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TENTH ANNUAL REPORT

OF THE

NEW JERSEY STATE HOSPITAL AT ANCORA

FOR THE PERIOD ENDING JUNE 30, 1964.

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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 Tenth Annual Report of the Board of Managers of the New Jersey State Hospital at Ancora.

The members of the Board point with just pride to the continuing high level of devotion and accomplishment maintained by the employees in their service to the patients. It is with the utmost appreciation that each Board member gratefully acknowledges the loyalty and dedication of the entire body of personnel to carry out the best possible programs for the patient population.

Fully aware of the importance of recreation in the total therapeutic milieu, the Board has effected a number of additions to the hospital's recreational therapy program. A completely equipped, eight-unit golf driving range was installed and has proved to be an extensively used asset. Of major proportion was the construction of three tennis courts, surfaced with bituminous concrete. Although completed late in the fiscal year, these courts have already demonstrated their value to the patients' outdoor program.

To augment the patients' pleasurable hours at the swimming pool the Board purchased additional redwood furniture for pool-side use. Further extension of the outdoor program included the purchase of redwood furniture with umbrellas to make it possible for geriatric patients to be comfortable outside. Also authorized by the Board was the construction of sheltered patios for each of the buildings for patients.

Undoubtedly the most sizeable of the individual projects taken on by the Board during the year was that of air conditioning the hospital's medical-surgical wards. At the close of the year this project is in the early stages of development. Fully recognizing the tremendous contribution this air conditioning can make to the health and comfort of these patients, the Board will relentlessly strive to have the project totally completed for use next summer.

In recognizing the importance of voluntary, community services provided the patients, the Board made its second annual presentation of Humanitarian Awards for the most outstanding contributions. Receiving this year's awards were Mrs. Emilie C. Williams, Medford; Mrs. Anna F. Brunt, Pemberton; and Mr. Albert J. Nesbitt, Philadelphia.

In assuming its responsibility for the assignment of hospital housing for employees, the Board unanimously adopted a new, written policy which

spells out in detail the rules and regulations. Although the new policy is inflexible, it is felt to be essential to meet the hospital's needs, as well as the somewhat organized demands of a community group.

The close of the year brought the reappointment of the following two members for the full three-year terms: Carl M. Ware, M.D., Ocean City; and Everett L. Jones, Esq., Pleasantville.

Respectfully submitted,

President

Vice-President

NEW JERSEY STATE HOSPITAL AT ANCORA

ANNUAL REPORT ** 1963-64

The past fiscal year saw Ancora embarked upon its tenth year of dedication in serving the mentally ill of southern New Jersey. Historically throughout this near-decade of service, especially during the past year, has been the appropriate blending of new concepts with those of a time-proven traditional nature. The aggressive integration of new, successful ideas into the hospital's overall operation is the basis of the progressive quality of Ancora's programs. The employment of this aggressive-progressive technique has extended throughout the hospital's basic triad of treatment, training and research.

TREATMENT -

In the general area of treatment there have been considerable innovations during the year. Inaugurated has been the regularly scheduled transporting of patients to Philadelphia, Camden and Haddonfield for rehabilitative purposes. The participating patients have thus been given the advantage of vocational testing and training in the rehabilitation centers.

Greatly expanded this year as a therapeutic device has been the greenhouse program for patients. Started the previous year, this horticultural addition has blossomed into a much used facet of the overall treatment program.

As a result of a meeting held with Administrators and Chiefs of Staff of general hospitals in this area, there has been a decrease in the number of admissions considered to be inappropriate. This joint effort has proven to be a fine example of effective hospital-community collaboration.

Additional recreational therapy activities have been implemented, thus affording our patients a more comprehensive and beneficial program. Of particular note has been the installation of three tennis courts for their use. In addition, groups of patients have been sent weekly to participate in bowling at a community bowling center. Of great interest and pleasure to the geriatric patients have been the semi-weekly bus rides given them to see the scenic areas of South Jersey. Meeting with enthusiastic response from all of our patients was the purchase of fishing equipment which made it possible for them to engage in this recreational pastime. The source of funds for all of these physical additions to the recreational program is profits derived from the Ancorage, the hospital's luncheonette and variety store.

