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NINTH ANNUAL REPORT

OF THE

NEW JERSEY STATE HOSPITAL AT ANCORA

FOR THE PERIOD ENDING JUNE 30, 1963

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

Profoundly aware of the employees' continuing loyalty and devoted efforts in serving the patients of this hospital, the members of the Board express deepest appreciation to the entire hospital staff for their outstanding contribution to the growth and success of the hospital program. Having received official notice of the hospital's full re-accreditation by the Joint Commission for the Accreditation of Hospitals, the Board proudly points to this distinctive award as a symbol of the dedicated work of Ancora's body of personnel. Each Board member joins in voicing heartfelt thanks to the staff for this year again successfully meeting the traditionally high standards of care and treatment for the patient population at Ancora.

Fully recognizing, as well, the size and import of the voluntary services provided the patients by individuals and organizations from the community, the Board this year inaugurated a program of annually presenting Humanitarian Awards for the most outstanding contributions. Two individuals and three organizations received Humanitarian Awards this year for their voluntary expression of generous efforts which enhanced the therapeutic atmosphere of the hospital and made the hospitalization of the patients more pleasant. Receiving awards were Mrs. Gertrude N. Bailey; Mr. Jerry Vogel; Hammonton Jaycees; American Legion Auxiliary, Camden County; and Veterans of Foreign Wars Auxiliary, Department of New Jersey.

Of particular significance has been the Board's development and expansion of The ARC, the outdoor recreation project which was undertaken by the Board to more fully meet the patients' needs for recreational therapy. This year saw the completion of the greenhouse phase of The ARC project, as well as the addition of adjoining flower gardens for the prescribed use of the patients. Also installed was a smaller greenhouse next to Maple Hall, a building for geriatric patients; this was specially designed to meet the needs of these older patients. Having been advised of the highly therapeutic nature of these new facilities for many of the patients, the members of the Board have found the sizeable task of sponsoring this overall project a most satisfying and rewarding experience.

As a result of a survey of the condition of television sets in the patient areas, the Board determined that total replacement of these sets was indicated. With the purchase and installation of thirty-five new sets the patients now have the benefit of larger screens for viewing and of minimal viewing-interruption because of set failure.

Consistent with the Board's traditional practice of steadily working toward goals which will afford increased benefits to the patients, there are several projects at varying stages of planning at the close of this fiscal year. Among the already authorized plans expected to be completed in the coming year are the air-conditioning of the medical-surgical wards for men and women; the construction of three tennis courts; the bituminous concrete surfacing of one-half of the Spruce Hall recreation yard; the construction of golf driving-range facilities; and the installation of cyclone-fence backstops at the two baseball fields for patients.

The close of the year brought the re-appointment of the following two members of the Board: Mrs. Bryant W. Langston, Wenonah; and Dr. John S. McQuade, Ventnor.

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 \*\* 1962-63

A goal has been defined as "an end that one strives to attain". At Ancora the word and its definition have become an integral part of the work-lives of the hospital personnel. Their discussion, after due deliberation, of "goals" plays a highly important role in the hospital's constant and relentless striving to achieve higher standards of service to the patient population.

Just recently the hospital's division and department heads again expressed in writing the goals toward which their units desire to progress. Though individually expressing these aims, each one was mindful of the manner in which such aims might fit into the overall plan and philosophy of the hospital. They outlined their progress during the past year and related how this progress might continue unceasingly toward bringing greater benefits to the patients we serve. It is considered most worthwhile that a delineation of some of their discussions be shared in this annual message.

A valuable milestone in the successful growth and development of this hospital over the past several years has been the progress in decentralization. Although the initial phase of this process--bringing the formation of four relatively autonomous services--was brought about without the need for additional personnel, the indicated need for expansion of the decentralization concept now bears an accompanying need for additional personnel in a wide variety of job classifications. Through gradually acquiring these new positions, the hospital could move toward not only more complete decentralization, but also toward ultimately organizing the hospital services on a geographical, or county, basis.

All areas in the hospital are engaged in active, intensive treatment but many are staffed as custodial units. This is not conducive to good medical care or economical operation.

Initiated this year was a "7-day Hospital" plan. Included thus far in this calendular extension of service to our patients are the clinical laboratory and the EKG department. Although presently conducted on this limited basis, the "7-day Hospital" plan has already demonstrated the potential value of full patient-services on weekends.

Further development and implementation of the 7-day program would make possible undelayed services for weekend admissions and, reduced by a similar period of time, a resultingly shorter hospitalization-stay. Through this shortening of in-patient hospitalization, the patient would thus benefit from the program. Reduced hospitalization would also reflect in reduced hospital costs. It is urgently hoped that favorable budgetary consideration will make available a sufficient number of additional personnel positions to afford the hospital the opportunity to expand this plan more fully.

