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Div. of Health Services  
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TRENTON, N.J.

ELEVENTH ANNUAL REPORT  
OF THE  
NEW JERSEY STATE HOSPITAL AT ANCORA  
FOR THE PERIOD ENDING JUNE 30, 1965

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NEW JERSEY STATE HOSPITAL AT ANCORA

REPORT OF THE BOARD OF MANAGERS

To: Lloyd W. McCorkle, Ph.D.  
Commissioner, Department of Institutions and Agencies

This is the Eleventh Annual Report of the Board of Managers of the New Jersey State Hospital at Ancora.

The members of the Board are justly proud of the excellent quality of comprehensive hospital services afforded the patient population. In gratefully acknowledging the devoted efforts underlying the high caliber of these services, each Board Member expresses deepest appreciation to all of the hospital's loyal and dedicated personnel.

In recognizing the employees' accomplishments of the past year, the Board extends special thanks for the smoothly effected organizational change in the hospital operation. Exemplifying the cohesive teamwork of the hospital administration and staff, a meticulously studied program of decentralization and regionalization was devised and implemented during the year. Aware of the program's potential for increased benefits to the patient population, the members of the Board are grateful for the collaborative spirit which produced this organizational innovation.

During the past year considerable physical changes were made in the hospital's commissary, the Ancorage. New kitchen equipment was installed to bring about a more efficient operation of this facility. A program of refurbishing the sales area, as well, was carried out to provide a more attractive and comfortable setting for the patients, visitors and employees.

A major Board-sponsored project has been that of air conditioning the hospital's two medical-surgical wards. Disappointingly delayed for several months, this project is now underway and hopefully will be completed before the end of this Summer. Realizing the importance of this air conditioning to the health and comfort of the patients, the Board is committed to assuring the completion of this project at the earliest possible date.

Another sizeable project of the Board has been the planning of a concrete mall, with plantings, between the Ancorage and the Service Building. With the plans for this addition now complete, it is anticipated that the project can be started in the near future. Recognizing the therapeutic import of the availability of such a mall for many of the patients' recreational hours, the Board eagerly looks forward to completion of this unit.

Consistent with its recognition of the importance of community services provided the patients on a voluntary basis, the Board made its third annual presentation of Humanitarian Awards for the most outstanding contributions. This year's recipients were Mr. William McGoldrick, Roebling; and The American Federation of Musicians, Local No. 77, Philadelphia.

Dr. Tevis M. Goldhaft, Vineland, was appointed to complete the unexpired term of Mr. Morris Batzer, who resigned in April after more than two years of membership on the Board of Managers. The close of the year brought the appointment of Dr. Goldhaft for a full three-year term, as well as the reappointment of Mrs. Doris H. Walton, Ventnor, and Mrs. Ruth J. Madara, Salem.

Respectfully submitted,

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President

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Vice President

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## NEW JERSEY STATE HOSPITAL AT ANCORA

### ANNUAL REPORT \*\* 1964-65

With the close of the 1964-65 fiscal year Ancora completed its first ten years of service to the mentally ill of southern New Jersey. Since opening its doors to its first patients on April 4, 1955, this hospital has been embarked upon a modern and forward-looking course endeavoring to provide the best medical care possible for its patients.

Ancora has managed to unerringly maintain a steady course of progress because of its loyal employees' pursuit of new ideas and their desire to help implement such concepts for ultimately increased benefits to the patient population. Dedicatedly geared to a philosophy of better serving others through a willing acceptance of program innovations and through a continuing desire for increased job-knowledge, the staff of employees has been the keystone of Ancora's outstanding success. Their intrinsic qualities have been demonstrated to a remarkable degree in two of the hospital's outstanding achievements of the past year--in organizational change and in training. It would be remiss not to make note of this before the following discussion of the recently adopted decentralization and regionalization of Ancora's operation, as well as the year-long intensification of a diversified training program for personnel.