Initiated during the year were plans to include a Suicide Prevention Center in the hospital's program. It is felt that such an organized unit is highly essential to the hospital's meeting its obligation to the South Jersey citizenry. Although funds for this project have not yet been made available, much of the necessary groundwork has been done in both the hospital and the community. To implement this special program, funds are necessary for the

installation of a telephonic system and for the increase in toll call charges. Also essential to providing a comprehensive service of this type are funds for the purchase of appropriate, educational movies to be shown to community groups.

Of undeniable value to the total treatment program of this hospital will be the decentralization and regionalization of hospital services. A committee established to work out this organizational change has been meeting for several months prior to the close of the fiscal year. Although this program is still in the formative stage, it is contemplated that the hospital will have three psychiatric units serving on a regionalized basis, a geriatric unit, and a medical-surgical and neurological unit. It is anticipated that this plan, calling for increased autonomy in the hospital units and county regionalization, will be placed into effect during the latter part of 1964.

TRAINING -

Appointed during the past year was a Director of Training whose responsibilities, for the first time in the hospital's history, are solely in the area of training and research. It is expected that such an appointment will lead to an increase of greatly needed programs of training throughout the hospital. This increase has already been reflected during the year in a number of innovations of effectiveness with which we meet our obligations to our patients and staff.

A Hospital Educational Faculty has been formed and the members have been giving training lectures to a great number of employees. Of particular note have been the continuing in-service training classes held to instruct non-medical personnel who work with patients in the industrial therapy program. Also started during the year has been an on-going program of lectures on psychiatric nursing for Public Health Nurses.

Consistent with the hospital's emphasis on training, a series of five-Hospital Management Seminars were attended by eleven members of the administrative personnel. This highly important series was arranged through Rutgers University Extension Service and conducted by Dr. Arthur Eckerman.

One of the highlights in the hospital's field of training has been the U.S. Public Health Service grant for a program of advanced training for professional and non-professional nursing personnel. Plans call for the projected in-service and continuing educational courses to extend over a five-year period and involve a total grant of \$125,000. The implementation of this training program, designed to reach about 500 nursing department employees will be a great stride toward our constant goal of providing the best possible treatment and care for the patients at Ancora. It will, further, relieve us of the need to request in the State budget four additional positions, three professional nursing and one clerical.

Installed this year were rooms with a two-way screen for training purposes. Both of these rooms have sound recording equipment and are employed as an observational training center for psychiatric residents, psychologists and affiliating student nurses.

There have been additions made to the psychiatric residency programs. Starting this year was an affiliation in psycho-therapy at the Institute of Pennsylvania Hospital. Also begun was a three-month affiliation at the Montclair Guidance Center for training in the treatment of emotionally disturbed children in a clinic setting.

Late in the fiscal year the Residency Program in Psychiatry was re-inspected by the Council of Medical Education and Hospitals of the American Medical Association; the results of this inspection will be known at a later date.

RESEARCH -

In the hospital's continuing research program there were important individual studies made by two clinical psychiatrists of the staff. The two staff members reported on their studies at the 120th Annual Meeting of the American Psychiatric Association held in Los Angeles, California. Dr. Trevor D. Glenn read his paper, "Geriatric Utilization of Psychiatric Hospitals". This study was made at Ancora to determine how the community utilized a public mental hospital for public geriatric admissions. Presented by Dr. Elmar G. Lutz was "Electroconvulsive Therapy and Cerebral Inhibition Chance of Susceptibility to Fracture During Electroconvulsive Therapy". This is a study which serves the need to combine therapeutic effectiveness of electroconvulsive treatment with reasonable safety from complications according to the basic medical concept of nil nocere.

Still in progress at the end of this year is a research study being made by the Director of Training. This study is an evaluation of a new, anti-depressant drug.

Ancora's willingness to aggressively pursue an appropriate course of expansion in the basic triad of treatment, training and research has been demonstrated in this report. This progressive spirit combined with the loyal and devoted service of the body of personnel has spelled another successful year for the hospital and its patients. As a direct result of these factors, Ancora has effected a reduction of its resident population despite the fact that the number of admissions has increased considerably.

In our budget we are requesting means to accomplish the following:

- A. Suicide Prevention Center
- B. Regionalization and decentralization
- C. Increased personnel for Children's Unit

- D. Increased medical-surgical personnel
- E. Increased Training
- F. Increased Pathological services

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SPECIAL SERVICES

The Volunteers provided more than 11,500 hours of service to our patients. The Canteen Cart earned \$5,930 on 163 trips to the wards. The Clothing Room served more than 1,000 patients from both the hospital and the Home Care Program. The Volunteers' assistance in the Patients' Library permitted it to stay open on many days when it ordinarily would have been closed.

