

the  
psychoGRAM

1 9 6 8

Annual Report  
OF THE  
Managers and Officers  
OF THE  
New Jersey State Hospital  
At Greystone Park

July 1969

*The New Jersey State Hospital  
Greystone Park*

STATE OF NEW JERSEY

Department of Institutions and Agencies

BOARD OF CONTROL

Governor Richard J. Hughes, *Ex-Officio*

Lloyd B. Wescott, *President*

Frank J. Hughes, M. D.

Frank E. Walsh

Mrs. Stevens Baird

James D. Compton

Mrs. Betty B. Iselin

John J. Magovern

Raymond Brown

Robert H. Weber

Lloyd W. McCorkle, *Commissioner*

the  
psychoGRAM

*Vol. 54, No. 1 July 1969*

1968 ANNUAL REPORT

The New Jersey State Hospital at Greystone Park

BOARD OF MANAGERS

Scriven S. Evans, *President*

Willard M. Hedden, *Vice-President*

Mrs. William N. Gurtman

James Z. Peepas

Mrs. Joseph C. Cornwall

Archie Crandell, M. D.

*Medical Superintendent and Chief Executive Officer*

Published once a month by the New Jersey State Hospital at Greystone Park  
Printed by the O. T. Dept. Single copies 15¢ Subscription \$1.50 a year.  
Entered as second-class matter August 21, 1916, at the Post Office at Greystone Park, N. J.  
Under the Act of March 3, 1879

**THE**  
**NINETY-THIRD ANNUAL REPORT**  
**OF THE**  
**MANAGERS AND OFFICERS**  
**OF THE**  
**NEW JERSEY STATE HOSPITAL**  
**AT**  
**GREYSTONE PARK**  
**FOR THE YEAR ENDED JUNE 30TH**  
**1968**

**BOARD OF MANAGERS**

*President*

SCRIVEN S. EVANS ..... Paterson

*Vice-President*

WILLARD M. HEDDEN ..... Dover

MRS. WILLIAM N. GURTMAN ..... Passaic

JAMES Z. PEEPAS ..... Kinnelon

MRS. JOSEPH C. CORNWALL ..... Short Hills

---

HAROLD M. PRETTYMAN, *Secretary*  
Parsippany

## OFFICERS

ARCHIE CRANDELL, M.D.

*Medical Superintendent and Chief Executive Officer*

THEODORE GEBIRTIG, M.D.

*Deputy Medical Director*  
Director Unit VII (Training & Education)

WILLIAM H. LONGLEY, M.D.

*Assistant Medical Director*  
Unit I (Bergen)

AKSEL PUSTROEM, M.D.

*Assistant Medical Director*  
Unit II (Passaic)

FRANK D. FENIMORE, M.D.

*Assistant Medical Director*  
Unit III (Morris, Sussex & Essex)

EDWARD I. KESSLER, M.D.

*Assistant Medical Director*  
Unit IV (Medical-Surgical)

DANIEL G. MELVIN, M.D.

*Assistant Medical Director*  
Unit V (Geriatric & Chest Disease)

JUAN B. PULIDO, M.D.

*Assistant Medical Director*  
Unit VI (Children)

JOHN T. NEAL, JR.