#### DECENTRALIZATION AND REGIONALIZATION -

Successfully innovated in 1958, without additional budgetary funds, was the division of the hospital into four distinct and relatively autonomous medical units. Three of these became, in effect, complete psychiatric hospitals and the fourth, a geriatric service to handle the great influx of elderly patients.

This organizational change allowed the one service to admit its own patients and keep them throughout the entire hospitalization, rather than, as was previously done, transfer the patients to different services according to the patients' stage of recovery. The overall result of this relatively new idea proved to be better physician-relationship and psychiatric care for the patients. Ancora was the first of the New Jersey State Hospitals to adopt this Unit system and, as of January 1964, it expanded this concept to become the first State hospital in New Jersey to place into effect a program of almost complete decentralization and of regionalization by catchment area.

Typifying the close collaboration of the hospital administration and staff, the new organizational plan was incorporated into the hospital operation quite smoothly. Under this plan of decentralization and regionalization there are now five separate Hospital Units at Ancora, as well as Training and Business divisions. Each of the Hospital Units is under the direction of an Assistant Medical Director, who is directly responsible to the Medical Director in the revamped table of organization. Each of these Assistant Medical Directors, furthermore, has been given the appropriate responsibility and authority to administer his entire Hospital Unit,

including all of the Unit's personnel in the various disciplines and job classifications.

Under this regionalization, Hospital Unit I receives patients from Burlington county and from outside our seven-county catchment area and operates the hospital's Children's Unit; Hospital Unit II receives patients from Atlantic, Cape May and Cumberland counties; and Hospital Unit III receives patients from Camden, Gloucester and Salem Counties. In addition to carrying on the treatment and care programs in their regionalized Hospital Units, the Assistant Medical Directors are each responsible for providing out-patient services in their designated counties. Plans are being made by Hospital Unit I to locate a part-time out-patient facility in Mt. Holly. Hospital II will relocate the hospital-based out-patient facility in Atlantic City and has already established a part-time clinic in Millville and Ancora. Hospital III now has the hospital's Camden Out-Patient Department and will provide a part-time service in Salem and possibly Woodbury.

In addition to the three regionalized psychiatric units there are two other hospital units, namely, Hospital Unit IV, the Geriatric unit, and Hospital Unit V, the Medical-Surgical Neurological unit. Admissions to either of the latter two hospital units is normally made by transfer from one of the regionalized psychiatric units.

Some of the major results already observed in the integration of this new organizational structure are --

1. Provides individualized continuity of care and treatment, leading to improved treatment for patients;
2. Facilitates a team-treatment concept resulting in better patient care and treatment;
3. Fosters closer contact and better communication with employees;
4. Improves the efficiency of administrative procedures;
5. Provides closer pre- and post-hospital care of patients, as the emphasis is placed upon regional community psychiatry;
6. Gives the regionalized hospital units the opportunity for closer and more efficient contact with community agencies and organizations, thus fostering a better overall therapeutic program;
7. Allows greater flexibility of innovation in each unit.

Although this program has been in effect for only about half of the past year, it has already proved to be a major stride in Ancora's constant striving to fulfill its role and obligations in serving the mentally ill.

TRAINING

As previously noted, the past fiscal year was characterized by increased emphasis on employee-training. The acceleration of this program was made possible as a result of the previous year's appointment of a Director of Training whose responsibilities for the first time were solely in the area of training and research. Particularly evident during the past year was the tendency to involve broad, diverse groups of paramedical and non-medical personnel.

Within the hospital the recently organized Educational Faculty assisted and advised the Director of Training in the organization of educational programs for these personnel on both intramural and extra-mural bases.

Firstly, grateful acknowledgment must be expressed to the Central Office of the Department of Institutions and Agencies for having instituted a Supervisors Development Program. This continuing four-day course has made an impressive and greatly appreciated impact on those employees who have thus far participated. It is anticipated that about 100 hospital employees will eventually attend this noteworthy program.