There was increased attendance at religious services and the Chaplains report that all acutely physically ill patients received pastoral visits.

There were 62 fire and rescue calls. Amongst these were 8 mutual aid fire calls in which the hospital provided assistance to its neighbors in the community. All equipment held up well. The Volunteer Fire Company participated in intensive in-service training.

Vehicles assigned to the Security Department traveled a total of 44,488 miles on patrol. All operations were routine.

Environmental health and sanitation continues to be excellent. Periodic inspections are contributing to maintain this high standard. The program of tetanus immunization recommended by the Department will be put into effect during the fiscal year 1965.

Over 600 books were purchased for the various libraries and an additional 1,300 books were donated. Over 2,500 books were placed on the shelves on various wards and 1,400 books were circulated via the hospital book cart. The Patients' library now contains more than 6,000 volumes in addition to magazines and newspapers. The use of these facilities by our patients has increased during the past year.

TRAINING AND RESEARCH

The following changes took place in the Resident Training Program:

Affiliation with the Montclair Guidance Center, Essex County, for the training of third year residents was firmly established after exploration of its potentials on a tentative basis in Spring 1963.

The purpose of this affiliation is the teaching of psychiatric management of children and adolescents in a clinic setting.

The third year resident is required to spend one day and one evening weekly for three months at the clinic. He is engaged in diagnostic and therapeutic work under the supervision of a child psychiatrist.

The affiliation with the Curtis Clinic of Jefferson Medical College for the second year residents was terminated and replaced by an affiliation with the Out-Patient Department of the Institute of Pennsylvania Hospital, Philadelphia.

The third year residents spend five months full-time at this Out-Patient Clinic in order to acquire the skill and technique necessary for the treatment of neurotic patients.

Four second and four third year residents participated in the program. One first year resident was dismissed in the beginning of the training year.

At the beginning of this year a full-time Director of Training was appointed.

The following changes took place in In-Service Training:

The Educational Faculty of Ancora was instituted. This body consists of 13 members engaged in training. Its function is consultative and advisory to the Director of training in all matters of education and training of employees.

In-Service Training of non- and subprofessional personnel outside the Nursing Department was initiated and involved 110 persons to this date. Training was focused on the employee's role in service to the patient and the relationship of his work to the mission of the hospital.

In the Nursing Department a three weeks re-orientation course for attendants was initiated which so far involved all attendants working on first shift. It is still in progress in order to rotate second and third shift attendants through.

A course for psychiatric technicians was concluded with the graduation of 14 Psychiatric Technicians.

The following schools for professional nursing sent their students for affiliation in psychiatric nursing:

West Jersey Hospital School of Nursing
The Cooper Hospital School of Nursing
Our Lady of Lourdes School of Nursing
St. Joseph's Hospital School of Nursing

A total of 112 Professional Nurse Students received their psychiatric training at this hospital during the past year.

The following schools for Practical Nursing sent their students for affiliation in psychiatric nursing:

Division of Vocational & Adult Education	-	Atlantic City
Camden County Vocational School	-	Camden
Cape May County Vocational - Technical	-	Cape May
Ocean County Vocational - Technical	-	Toms River
Salem County Vocational - Technical	-	Penns Grove
Sussex County Vocational - Technical	-	Newton
Burlington County Vocational - Technical	-	Burlington

A total of 191 Practical Nurse Students received their psychiatric training at this hospital during the past year.

Our hospital was awarded a Mental Health Training Grant of \$25,000 annually for five consecutive years by the U.S. Department of Health, Education and Welfare for the purpose of expanding In-Service Training in the Nursing Department.

CLINICAL SERVICES

During the fiscal year 1963-64 this hospital admitted 2,301 patients, which represents an increase of 425 patients over last year's total. One-thousand five-hundred and sixty-five of this total was first admissions representing an increase of almost 300 patients. Six-hundred and seventy-two patients were readmissions, which represents a small increase over last year's total. Fifty-nine patients were transfers from other institutions and five represents the birth rate during the fiscal year. The number of patients released totals 1,822 excluding 446 deaths. The autopsy rate for the past fiscal year was 41%.