The past year brought to the hospital for the first time the assigned services of a Rehabilitation Counselor and the gradual growth of a program

under his direction has achieved fine results. This program has afforded our patients a limited availability of vocational testing, job training and employment in the community--all vital factors in the ultimate rehabilitation of our patients.

Undeniable, however, is the fact that the program has been seriously hampered because of transportation difficulties brought on by the need for driving these patients to various areas. To adequately meet the program needs at this stage of development it is necessary that the hospital obtain an Aerobus-type vehicle, which will carry more patients than a station wagon. Equally essential, is the service of an additional driver to operate such a vehicle. Further justifying these needs would be their use in bringing day-patients to the hospital on the return trip from taking rehabilitation patients out in the morning, as well as returning day-patients to the community on the trip to pick up the rehabilitation patients later in the day.

Closely allied with above-cited needs in connection with community-located, rehabilitative measures is the great need for the services of a Supervisor of Industrial Therapy to more adequately meet the patients' therapeutic needs within the hospital itself.

The past year saw the first full year of the operation of our hospital-based Out-Patient Department. The work of this unit, combined with that of our Camden Out-Patient Department, has been highly valuable in hospitalization-screening, in after-care of former patients and in out-patient treatment. The services of this phase of the hospital operation is undeniably reflected in the reduced number of our first admissions for the year. Of the past year's total admissions 68.6%, or 1288, were first admissions, as compared to 75.1%, or 1484, for the previous year. This sizeable differential of 6.5% can be directly attributed to increased out-patient services.

The proven merit of the hospital's present out-patient facilities indicates a high priority for expansion of this type of service. Since the Atlantic City area furnishes such a high percentage of the hospital's admissions, it is considered imperative that an out-patient facility be established there. With operation and staffing similar to our present departments, such an installation would greatly aid not only in adequately meeting the psychiatric needs of the area's residents, but also in further reducing the number of first admissions to the hospital. The remoteness of the hospital, as well as transportation difficulties, makes it extremely difficult for that area's residents to come to the hospital-based department, which already carries a very heavy workload. The availability of a nearby clinic would not only eliminate this difficulty, but would also undoubtedly result in attracting earlier in their illnesses those for whom psychiatric attention is indicated. Such early attention given by a full-time psychiatric team at a more accessible clinic in the community would greatly aid in adequately meeting the psychiatric needs of the area's residents, as well as in further reducing the number of first admissions to the hospital. Reduction of admissions means, of course, reduction of hospital costs.

Placed into operation this year as a therapeutic device for our patients

were the hospital's new greenhouses. The larger greenhouse is a three-section unit which is located in the newly developed, recreation area. The smaller one adjoins a building for geriatric patients to better meet the needs of this group of older people.

Conceived and operated solely to help the patients, these additions have effected a dramatic response from the many patients participating in this form of therapy. Notably important, also, is the remarkably high interest of the women patients. The obvious success of this recently developed program of horticultural therapy demands, therefore, that the administration give high priority to its budgetary request for the assignment of a therapist to this area of work.

The administration's adherence to a policy of working toward expansion of its "Open Door" program has been expressed this year by the inclusion of three more wards. With these additional "open wards", the program now includes 17 of this facility's 32 wards, thereby further enhancing the therapeutic atmosphere of the hospital.

There has been considerable expansion of the hospital's multi-faceted training program. Among the past year's innovations have been the affiliation of psychiatric residents at Temple University School of Medicine for training in psychosomatic-medicine; graduate training for psychiatric technicians; a Rutgers University course in supervisory practices for nursing supervisors; the addition of another class and another hospital to our affiliation program for professional nurse students; and a complete revision of our general orientation program for new employees. There has been, furthermore, a strengthening of the hospital's in-service training programs in most areas.

Further increase in the tempo and range of the training programs is indicated to keep this hospital apace of modern practices in care, treatment and rehabilitation of the mentally ill. The hospital has, however, reached the point where such educational growth cannot be effected without additional training personnel. Certainly highly essential to this growth are the requested positions of Assistant Director of Education and Instructor of Nurses.

These are but several of the expressed goals of our personnel. These, then, are but several of the goals of this hospital served by this loyal and dedicated body of personnel. In part, these goals express "the end that we strive to attain". This end cannot be attained, however, without the appropriate support of responsible leaders in our State government.

#### SPECIAL SERVICES

The year saw a slight advance in training activities, but this continues to be limited by the availability of funds and training personnel.