Among the more outstanding of the many intramural courses given at the hospital during the past year were the following:

1. An orientation program for New Jersey rehabilitation counsellors to better equip them in providing rehabilitative services for the mentally ill. There were 73 participants in this program.
2. Seminars for public health nurses to orient them to needs and programs for the mentally ill. Thirteen nurses participated in these sessions.
3. An on-going training course for non-medical personnel at the hospital to give them a better understanding of mental patients for whom industrial therapy has been prescribed. Thus far 19 employees have participated in this training.
4. A seminar for clergymen of various faiths to better define their supporting role with the mentally ill during and after hospitalization. Forty-nine clergymen took part in this program.
5. A post graduate course on psychosomatic medicine given to all of our physicians by members of the Temple University Hospital Faculty.

Of great value to the hospital has been the continuing program of advanced training for non-professional nursing personnel; the implementation of this training was made possible by a U.S. Public Health Service Grant. The end of the fiscal year saw the completion of this program's first year and, to-date, 56 attendants have completed the program. The primary goal is better patient-care by teaching the attendants elementary psychiatric nursing. Seen as results have been increased self-esteem and job

satisfaction, as these employees become more knowledgeable in their work. Such a program can effect only better care for the patient population.

Again this year the hospital has been accredited by the New Jersey Board of Nursing for its affiliate program for professional nursing students. During the past year five groups of student nurses, totalling 67 students, received their psychiatric nursing training. The Helene Fuld School of Nursing and the Cooper Hospital School of Nursing sent students for full affiliation, while Our Lady of Lourdes School of Nursing utilized Ancora's clinical facilities for this training. Participating from the latter school were two groups, totalling 48 students.

Affiliating for four-week courses during the year were 11 groups of student practical nurses, totalling 165 trainees. Although this program continues to broaden, the hospital has not been able to experience any success in recruitment of these practical nurses. It is the administration's opinion that the expenditure of funds and staff time would reap greater dividends by being diverted to the building of a sound program for training psychiatric technicians. Experience reveals that the hospital gains a good number of trained employees from the latter training program.

Early in the fiscal year the hospital received accreditation for its Residency Program in Psychiatry from the Council of Medical Education and Hospitals of the American Medical Association. The training for psychiatric residents and the medical staff proceeded according to plan. Five residents successfully completed their psychiatric training and two residents terminated their employment because of personal reasons. One first-year resident joined the program.

Among the distinguished speakers who gave lectures to our physicians were Dr. H. Davidson, editor and author; Dr. K. Fischer, professor at Temple University; Dr. B. Wentz, professor at Hahnemann Medical School; New Jersey State Senator John E. Hunt, Gloucester County; and Dr. R. Barton from Essex England.

A new aspect in training was added when our residents affiliating with the Institute of Pennsylvania were requested to exercise their writing skills and to submit original manuscripts pertaining to the field of psychiatry. One of these articles was read to the conference of Directors of Training in New Jersey and received laudatory comments. A scientific paper of one of our third-year residents, co-authored with a staff psychiatrist, appeared in the "Diseases of the Nervous System" July 1964 and was reprinted in "Modern Medicine" (E.G. Lutz, M.D., and M. Rotov, M.D.,: "Angioneurotic Edema of the Tongue with Phenothiazine Administration"). The paper was favorably received here and abroad, with numerous requests for reprints from foreign and local universities and private practitioners.

The total number of books in our library at the end of this year is 9,852; of these, 2,409 are in the medical section; 400 in the student nurses' section; 6,961 in the patients' section; and 82 on special loan to the O.T. Department. Eight hundred and twenty-one new books were accessioned. The work of volunteers was especially appreciated in this department since our librarian could devote only part of her time to each library branch.

This discussion of the hospital's stepped-up program of training indicates the administration's high regard and the need for intensified training for all categories of hospital personnel. To carry on with the building of such a program it is indicated that the hospital have an Assistant Director of Training. The value of increased training at Ancora has been demonstrated and the Medical Director urgently seeks strong budgetary support for such a position, to be filled by a psychiatrist.

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In addition to the division of hospital services and the emphasis on training, there have been other items of particular interest in the hospital's overall program during the past year. Among these was the extension of the "seven-day hospital" concept, which has demonstrated the value of undelayed patient-services for weekend admissions. Now on a seven-day basis are the E.K.G., x-ray, laboratory and identification departments, as well as the admission office. It is planned that this program will be further expanded during the coming year.