The Out-Patient Department with its branches in Camden, Atlantic City and Vineland, continued to serve the South Jersey communities and the total patient visits for the fiscal year amounted to 5,816, representing an increase of 6% over the previous fiscal year. Our Out-Patient Department also gave the affiliate student nurses an opportunity to observe and share the functions and services offered to the Out-Patients.

The Nursing Department continued with its educational programs for Professional Student Nurses as well as Practical Nurses. Approval for accreditation was again received from the New Jersey Board of Nursing on November 12, 1963. The total number of Professional Nurse Students affiliating was 112 and Practical Student Nurses was 191.

Despite several resignations of qualified social workers, the Social Service Department continued to improve in its performance and increased the extent of its services to the patients. It has also laid the ground work for the establishment of a social workers student program in affiliation with accredited graduate schools in this area. A total of 4,659 casework interviews were conducted in the hospital and 1,229 family care interviews were carried out during the past fiscal year. The Family Care Program carried a daily average of 116 patients and it is expected that this figure will increase to 125 during the coming fiscal year.

The Recreational, Occupational and Industrial Therapy Departments continued their effort in the rehabilitation of our patients which is reflected in the following figures:

70,334 patients participated in the various activities and programs of the Recreational Department such as movies, dances, ward activities, swimming, gym classes, etc.

1,286 patients were assigned to various Industrial activities of whom 535 were released during the fiscal year. Combined efforts by the Chiefs of the various services, as well as Occupational Therapy, to move acutely ill patients into Occupational Therapy early in their treatment, has been reflected in a more rapid turnover of patients within the program. As anticipated in the previous fiscal year, an additional activity for this department was provided by the approval of equipment of the rehabilitative unit in home-making which will benefit a considerable number of our patients, especially long-term hospitalized patients. . The number of participants in the various Occupational Therapy activities total 1,240 which represents a considerable increase over the previous fiscal year.

While the psychological evaluations continued to be the primary contribution of the psychiatric teamwork, psychologists participate in group and individual therapy programs, patient program planning, and staff development. The Psychologists own in-service training as well as the training

program for the psychology intern, continued to be important aspects of the psychological activities of this hospital. The total number of tests and interviews performed was 1,805.

The total number of operative procedures during the past fiscal year was 122 of which 58 were major and 59 were minor operations and five deliveries.

A total of 515 anesthetics were administered and 3,544 patients were seen by our consultants in the various specialities.

The Dental Department registered 5,962 patient visits, 1,955 of which were admitting examinations. The Geriodontic Clinic in Elm Hall continues to operate on a one day a week basis to serve our senior citizens located in that building.

Our Pharmacy filled 14,936 prescriptions, while the X-ray Department registered 10,828 exposures. 4,800 patients and 673 employees were examined during the fiscal year by the X-ray Department.

The Physical Therapy Department treated 751 patients for various physical impairments, carrying out gait training, crutch training, whirlpool bath, massage, etc.

During the same period of time, our Encephalographers took 3,010 Electrocardiograms, 228 Electroencephalograms and 9 Basal Metabolism Rates.

The increase of the admission rate to this hospital is reflected in the Laboratory tests conducted during the past fiscal year which totaled 72,366 representing an increase of 8,000 over last year's total.

During the past fiscal year the Rehabilitation Counselor, who was assigned to this hospital, made arrangements with various vocational facilities in our catchment area and many patients who completed their vocational training could be returned to society into full-time employment situations.

PERSONNEL

During the year 238 employees were hired and 214 were separated. The turnover rate amounted to 16.42%; last year's rate was 20.26%. Our turnover rate now compares favorably with industry in general and is an indication of good morale in the hospital.

A summary of employee disciplinary action follows:

<u>ACTION</u>	<u>NURSING DEPARTMENT</u>	<u>OTHER DEPARTMENTS</u>
Official Reprimand	64	7
Suspension of 5 days or less	34	11
Allowed to resign	1	
Removed	1	2
Suspended pending final action		1
	<u>100</u>	<u>21</u>

A comparison of grievances filed follows:

Year	<u>No. of Grievances Settled at</u>			In Process	Total
	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>		
1963-64	3	5		3	11
1962-63	3	4	6	1	14

It is noted that the three "in process" in 1963-64 were settled at Step 4 in 1962-63.