The Psychiatric Residency Training Program developed an affiliation in Psychosomatic Medicine with Temple University School of Medicine, Department of Psychiatry. During the year two Residents graduated from the training program and were appointed to the psychiatric staff.

The Student Nurse Affiliate Program continues to operate smoothly. A course of seminars in Hospital Supervision for all Nursing Supervisors was organized with the assistance of the Institute of Management and Labor Relations of Rutgers University. Members of the Food Service Department attended a Food Service Supervisors' Training Course given at the Johnstone Training and Research Center. Courses in Public Health and Sanitation were held for all Food Service personnel. Members of the Security Department attended the six-week course given at the New Jersey Police Academy at Sea Girt. The Medical Record Librarian attended an Institute on Specialized Medical Record Department Management. The Supervisor of the X-Ray Department attended refresher courses given by the American Society of X-Ray Technicians. An in-service training program was developed for all Psychiatric Technicians in an attempt to provide them with post-graduate training and experience.

The Resident Chaplains report increased attendance at religious activities. The Patients' and Medical Libraries continued to develop in both quantity and quality. Additional books and magazines were placed on the wards for use by patients.

A multitude of services were provided our patients by sixty-six Volunteers working on a regular basis and a number of Volunteers who came into the hospital for special projects. They contributed 9620 hours of service.

Security Department operations were routine. Environmental health and sanitation are excellent throughout the hospital. There were fifty fire calls and sixteen heavy-rescue calls; these include fifteen Mutual Aid fire calls in which service was provided to surrounding communities.

#### CLINICAL SERVICES

The average resident population for the 1962-63 fiscal year was 2,155 which is an increase of 20 as compared to the previous year. Admissions which totalled 1,876 represent a decrease of 100 patients as compared with last year. Included in this total figure were 1,288 first admissions and 553 readmissions, with 34 transfers and one birth. The number of patients released totalled 1,579, excluding 381 deaths.

Since the establishment of our Out-Patient Department, the number of patients seen has increased steadily and the figure of 5,506 patients visits is 900 over the figure of the previous year. A great number of the patients seen in these out-patient facilities were kept out of the hospital which may account for the decrease of our total admissions. Further efforts will be made to establish full-time out-patient clinics in the Atlantic City as well as the Vineland areas.

The Nursing Department received continued approval from the New Jersey Board of Nursing for Professional Nurse Student affiliation in Psychiatric Nursing; and the total number of professional nurse students was 113 for the last fiscal year. The Nursing Department is also continuing with its educational training program for Charge Attendants, Practical Nurse Students, Psychiatric Technicians, as well as a selected group for remotivation techniques.

The Social Service Department, as in previous years, continued its Casework Interviews which is reflected in the following numbers: 5,077 interviews in the hospital; 1,863 Family-Care interviews as well as 378 Field Visits. During the 1962-63 fiscal year we had, at one time, 122 patients on Home Family Care; this figure, however, had to be reduced because we were forced to close several homes for various reasons. The total at the close of the year, therefore, was 107.

The Recreational, Occupational and Industrial Therapy Departments continued to contribute a great deal to the rehabilitation of our patients which is indicated by the following figures: 85,782 patients attended the various recreational activities such as dancing parties, bingo games, ball games, swimming, variety shows, etc; 1,107 patients were assigned to various areas in the Industrial Therapy program, 418 of whom left because of their discharge from the hospital. The Occupational Therapy Department provided the opportunity for 384 patients to participate in the various workshops throughout the hospital. Occupational Therapy services were also expanded during the last fiscal year and a program was developed for teenage boys and girls throughout the hospital.

The Psychology Department continues to develop its program within the psychiatric team on each of the subdivisions of this hospital. Both in-service as well as out-patient departments benefited from this arrangement which is reflected in the total number of 1,512 tests performed.

A total of 111 operations were performed during the year; 50 of these were major operations, 60 minor operations and one delivery. A total of 373 anesthetics were administered and 3,544 patients were seen by our consultants in the various specialities.

In the Electroencephalography Department, 3,075 EKG's, 223 EEG's and 14 Basal Metabolism Rates were completed.

The X-ray Department showed a marked increase over the figures of last year, as shown in the total number of 10,582 exposures completed on 4,209 patients and 544 employees.

In treating 667 patients, the Physical Therapy Department gave 8,037 treatments, which included gait training, muscle tests, diathermy, whirlpool baths, massage, exercise, etc.

The Dental Department has expanded its services during the year by establishing a Geriodontic Clinic in Elm Hall, which is a building for geriatric patients. It also has added to its equipment a highspeed hand-piece and an ultrasonic prophylactic instrument. A total of 5,772 patients visited this department during the fiscal year for various treatments.