Also effected was expansion of the greenhouse program for patients as a therapeutic device for both children and adults. This treatment-tool has been especially effective for autistic patients, who have dramatically responded to this therapy. Over the past year, in fact, there were ten adults and three children who started to speak again after participating in this program.

Eagerly anticipated for the ensuing year are the planned changes in the ward and classroom facilities for our young patients. The completion of these alterations will undoubtedly give impetus to the hospital's movement toward comprehensive services for children. The school classrooms for the children will be located in a building other than that in which they reside, since it is felt to be more psychologically sound to have them leave for school in the morning much the same as children in the community.

Upon receiving budgetary funds in the next fiscal year for the installation of a Suicide Prevention Center at the hospital, this special program will be implemented. At the earliest possible time the necessary ground work in the hospital and community will be performed to make this an effective instrument in suicide prevention.

Of extreme importance to the overall operation of this hospital has been the recent salary increase granted to the employees. The administration is joined by the entire body of hospital personnel in gratefully acknowledging the understanding of those government bodies who made this increase possible. The hospital administration strongly feels that this will not only enable our employees to better meet their financial needs, but also will greatly build employee morale which will ultimately be reflected in better patient care and treatment.

It is felt that this statement should not be brought to a close without pointing out one additional factor of a budgetary nature in the



hospital operation. Referred to is the ever-growing need for closer scrutiny of budgetary costs "per-admission" and "per-release", rather than the traditional cost basis of "average daily population". At Ancora particularly, where the admissions and discharges continue at a very high rate, it seems not only fair but essential, as well, that budgetary personnel be aware of these costs per-admission and per-release. With this in mind, the following table has been assembled:

BUDGETARY COSTS

Based Upon Actual Expenditures - Fiscal Year 1964-65

Nature of Expenditure	Amount Expended	Average Daily Population 2049		Number of Admissions 2343		Number of Releases 1981	
		Cost Per Capita Annual	Daily	Cost Per Admission Annual	Daily	Cost Per Release Annual	Daily
Total Expenditures	\$5,494,785	\$2682.00	\$7.35	\$2345.00	\$6.42	\$2774.00	\$7.60
Salaries	4,098,267	2000.00	5.48	1749.00	4.79	2069.00	5.67
Food	416,615	203.33	.56	177.81	.49	210.31	.58
Clothing	64,185	31.33	.09	27.39	.08	32.40	.09
Regular Drugs	14,183	6.92	.02	6.05	.02	7.16	.02
Special Drugs	81,972	40.01	.11	34.99	.10	41.38	.11
Material and Supplies-Medical (Excluding Regular and Special Drugs)	41,316	20.16	.06	17.63	.05	20.86	.06
Maintenance	33,826	16.51	.05	14.44	.04	17.08	.05
Training	7,193	3.51	.01	3.07	.01	3.63	.01
Education and Rehabilitation	13,741	6.71	.02	5.86	.02	6.94	.02

HOSPITAL UNIT I

During the fiscal year 1964-65 Ancora State Hospital admitted 2343 patients, which represents an increase of 42 over last year's total. Of this total 1461 were first admissions, representing a decrease of 104 patients. There were 820 readmissions, which represents an increase of 148 over last year's total. 62 patients were transferred from other institutions and there were no births during the fiscal year. The number of patients released totalled 1981, excluding deaths.

On January 11, Unit I was established as a regionalized hospital for Burlington County. Out-of-state and out-of-catchment area admissions are also to be admitted to this Unit, which also includes the Children's Unit.

In line with this reorganization, structural changes in office areas were considered and applied for, and an organizational chart for Unit I established. Structural changes in Willow Hall for the new Children's Unit and for open wards on M-2 and F-2 were finalized. Enlargement of the nurses stations on M-1 and F-1 was realized.

