

1970-73  
1956-76  
1949  
1969  
1965  
1974-76  
1968

Donald S. Basler  
Jerome T. Bieter  
Ernst Bliss  
Richard Bond  
Kenneth M. Boyum  
Bruce E. Bredeson  
J. Bland Burkhardt, Jr.

1973-76  
1946-47  
1968  
1960-62  
1965-70

James R. Chromik  
Glen E. Clasen  
John C. Coffey, Jr.  
Donald M. Cook  
Dennis Countryman

1960-76  
1953-59; 1966-68;  
1975-76  
1966-72  
1946-58  
1954-55; 1970  
1962-69  
1959-71

David V. Damberg  
W. John Dawson  
Lloyd Detwiller  
F. Hazen Dick  
Bright M. Dornblaser  
John Dumas  
Donald Dunn

1971  
1975-76  
1976

Bruce Fischer  
Donald F. Flynn  
Thomas Flynn

1958-59  
1955-58  
1968

E. E. Gilbertson  
Oren W. Govier  
Frederick Gutheim

1967-72  
1966  
1973-76  
1973-76  
1975-76  
1946-49  
1969-76  
1953-64

Edgar B. Haire  
Edith Hamilton  
Steven K. Hannon  
Michael P. Harristhal  
Thomas M. Heckler  
Dorothy A. Hehmann  
Charles A. Heinemann  
Arthur Hennings

HAMILTON ASSOCIATES

1948

(left to right)

First Row: Fred A. McNamara, Donald Smelzer, James A. Hamilton  
O. G. Pratt, John Mannix

Second Row: A. Douglas Kincaid, Madelyne Sturdavant, Arthur Moore,  
Richard Stull, Dorothy Hehmann, James W. Stephan,  
F. Hazen Dick, Lucile Petry Leone, Arthur Hibson,  
Gordon Davis

HAMILTON ASSOCIATES  
AND GUESTS  
1948

(clockwise)

James A. Hamilton, Lucile Petry Leone, Leon Hickernell, O. G. Pratt,  
Miriam Curtis, James W. Stephan, F. Hazen Dick, Madelyne Sturdavant,  
Richard Stull, John Mannix, Ruth Hibson, Gordon Davis, Scott Witcher,  
Barbara Smelzer, A. Douglas Kincaid, Elizabeth Poorbaugh, Donald  
Smelzer, Fred McNamara, Dorothy Hehmann, Arthur Hibson, Merah Pratt,  
Dr. Arthur Moore, Mrs. Donald Smelzer, Charles Aston, Sabra Hamilton





1947-48	Arthur H. Hibson
1960-63	Herman Hoche
1964	Roy H. Holmberg
1961	Ernest J. Holmen
1965	E. Gartley Jaco
1963-65	Charles J. Johnson
1972-76	Robert K. Kasbohm
1961-68; 1976	Kenneth M. Kelley
1969-76	Charles T. Killian
1947-76	A. Douglas Kincaid, Jr.
1965-66	John Kralewski
1966-68	Leslie J. Krob
1962-64	Carl Lamley
1969-76	C. Robert Larson
1969-76	Philip P. Larson
1946-48	John Latcham
1960-66	Robert Laur
1965-70	Theodor Litman
1974	George B. Little
1973-76	Dale C. Luthy
1962-63	John Mannix
1969	Robert A. Mayer
1961-76	Fred McNamara
1965-73	Kurt Metzner
1959-66	Robert Michaels
1949-57	Harold C. Mickey
1969-76	Bruce J. Miller
1974	James C. Morell
1968-73	Dennis R. Moser
1974-76	Louise M. Nathe
1965-69	Edmund Nelson
1962	Max Norton
1946-47	Russell C. Nye
1972-73	Richard Oszustowicz

1949-53  
1948  
1968-72  
1965

Telmer Peterson  
Lucile Petry  
John M. Phin  
Oliver G. Pratt

1952-53; 1961-62;  
1966  
1958-62  
1969-71  
1966; 1969

Glenn Reno  
Tomic T. Romson  
James H. Roth  
H. Carl Rowland

1955-56  
1975-76  
1967-76  
1971-74  
1947-76  
1973-76  
1952-53  
1947-48  
1947-54  
1959-76

Boyd A. Sanderson  
Richard E. Sawyer  
Emerson C. Scholer  
Wayne F. Shovelin  
James W. Stephan  
Darrell K. Stewart  
James Streit  
Richard J. Stull  
Madelyne Sturdavant  
John Sweetland, Jr.