Our hospital Pharmacy filled 17,974 prescriptions and arranged various medical displays by the various drug manufacturers.

The number of laboratory tests completed was 64,407, which represents a decrease from last year's total which could be due to the low admission



rate which was mentioned previously in this report. The autopsy rate was 41% which represents a 10% increase over last year's figure.

The first step of a new program was instituted last year, namely, the "Seven-Day Hospital" which includes the Laboratory, as well as the EEG and EKG Department. Many patients have benefited from this arrangement which makes vital laboratory data immediately available, and thus enables the physician to institute the proper treatment without unnecessary delay.

During the last fiscal year, this hospital finally obtained the service of a Rehabilitation Counsellor. Despite the fact that this program has been in operation only a brief period of time, many patients have been placed in work-shops, retraining centers and full-time employment situations. The trend clearly indicates this service is of vital importance and an expansion of this service is contemplated for the coming year.

#### BUSINESS DIVISION

The average daily resident patient population for the year ending June 30, 1963 was 2,155. The total cost of operating the institution was 4.85 million dollars which represents a per capita cost of \$6.17 per patient per day. Approximately 2.45 million dollars was collected from relatives and counties for maintenance of patients, etc. and forwarded to the State Treasurer. An accounting system was set up on June 1, 1963 to handle the records for the new policy of charging for psychiatric services to patients treated in Out-Patient Clinics. A lower tariff contract was signed with the Atlantic City Electric Company which will result in a saving of \$12,000 per year. Additional savings can be effected if the electric service for Edgewood can be purchased through the institution bulk meter. All records were kept in the prescribed manner and the State auditors completed an audit of the fiscal records for the two year period ending June 30, 1962. The Anchorage commissary continued to provide service to patients, relatives and employees. The sales were 1.5% lower than the previous year. The profits were used to purchase tobacco, television sets, greenhouses, etc.

The Food Service Department provided an adequate and wholesome diet at a cost of \$.55 per day. Approximately one half of the patients were fed in the Service Building, and meals for the balance were transported via heated trucks and served on the wards where they reside. Special diets were provided where needed. Special refreshments were served for many patient parties and activities. New service kitchens were installed in four patient buildings. All food was bought by the State Purchasing Department and delivered as needed except fresh fruits and vegetables which were bought locally on competitive bids with Federal inspection at the time of delivery. Approximately one half of the milk supply was purchased from Leesburg Prison Farm and many surplus items were purchased from other institution farms. The monthly allotment of Federal Surplus food items was a very valuable addition to the diet. Meals for employees were furnished on a payroll deduction plan and served in the employees' cafeteria. An average of 48 student and practical nurses, as well as 70 Leesburg inmates were also served on all working days. The bakery continued to provide an average of 2,630 loaves of bread per week for Woodbine institution. Five supervisory employees attended an eight session training

course on "Supervisors in Food Service" given by Rutgers University and seventy-one employees attended an eight session course in sanitation which was given by the institution sanitarian.

Household supplies such as bedding, toilet articles, and cleaning supplies were furnished to all departments as needed. Mattresses were repaired by State Use Industries and 157 new Napco foam mattresses were purchased. One hundred thirty-six fiberglass chairs were purchased and 166 straight and rocking chairs were declared surplus and transferred to other institutions. The Welfare Account provided funds for the purchase of 35 new 21" television sets to replace the old sets on patient wards. Patients' clothing such as dresses, underclothing, shirts, and pillow cases were made and repaired in the Sewing Room. The Shoe Shop issued new and repaired shoes to patients where needed. The patient paint detail continued the program of redecorating the interior of patient buildings; a total of 1886 beds were repainted. Broken furniture was sent to the Maintenance Shops for repair on a weekly schedule and a total of 80 large library tables were equipped with formica tops. Clean linens and clothing were delivered to each institution ward on the basis of a closet level quota. Laundry service was also furnished for Vineland State School, Vineland Soldiers Home, and Leesburg Prison Farm. The Laundry was operated by sixty-three Leesburg prison inmates under the supervision of one prison guard and three institution supervisors. An institutional repairman is permanently assigned to perform daily service and minor repairs to all equipment. Major repairs are made by other members of the Maintenance Department at night or on weekends when the plant is not operating. Equipment is inspected periodically by the Hartford Insurance Company and corrections made according to their recommendations. A problem of improper main steam control valves was referred to the Bureau of Maintenance for study. A surplus conditioning tumbler was sold and receipts were credited to appropriations.