Complete regionalization of new admissions and readmissions was put into effect on April 20. Between January 11 and April 20 this new admission procedure was phased into effect, as patients were transferred within the hospital, and a 24-hour admission procedure on M-1 and F-1 was begun. Since regionalization, admissions were as follows:

	<u>New</u>	<u>Read.</u>	<u>Rets.(CL,HFC,MST,UL)</u>	<u>Total</u>	
Unit I	58	17	3	78	15.4%
Unit II	102	86	5	193	38.2%
Unit III	147	75	9	231	45.7%
Unit IV	0	1	1	2	.4%
Unit V	1	0	0	1	.2%
				<u>505</u>	

A Unit Record Room, Central Steno Pool and Centralized Medical Records Department were functionally established during 1965. Physical separation is not yet complete. Record Rooms were supplied with new shelf-filing which saved considerable room.

The Children's Unit program began to expand--as a full time psychiatrist, recreational aide and seasonal assistants were available, in addition to nursing personnel who began to interact more therapeutically with the children. The School Program showed a 22% increase in enrollments over last year with a total of 55 children scheduled for classes.

The Occupational Therapy Department in Unit I handled 385 patients for 8127 patient-hours during January to June 1965. The average daily attendance was 36 patients in the Unit O.T. Shop.

The Social Services Advisor attended many specialized committee meetings and conventions and was active in coordinating the work of the various social workers in the Units. He also was appointed as chairman of the hospital's Housing Committee.

The Medical Records Advisor attended several meetings on that department's planning for office space, equipment, etc. She was active in consultation and coordination of the various Unit Record Rooms, as well as in assisting the Assistant Medical Director in preparing a Record Room Procedure Guide.

The Assistant Medical Director became Chairman of the Medical Records Committee; met with groups of people in Burlington County regarding regionalization and the establishment of an After Care Clinic in the Burlington County Memorial Hospital. He was active in planning for Community Mental Health Services in the State, participating in two conferences. He was also involved in programming Geriatric-Psychiatric Units for the State.

## HOSPITAL UNIT II

With the regionalization into Hospital Units, this Unit began admitting from the catchment area (Atlantic, Cape May and Cumberland Counties), in December 1964.

With the discontinuance of the Vineland Clinic on May 1, 1965, the After Care Clinic for that area has been operating on a weekly basis since May 1, 1965 in Millville. The Ancora and Atlantic City Clinics are still functioning as previously.

The Record Room and Steno Pool for Unit II was established on March 4 and has been functioning very satisfactorily.

1,877 patients, 277 employees and 242 Student Professional and Practical Nurses were fingerprinted, photographed and processed. Security Department now provides services for identification processing of patients on a seven day per week basis.

Atlantic City through the efforts of the Atlantic County Mental Health Association is endeavoring to obtain permanent quarters for a full-time Out-Patient Clinic, which at present is held once weekly.

The Millville Out-Patient Clinic is serviced on Thursdays by the psychiatrist of the Ancora Out-Patient Clinic, a psychiatric social worker of Unit II Inpatient, and a psychiatrist of Unit II Inpatient.

Total number of patients on assignment in Industrial Therapy during the year--750 male and 494 female--total 1244.

In keeping with the reorganizational plan, the occupational therapy staff-members were assigned to specific units and became directly responsible to the Assistant Medical Director in charge of the Unit to which they were assigned. The Occupational Therapy Director was moved into an advisory capacity within the Ancora complex and, along with other duties, was charged with the responsibility for coordinating the various services within occupational therapy.

The added philosophy under which occupational therapy would operate encompasses the idea that patients may be referred to any occupational therapy clinic in the Ancora complex which could provide for the patient the experiences and activities his physician desires. To eliminate more duplication of services, therefore, one major change in facilities and personnel was necessary.

The needlecraft activities were established in Cedar Clinic. Birch I and II were established for art and ceramic activities. Another change involved vacating the Larch Clinic to make way for the establishment of the Unit II Record Room. The Larch Shop was re-established on the second floor of the building.

In April authorization was made to establish the homemaking program in Birch I. The actual opening of this long-planned unit is still in the future, however, since all equipment is not yet in.