*Business Manager*

RICHARD R. GESSNER

*Assistant Business Manager*

**New Jersey State Library**

This hospital is

ACCREDITED

by the

JOINT COMMISSION ON ACCREDITATION OF HOSPITALS

of the

AMERICAN COLLEGE OF PHYSICIANS

AMERICAN COLLEGE OF SURGEONS

AMERICAN HOSPITAL ASSOCIATION

AMERICAN MEDICAL ASSOCIATION

and

APPROVED

by the

AMERICAN MEDICAL ASSOCIATION

Council on Medical Education and Hospitals

for

RESIDENCY PROGRAM IN PSYCHIATRY

## TABLE OF CONTENTS

---

	Page
Financial Report .....	6
Report of the Board of Managers .....	7
Report of the Chief Executive Officer, Introductory .....	9
Health .....	15
Statistical Resume .....	15
Unit I (Bergen County) .....	17
Unit II (Passaic County) .....	17
Unit III (Morris, Sussex, Essex) .....	18
Unit IV (Medical-Surgical) .....	19
Surgery .....	19
Neurology .....	20
Eye, Ear, Nose and Throat .....	21
Podiatry .....	21
Shock Therapy .....	22
Dentistry .....	22
Pathology and Bacteriology .....	23
Pharmacy .....	23
Health Services for Employees .....	24
Unit V (Geriatric, Chest Disease) .....	24
Roentgenology and Electrotherapy .....	25
Unit VI (Children) .....	25
Unit VII (Training, Education) .....	27
Nursing .....	29
Social Service .....	34
Outpatients .....	35
Psychology .....	36
Activity Therapies .....	36
Religious Services .....	38
Appointments and Resignations .....	39
Business Department .....	40
Recommendations .....	48
Loss of Employees by Retirement or Death .....	48
Conclusion .....	49
Statistical Tables—Standard Forms .....	Appendix

**Financial Report**  
**Cash Receipts and Disbursements**  
**Fiscal Year Ended June 30, 1968**

COUNTY	RECEIPTS
Atlantic .....	\$ 1,695.16
Bergen .....	1,147,910.46
Burlington .....	2,350.14
Camden .....	4,906.08
Cumberland .....	3,257.72
Essex .....	669,877.91
Gloucester .....	960.99
Hudson .....	246,005.81
Hunterdon .....	3,125.02
Mercer .....	4,673.00
Middlesex .....	30,229.49
Monmouth .....	14,853.87
Morris .....	406,743.88
Ocean .....	4,985.62
Passaic .....	886,188.39
Salem .....	2,191.29
Somerset .....	9,204.16
Sussex .....	96,571.69
Union .....	47,104.02
Warren .....	8,015.52
Total—County Patients .....	\$ 3,590,850.22
Non-indigent Patients .....	504,973.75
State Contributing Patients .....	42,721.82
County Contributing Patients .....	102,347.85
Maintenance Recovery .....	605,785.37
M.A.A. (Received from Patients Fund) .....	214,979.89
M.A.A. .....	4,398,179.40
Outpatient Revenue .....	3,045.00
Miscellaneous Receipts .....	2,958.28
Sale of Livestock .....	5,525.48
Sale of Waste Material .....	1,340.27
Sale of Salvageable Materials .....	1,578.30
Receipts Credited to Appropriation .....	13,359.13
Telephone Call Tax .....	225.14
Grand Total .....	\$ 9,487,869.90

**DISBURSEMENTS**

Amount of Collections Deposited with the State Treasurer and Division of Purchase and Property .....	\$ 9,487,869.90
--	-----------------

## Report To The Commissioner

To the Honorable Lloyd W. McCorkle,  
Commissioner of Institutions and Agencies:

The Board of Managers of the New Jersey State Hospital at Grey-stone Park presents to you its ninety-third report, together with the report of Dr. Archie Crandell, medical superintendent and chief executive officer, for the fiscal year ended June 30, 1968.

During the fiscal year the Board of Managers has continued its close relationship with Dr. Crandell and members of his staff, and we make consistent efforts to promote the accomplishments of the officers and employees in the care of our patients by advice and encouragement and also by making conditions and needs known to those having authority over institutions and the funds of the State of New Jersey.

We have been greatly concerned during the past year with the continued shortage of personnel in all departments. We started the year with 2,016 employees and continued an extensive recruitment program but had 1,977 employees on June 30, 1968, a decrease of 39. This problem has been brought to your attention at various times and your staff has made efforts to assist us, but even with this assistance we have been unable to compete with salaries paid by industry in a highly industrial county.

Considerable changes were required in the physical plant to complete our sectionalization of the entire hospital and we have continued the program of improvements to the water supply and sewage system.

We are proud of the educational program sponsored by the hospital and feel that the program has been of tremendous value in the training and upgrading of medical and nursing personnel.

On July 1, 1967, there were 4,518 patients on the records of the hospital; on June 30, 1968, there were on the books 4,351 patients, a decrease of 167 patients. At the close of the year there were 4,333

patients (including 4 special treatment cases) resident in the hospital, a decrease of 149 patients, including 137 on temporary visit and 114 carried on the family care program, and 8 were carried as missing. During the year there were admitted 1,978, an increase of 110, of which 1,090 were first admissions. The discharges numbered 1,582 regularly discharged, 536 recovered, 1,027 improved and 19 unimproved. The deaths numbered 489 and the total number under treatment was 6,496. The number transferred to other institutions was 39.