The Vehicular Transportation Department continued to furnish cars and drivers as needed for all institution departments. The enrollment of patients in vocational and rehabilitation work in Camden and Philadelphia during the past three months required two trips a day, and an extra bus and driver have been requested for this work. All units were serviced and repaired routinely. Repairs and service were done for other departments on request from the Central Office. The following three new units were received as replacements: 3/4 Ton Pickup Truck for Fire Department, 3/4 Ton Step Panel Truck for Maintenance Department, and 2 1/2 Ton Panel Truck for general hauling. The repair garage is located in a quonset hut building which provides space to repair only one unit at a time. Additional space is needed for efficient operation of this department.

The appearance of the institution grounds continued to improve as the shade trees and shrubs grew in size. All lawn and plants were fertilized in the Spring and Fall and a spray schedule was followed to control plant diseases and insects during the summer months. Two Greystone Park bulldozers were assigned to grade and develop thirteen acres of land in the rear of Edgewood and Staff Homes which were seeded in the Fall. The development of

the lake along Spring Garden Road continued and the humus material was used to develop the lawn areas. The following work was done during the winter months: clearing of underbrush in wooded areas, controlled burning of all wooded areas, and collecting of holly and laurel from the Wharton Tract for the institution grounds. Twelve acres of pasture land were reseeded at the farm and an average of 31 heifers were pastured. During stormy weather the personnel of this department were assigned to cleaning and painting of tunnels, food service building, geriatric wards, etc. There were a total of 29 burials in the institution cemetery. The sanitary landfill disposal was maintained in a satisfactory manner. The State Highway Department provided the necessary maintenance of all institution roads and also enlarged the parking lot at the Service Building and applied amesite hard top material to driveways of six buildings. The new greenhouse has provided daily activity for an average of 30 men and women patients. It produces flowers and plants used for patient wards and flower beds, as well as the propagation of plants for institution grounds. A patient garden area has been developed adjacent to this building where interested patients can grow their own flowers and vegetables.

All Power Plant equipment was serviced and maintained in good operating condition. The three boilers were inspected routinely and approved by the Hartford Insurance Company. The installation of new exterior boiler plates was completed. An order has been issued for replacement of three metal stacks. The five diesel generators were tested and operated two hours monthly and are in good condition. The four deep wells were operated in rotation and are producing a normal supply of water. New soda-calgon type water treatment equipment was installed for Wells #4 and #5 and analysis of samples shows that the treatment is satisfactory. The Sewage Plant was serviced and repaired as needed and is operating efficiently. New piping was installed for the chlorine tanks to improve the efficiency of the operation.

Annual maintenance contracts were issued for complete service and maintenance of elevators, P.A. system, and television sets. All institution buildings and equipment were serviced and repaired by the institution Maintenance Department. An annual inspection of all electrical equipment and utilities was completed by the Middle Department of Fire Underwriters and all recommendations corrected. The periodic preventive maintenance inspection and repair program for all buildings and equipment was continued. The following replacements or improvements were completed: new rear doors for all Edgewood Homes; new combination storm doors and windows for the Staff Homes; new service kitchens for four patient buildings; new evaporator condenser for operating room air conditioner; thirteen new water coolers for patient wards; new ceiling type ventilating fans for Maple Hall; new clothing bins for shower rooms; new master television antenna for four employee buildings. The repainting of the interior and exterior of all buildings continued as planned.

A new three section greenhouse 34' x 97', with attached 21' x 42' potting shed, was completed in the Fall. This building was constructed by inmates and patients in cooperation with the institution Maintenance Department, at a cost of \$35,000 which was financed by the Welfare Fund. A smaller greenhouse, 14' x 18', was also constructed near Maple Hall for the use of geriatric patients housed in that building.

PERSONNEL

During the past year 236 employees were hired and 230 were separated. The year's turnover rate was about 2% less than that of last year.

The recruitment of nurses still remains a critical area; some new "breakthrough" is sorely needed to solve this problem.

A new program for new employees was instituted including fewer lecturers plus the addition of a bus tour of the grounds and a tour of buildings.

Arrangements were made with Rutgers University to provide a course in supervision for our nursing supervisors.

A new Employee Handbook was published with distribution being made to the supervisory level and to each new employee.

An Employee Attitude Survey was conducted with the primary objective to determine the level of employee morale; the results indicate a very satisfactory level.

In completing its fifth year of operation, the Ancora Combined Charities this year made contributions totalling \$5,545.00, an excess of \$670.00 over the previous year.

*Harry H. Brunt, Jr., M.D.*

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

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GENERAL SERVICES DIVISION