The total of participating patients in occupational therapy during the year was 1740.

### HOSPITAL UNIT III

During the past year selected patients from the closed wards were permitted to spend daytime hours on the open ward prior to their transfer to the open ward. This program proved quite successful and has aided in the patients' hospital adjustment and eventual release.

Weekly individual and group psychotherapy were conducted by the clinical psychiatrists, as well as by the Unit psychologist. Remotivation groups were conducted by ward personnel for closed-ward patients.

Conferences with Unit personnel were held concerning case presentations, ward problems, and current status of patients' treatment programs.

The Department of Fire and Safety had 33 fire calls and performed 140 investigations of employee-accidents.

Ancora's staff of psychologists continued in their primary role of performing psychological evaluations and also participated in individual and group therapy programs, patient-program planning, and staff development.

Patient participation in the various recreational therapy activities totalled more than 70,000. Included were such activities as movies, dances, swimming, gymnasium classes, tennis and golf, as well as ward activities.

The Ancora Volunteer Services provided a total of 6,058 hours of service to our patients. Their Canteen Cart earned \$6,939 on 169 trips to the wards. The clothing room served 1282 patients from both the hospital and home family care program. Among the other various types of service provided were patients' library, good-grooming course, cooking courses, as well as sponsoring Boy Scout and Cub Scout Units.

HOSPITAL UNIT IV

This Geriatric Unit has been operated at full capacity for the entire year and any vacancies which occurred due to patient releases or deaths were immediately filled through transfer from the regionalized psychiatric Units.

The hospital's Chaplains, administratively responsible to the Assistant Medical Director of this Unit, provided religious services throughout the hospital in both central and ward settings.

The Department of Public Health and Sanitation has maintained a good program of sanitation and has instituted an effective mosquito control program, in addition to performing routine control procedures.

A gift of \$30,000 was presented to the hospital for providing creature comforts for geriatric patients in this Unit. This generous donation by Miss Agnes C. Justice of Wildwood has made possible a continuing program to create a more comfortable and home-like atmosphere for these geriatric patients.

HOSPITAL UNIT V

This Medical-Surgical-Neurological Unit had a total of 262 patients admitted to its wards and the total number released from this Unit amounted to 55, of which 23 were transfers to other institutions. There were 434 deaths during the year and the year's autopsy rate was 38%.

There was a total of 145 operative procedures, of which 85 were major and 56 were minor operations. A total of 823 anesthetics was administered and 2,123 patients were seen by consultants in the various medical specialties.

The Dental Department registered 6,145 patient-visits, which included 2,153 admitting examinations. The Geriodontic Clinic continued to operate on a one-day per week basis to meet the needs of the elderly patients.

The Pharmacy filled 13,306 prescriptions and the X-ray Department registered 12,991 exposures. The latter figure included 5,620 patients and 522 employees.

The Physical Therapy Department treated 631 patients for various physical impairments and the Laboratory conducted 74,221 tests, representing an increase of 1,800 over last year's total. During the past year the Electroencephalography Clinic performed the following: 3,898 Electrocardiograms, 322 Electroencephalograms, and 8 Basal Metabolism Rates.

PERSONAL DEPARTMENT

During the year 248 employees were hired and 237 were separated. The turnover rate of 18.96%, slightly higher than last year's, compares favorably with that of industry. It has, in fact, become the lowest turnover rate among the New Jersey State Hospitals.

There were 72 employees promoted; the hospital's new policy of conducting tests for promotions in the non-competitive categories was utilized. Among the reclassifications this year were 2 graduate nurse positions to 2 Assistant Director of Nurses positions to provide the latter for the Hospital Units.

Success has been extremely limited in the recruitment of professional nurses, social workers, psychologists and occupational therapists. It is hoped that the new salary revisions will aid in reducing this critical problem.

In the area of employee health, annual physical examinations were given to 257 employees and tetanus toxoid inoculations were made available, without charge, to employees. The hospital's reported accidents totalled 362, of which 87 were lost-time accidents involving the loss of 451 work-days.