The Civil Service Commission heard an appeal of a dismissed Recreation Assistant. No determination has been made at this date. They also heard an appeal of an Institutional Attendant who was dismissed for sleeping on duty; the Commission upheld the dismissal.

In the area of employee health, annual physical examinations were given to 219 employees and influenza inoculations were made available to employees for a minimal fee. 143 employees participated in the latter. After failing last year, the employees this year met the quota for blood donations in the Red Cross Donor Program and thereby qualified the hospital for coverage for blood needs of all employees and their immediate families for one year.

Recreation activities for employees included a hospital mixed bowling league, a bowling tournament, a swimming pool program, a table tennis tournament, a golf tournament, a golf team and a softball team.

A different approach in attempting to solve the sick leave problem was initiated. It embodies comparisons of sick leave usage by department; list of this information on all bulletin boards plus listing the best ten departments in the "Ancora Briefs"; and requiring reports to the Medical Director from the department heads whose records appear to be poor.

The Fourth Annual Employees' Night attracted a record 550 employees and guests. 155 employees received various forms of recognition achieved during 1963.

In the field of employee-management relations, the local union achieved some recognition by enlisting the aid of the N.A.A.C.P. in combating

their "problems". Management responded by clarifying policies on promotion, transfer, recruitment and selection of employees and on employee housing. Scheduled monthly employee-management meetings were attended sporadically by the union. The Civil Service Association's Atlantic County Council was relatively quiet; the Camden Council has picked up some members at the hospital and a little activity occurred in their members' behalf. An appeal is again made in the interest of obtaining written policies from the Department of Civil Service and the Department of Institutions and Agencies on employee-management relations.

An analysis of the Suggestion Award Program follows:

<u>Total Suggestions Received</u>		<u>Suggestions Approved by Hospital Committee</u>	<u>Ancora Suggestions Approved by the State Committee for Cash Awards</u>
1963-64	24	7	0
1962-63	52	13	3

It is perhaps obvious that fewer suggestions are being offered because of the low rate of approval. Another deterrent to the suggestor is the long delay encountered in acting on suggestions.

The Ancora Combined Charities completed its sixth year of operation on December 31, 1963. During this period approximately 78% (75% in 1962) of our employees participated. Contributions to charities are listed below:

March of Dimes	\$550.00
N.J. Heart Association	600.00
American Cancer Society	1,000.00
N.J. Mental Health Association	1,500.00
Salvation Army - Atlantic City	50.00
Salvation Army - Camden	50.00
Radio Free Europe	100.00
National Multiple Sclerosis Society	250.00
Hammonton Rescue Squad	100.00
Atco Ambulance Unit	100.00
United Fund of Camden Co.	350.00
Muscular Dystrophy Association	325.00
Patients Welfare Fund	1,000.00
United Cerebral Palsy	275.00
	<u>\$6,250.00</u>

This year saw an increase in charity donations to 11 of 12 charities and the inclusion of 2 more contributions (Salvation Army - 2 branches). This year saw a greater contribution - \$6,250.00, as compared to \$5,545.00 contributed last year.

Students from the Commercial Department of Hammonton High School again affiliated at this hospital as a part of their on-the-job training program. No stipend is paid to them.

BUSINESS DIVISION

A daily average of 2091 patients, a decrease of 64 from the previous year, was maintained at a cost of \$6.82 per day. A total of 5.41 million dollars in appropriated funds were expended for current maintenance, and 2.79 million was collected for maintenance and credited to the State Treasurer. The following increases in daily maintenance rates were effected during the year: private \$6.50 to \$8.06, county \$3.65 to \$4.03. The operation of the Data Processing Center in the Central Office assumed responsibility for maintaining patient revenue records and preparing monthly maintenance bills; this work was discontinued at the institution. The Purchasing Department expanded the purchase of materials through annual open end contracts with vendors making it possible to secure direct deliveries of material as needed. The Anchorage commissary continued to provide service for patients, relatives, and employees. Sales for the year increased 4.01%. Profits were used for patients' welfare including the construction of three tennis courts.