1974-75  
1968-76

William F. Towle  
Hans F. Tronnes

1960-61

Donald L. Van Hulzen

1971-75  
1965  
1975-76  
1970-72

Helene M. Wald  
Vernon E. Weckwerth  
Ray C. Williams  
Russell B. Williams

1957-61

David P. Youngdahl



211-932

HAMILTON ASSOCIATES

1952

(left to right)

First Row: F. Hazen Dick, James A. Hamilton, Madelyne  
Sturdavant

Second Row: A. Douglas Kincaid, Harold Mickey, Ronald  
Jydstrop, Glenn Reno, James W. Stephan,  
Telmer Peterson

HAMILTON ASSOCIATES

1956

(left to right)

First Row: F. Hazen Dick, James A. Hamilton, A. Douglas Kincaid,  
James W. Stephan

Second Row: Ruth Inghram Stimson, Robert Derzon, Jerome T. Bieter,  
Edith Lentz, Arthur Hennings, Boyd Sanderson, Oren W.  
Govier



241-036

HAMILTON ASSOCIATES

1963

(left to right)

First Row: Jerome T. Bieter, Edith Lentz Hamilton, James A.  
Hamilton, James W. Stephan, A. Douglas Kincaid

Second Row: Kenneth M. Kelley, Robert Michaels, David Damberg,  
John Sweetland, E. Gartley Jaco, Vernon Weckwerth,  
Herman Hoche, Theodor Litman, Robert Laur





HAMILTON ASSOCIATES

1975

(left to right)

First Row: David Damberg, John Sweetland, A. Douglas Kincaid,  
Richard E. Sawyer, Mike Arrington, Charles Killian,  
Steve Hannon

Second Row: Darrell Stewart, Helene Wald, Jerome T. Bieter,  
C. Robert Larson, Dale Luthy, Phil Larson, Kenneth  
Kelley, Bruce Bredeson, Ray Williams, Louise Nathe

Third Row: Bruce Miller, Donald Flynn, Hans Tronnes, Jim Chromik,  
Tom Heckler, Boya Polymeros, Emerson Scholer,  
Fred McNamara, Robert Kasbohm

Missing: Mike Harristhal, Charles Heinemann, James W. Stephan



Mrs. A.J.J. Rourke, Jr., L.N. Fogel, Mrs. L.N. Fogel, F.R. Briggs, K.G. Peltzie, J.J. Souder, Sr., J.B. Norman, R.L. Johnson, A.J.J. Rourke, Jr., M.L. Baird, F.C. Sutton, M.D., D.L. Price, J.W. Stephan, S.L. Conrad, J.T. Bieter, W.O. Langley, Jr., D.M. Roop, E.H. Decker, M.J. Bostin, D.V. Damberg, J.J. Frommelt, Mrs. D.M. Roop, V.A. Smith, H. Smith, E.D. Rosenfeld,

(Center Row - reading from left to right)

Mrs. T.P. Weil, Mrs. K.G. Peltzie, Mrs. J.B. Norman, Mrs. F.C. Sutton, Mrs. H. Smith, Mrs. D.L. Price, Mrs. P.F. Hart, W.A. Cook, Mrs. J.W. Stephan, Mrs. V.A. Smith, Mrs. E.D. Rosenfeld, E.H. Decker, Mrs. J.T. Bieter, Mrs. L.C. Pullen, J.C. Dumas, J. Roth,

(Front Row - reading from left to right)

G. Oudens, Mrs. G. Oudens, L.C. Pullen, Mrs. F.R. Briggs, A.H. Peckham, Jr., Mrs. D.A. Lojahn-Chase, Mrs. D.V. Damberg, Mrs. J.J. Frommelt, P.F. Hart, C.L. Hite, T.P. Weil



(Reading from left to right - top row)

L.C.Pullen, J.C.Dumas, K.G.Peltzie, J.B.Norman, R.L.Johnson, A.J.J.Rourke,Jr., M.L.Baird, J.W.Stephan, S.Conrad,  
D.M.Roop, W.O.Langley,Jr., E.H.Decker, T.P.Weil, J.J.Frommelt, M.J.Bostin, L.N.Fogel, D.V.Damberg, P.Hart

(Front Row - reading from left to right)

C.Hite, J.Souder, F.Briggs, M.Smith, J.Bieter, F.Sutton, D.Price, D.Lojahn-Chase, A.Peckham, H.Smith, E.D.Rosenfeld



AMERICAN ASSOCIATION OF HOSPITAL CONSULTANTS - GREENBRIER, WEST VIRGINIA