The Ancora Combined Charities completed its seventh year of operation on December 31, 1964. During the year approximately 77% of our employees participated in this voluntary-contribution program. Contributions during the year to charities are listed below:

March of Dimes	\$ 550.00
Camden County Heart Association	600.00
American Cancer Society	1,000.00
N.J. Mental Health Association	1,500.00
National Multiple Sclerosis Society	250.00
Salvation Army - Atlantic City	100.00
Salvation Army - Camden	100.00
Radio Free Europe	200.00
Hammonton Rescue Squad	100.00
Atco Ambulance	100.00
United Fund - Camden County	350.00
Muscular Dystrophy	325.00
Cerebral Palsy	275.00
Patients Welfare Fund	1,000.00
Total	<u>\$6,450.00</u>

The fifth annual Employees' Night attracted almost 500 employees and guests; 138 employees received various forms of recognition and awards achieved during 1964. Initiated at this activity were Employee-of-the-Year awards, which were given to an outstanding male employee and an outstanding female employee. Recreational activities for employees included a hospital bowling league, bowling tournament, a swimming program, a golf team, golf tournament, and a softball team.

The number of disciplinary actions for the year showed a marked decrease from those of the previous two years and there has been a decrease, as well, in the number of grievances instituted.

BUSINESS DIVISION

This year's daily average patient population was 2049 and the home family care daily average was 112; the combined averages represent a decrease of 46 compared to last year. A grand total of 5.50 million dollars in appropriated funds was expended; this represents a daily per capita cost of \$7.35. The county indigent rate of maintenance was increased from \$4.03 to \$4.08 per day and the private rate from \$8.06 to \$8.16 per day. A total of 2.86 million dollars was collected as revenue and credited to the State Treasurer.

All fiscal records were kept in the prescribed manner. The Central Office Data Processing Center continued to absorb additional institution revenue records, and the Purchasing Department expanded the open-end contract method of purchasing supplies. New equipment was purchased and other improvements were made in the Anchorage area. The sales for the year increased approximately 6%. The profits, as well as interest from the Patients Trust Fund, were used for patient welfare purposes such as the purchase of movies, tobacco, and air conditioning infirmary wards.

The Food Service Department provided meals for the patient population at a raw-food cost of .5516 per day. This amount was supplemented by Federal Surplus food items such as lard, flour, cheese, dry milk, margarine and rice at a value of .0889 per day. Surplus milk, pork, and vegetables were purchased from other State institutions when available, and local farmers donated many surplus items. Forty-three per cent of the patient population was served in the three cafeterias and the remainder by heated food-truck on the wards. In addition to regular and special diets, refreshments were served to the patients for parties and special occasions. New draperies were provided for the patient cafeterias, and a Qualheim vegetable cutter and mechanical can crusher were purchased for the kitchen. The bakery continued to supply Woodbine institution with 2,415 loaves of bread weekly. A daily average of 252 employees, who purchased their meals through the payroll-deduction plan, were served in the two employee-cafeterias, as well as 72 Leesburg inmate workers assigned to this institution. The department is operated by 103 employees, including four fully qualified dietitians, as well as experienced cooks and assistants.

The Housekeeping Department operated the ward-clothing and linen-exchange rooms which provide a daily supply for patient wards. Special clothing was purchased for Family Care patients. Mattresses were replaced as needed and ward furniture and window shades were repaired and replaced on an exchange basis. Two hundred ninety-eight new Fiberglas contour chairs and 152 metal wardrobes were purchased for patient wards. Janitorial services were furnished for all office areas, and tunnels and basement rooms were cleaned with the aid of outside workers during stormy weather. The shoe-repair shop fitted and issued 2048 pairs of new shoes in addition to doing necessary repair work. The sewing room repaired 78,121 items and manufactured 14,588 clothing and household items such as sheets, pillow cases and dresses. The laundry continued to provide daily service for this institution, as well as Vineland State School, Vineland Soldiers Home, and Leesburg Prison Farm. A total of 5,269,000 lbs. was processed; 65.8% of this amount was for Ancora and the balance for the other institutions. The plant was operated by 64



Leesburg inmates and one prison guard under the direction of four institution supervisors. The transfer of a surplus 60" extractor from Greystone Park Hospital, and the installation of a direct high-pressure steam line to the two mangles increased the efficiency and capacity of the plant. Equipment was serviced and repaired by institution mechanics as needed.