The Food Service Department continued to serve adequate and wholesome meals at an average percapita cost of .5519. In addition to regular and special diets, refreshments were provided for special occasions. One half of the population was served in the large cafeteria and the remainder on the wards where they reside. A monthly meal ticket system was adopted to regulate meals served to employees who pay through the payroll deduction plan. An average of 64 Leesburg inmates were served as well as student nurses, volunteers, official guests, etc. Purchase of raw food materials included farm surpluses from other State institutions (57% of milk supply). This supply was supplemented by donations from Federal Surplus and local agriculturists. The kitchens, dining rooms, and equipment were maintained in good condition. All areas were painted, and new utilities and floor were installed in the garbage refrigerator area. The bakery furnished 2,534 loaves of bread weekly for Woodbine State institution. Four fully qualified dietitians and 100 employees were assigned to operate this department. In-service training courses were conducted and semi-annual physical examinations were provided for all employees.

The Housekeeping Department supplied all patient wards with clean clothing, linens, toilet articles, and cleaning supplies as needed. The following new furniture was purchased for patient areas: 283 plastic contour chairs, 7 drug refrigerators, and 172 wardrobes. Mattresses were repaired by State Use Industries and 52 new rubber core mattresses were purchased as replacements. The Sewing Room repaired linens and clothing where necessary, and manufactured such items as sheets, pillow cases, dresses, blouses, etc. The Shoe Shop issued new shoes and repaired old ones as required. The Clothing Committee met monthly to solve operating problems and effect improvements in patient clothing and ward supplies. The Laundry was operated by sixty-three Leesburg inmates under the supervision of one prison guard and three institution instructors. The inmates were transported from Leesburg by institution bus. A total of 5,126,000 lbs. was processed, approximately 65% was for this institution and the balance for Vineland State School, Vineland Soldiers Home, and Leesburg Prison Farm. The equipment was serviced and repaired as needed by the Maintenance Department and safety

inspections were made periodically by the insurance carrier. Major repairs and improvements included new drive for 60" extractor, new cylinders for dryer, materials for recharging water softener, new steam reduction station and return lines for two mangles, and repainting interior of plant.

All vehicles were serviced routinely and repaired as needed. The three buses were used daily to transport inmates to Leesburg, and patients to Camden area for rehabilitation training. Transportation was provided to all departments as requested. The following new units were purchased as replacements: five passenger cars, two station wagons, one 36 passenger bus, and one 2½ ton van truck.

The lawn areas received proper care and the fertilization, pruning, and spray program continued. An additional twelve acres were seeded and landscaping was improved by the planting of trees and shrubs from the institution nursery. The sanitary landfill was maintained daily. During the winter season the following work was done by the personnel: cutting and burning of underbrush in wooded areas, snow removal from roads and walks, replacing trees, shrubs, etc. The greenhouse provided valuable therapy for a daily average of 15 patients. Cut flowers and potted plants were provided for patient wards, and various types of shrubs were propagated and delivered to the farm nursery. Leesburg Prison Farm continued to utilize the 80 acres of farm pasture for their heifers. The development of the lake which was discontinued in the Fall will be resumed when repairs to the shovel are completed.

The Power Plant gave continuous service. All equipment was serviced and repaired as needed. The boilers were inspected periodically by the insurance carrier. The five emergency electric generators were test operated for two hours monthly. A total of 1,562,988 gallons of fuel oil was used. Electric service was purchased from the Atlantic City Electric Company. The four wells are producing a normal supply. The current water analysis shows that the treatment is not correct and the state engineers are studying this matter. The Sewage Plant operated efficiently and was inspected periodically by the State Department of Health. Repairs are currently being made to the concrete walls of the trickle filter beds.

The annual inspection of electrical equipment and utilities was completed by the Middle Dept. of Fire Underwriters and all violations were corrected. The preventive maintenance inspection and repair system was continued and all buildings are in good condition. The following major repairs or improvements were completed during the year: additional heating units installed in basement occupational therapy rooms in Main, Cedar, and Holly Halls; thirteen roof type ventilating fans installed in Elm Hall; partitions for isolation sections installed in Main Hall; replaced hot water heaters in 100 Edgewood homes; replaced asbestos shingle roofs on ten staff homes. An outside contractor repainted the 400 M gallon water tank as well as the flag pole. Funds were provided from the institution Welfare fund for three Macadam tennis courts which were constructed

by an outside contractor. The maintenance shops are located in the basement of Holly Hall which is a patient housing unit. These shops are considered to be a potential fire hazard and the Capital Budget includes a request for suitable building for this purpose.



Harry H. Brunt, Jr., M.D.
Medical Director and
Chief Executive Officer