The Garage Department provided transportation and trucking service for all hospital departments for official business. All vehicular units including 3 buses, 17 passenger cars, and 29 trucks were serviced and repaired. This department also repairs 13 other gasoline-operated units for other departments. Two buses were used to transport prison-inmate workers from Leesburg daily; the third transported rehabilitation patients to the Camden area, and resident patients to recreation outings and picnics. The following new units were purchased as replacements: 4 passenger cars, 1 bus (61 passengers), 1 - 2½ ton van truck, 3 pickup trucks. The garage foreman died on December 13 and was replaced by a temporary appointment pending certification by the Civil Service Department. The present quonset hut, which is used as a repair garage and headquarters for this department, is small and inadequate and a proper type of building has been requested in the Capital Budget.

The Grounds Department, consisting of one supervisor and nine assistants, continued to maintain and further develop lawns, trees and shrubs. All areas were fertilized in the spring and fall; the spray schedule was maintained to control plant insects and mosquitoes. Additional trees and plants from the farm were planted around the patient buildings. Wood shavings were collected from local sawmills and used to mulch trees and shrubs. Representatives of the State Department of Agriculture and New Brunswick Experiment Station made regular visits and advised regarding fertilization and disease control. New building and road signs were purchased to replace the wooden signs. The greenhouse continued to provide valuable industrial therapy for patients, and produced flowers and plants for the wards. Yews, rhododendrons, and holly plants were propagated and will be used as future additions around patient buildings. The State Highway Department provided patching service for the macadam roads. The Grounds Department was also responsible for the daily maintenance of the sanitary landfill disposal, institution cemetery, as well as snow removal during the winter months. Industrial therapy patients and a small group of inmates from Leesburg were assigned to help with this work.

The Power Plant provided continuous service and all equipment was serviced and repaired as needed. The three 500 h.p. boilers were dismantled, cleaned, and inspected by the insurance carrier during the summer months. Funds have been appropriated to provide conversion equipment for these boilers, so that gas can be used instead of fuel oil during the off-heating season at a low rate. Electric service was purchased from the Atlantic City Electric Company and the emergency diesel generators were used on several occasions when the outside service was disrupted. A total of 1,524,558 gallons of fuel oil #6 was consumed at a cost of \$87,998.86. The four wells were operated in rotation and continued to produce a normal supply of water (combined total 1200 gpm). The Sewage Plant operated efficiently and equipment was serviced and repaired as needed. This plant was inspected periodically by the State Department of Health and New Brunswick Experiment Station.



The preventive-maintenance schedule was maintained and all buildings and equipment are in good condition. Annual inspection of all electrical facilities was completed by the Middle Department Association of Fire Underwriters and corrections completed. All facilities were serviced and repaired by our Maintenance Department except elevators, P.A. system, and televisions which are serviced by outside contractors. The following major repairs and improvements were completed during the year: exterior painting of 115 Edgewood and staff homes; installation of new gas furnaces in 10 staff homes; making an outside entrance to Larch Hall basement storage; new detention screens in the Main Hall O.T. room; new humidity control system for the operating room; installation of additional laundry equipment; and the interior painting of patient buildings and beds, with the assistance of patients. The following projects were in progress by outside contractors as of June 30: installation of air conditioning, third floor Main Hall; toilet partitions for patient wards; purchase of electrical utilities for Edgewood; building changes for Adolescent Unit; and structural changes for division of services by the Maintenance Department. The Maintenance Department shops are still located in Holly Hall basement. While the area is adequate for this purpose, it is considered to be a potential fire hazard and the Capital Budget includes a request for a suitable separate building.

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