Eleven regular meetings of the Board were held during the year with an attendance of 53; committee meetings and visits numbered 60, which made 113 recorded visits to the hospital by Board members. In addition, there were conferences held off the grounds or outside office hours which were not listed in the records. Dr. Sam S. Barklis and Mr. Richard T. Horschler resigned as members of the Board for business reasons. Mrs. Joseph C. Cornwall of Short Hills was appointed October 10, 1967, for an unexpired term ending June 30, 1970. There were two vacancies at the end of the fiscal year.

Mr. Hedden and Mrs. Gurtman were absent once, President Evans attended 9 meetings, Mr. Peepas 8, Dr. Barklis 5, and Mrs. Cornwall attended 7 meetings following appointment in October 1967.

The Committee on Annual Report has received and reviewed the report submitted by Dr. Archie Crandell, medical superintendent and chief executive officer, and concurs in his comments and recommendations.

This Board of Managers has a sincere interest and we have continued to work diligently for the best interests of our patients and the hospital. We spend considerable time with the management of the hospital, we are fully aware of the needs of the hospital and we support the budget requests and make every effort to justify the budget and maintain standards for the care and treatment of our patients. We appreciate the able and willing cooperation and devotion given us by you, Commissioner McCorkle, Dr. Davis and other members of your staff.

We express our appreciation to Dr. Archie Crandell, medical superintendent and chief executive officer, and his entire staff for their cooperation in meeting the difficult problems and they have our deepest gratitude and confidence.

Respectfully submitted,

SCRIVEN S. EVANS, JR., President  
WILLARD M. HEDDEN, Vice President  
IDA GURTMAN  
JAMES Z. PEEPAS  
BARBARA CORNWALL

## Report of the Chief Executive Officer

### To the Board of Managers:

I have the honor to present this, the ninety-third annual report of the New Jersey State Hospital at Greystone Park, which covers the fiscal year ending June 30, 1968.

During fiscal year 1968 our inpatient population was reduced to a daily average of 4,267 and admissions increased to 1,978 patients. Admissions were 110 more than last year but we closed the year with 168 fewer patients on the books, having had a decrease of 89 patients under treatment during the year. At the close of the fiscal year there were 4,092 patients resident in the hospital, 114 on family care, 137 on temporary visit and 8 patients missing, a total of 4,351 on the books.

The admissions included 1,090 first admissions, 855 readmissions, 29 transfers from similar hospitals in New Jersey and 4 special cases admitted for medical or surgical treatment from North Jersey Training School at Totowa. There were 1,582 discharges, 536 as recovered from their psychoses and 1,027 as improved. During the year 489 patients died. There were 6,496 patients under treatment during the year and our maximum census was 4,529 on August 25th.

Our hospital continues to be fully accredited by the Joint Commission on Accreditation of Hospitals and our three-year psychiatric residency training program is approved by the Council on Medical Education and Hospitals of the American Medical Association.

One of our major achievements for the year was the sectionalization of the hospital. While our buildings are not physically designed for subdivision into geographically-based sections, some physical changes were undertaken and the new system is able to function in spite of the need for improved facilities. Our staff worked steadily toward a decrease in our census with the favorable results outlined in our statistical resume; a more personal approach to each patient's problems has been encouraged.

In addition to the medical director, our staff consisted of 13 clinical psychiatrists of all grades, 4 of whom were grade I and served as Unit directors, and 2 in grade IV were part-time. There were 37 physicians of all categories; of 10 physician-specialists, 3 in grade I were Unit directors; 9 were visiting physicians and 3 were part-time physicians. The necessity for staffing by units has emphasized the acute shortage, particularly of psychiatrists.

A shortage of men employees in the nursing department and in food service continued. At the close of the year there were only 211 men attendants (to 739 women) providing scant coverage for the many areas where men were needed, necessitating the assignment of women employees to these areas. A severe loss during the year in the graduate nurse category was due to non-competitive salaries. During the year 824 persons were hired and 863 employees terminated their services, an annual employee turnover of 43.6 per cent.

The low salary ranges were a severe handicap in recruitment of both professional and sub-professional employees, and meager fringe benefits also failed to serve as an attraction. Located as we are in a highly competitive area where industry commands the labor market, both recruitment and retention of personnel were indeed hampered. In spite of approximately \$10,000 spent for advertising during the year, the shortage of personnel throughout the hospital continued.

The children's program, centered in the building opened for use in May 1967, has made excellent strides and has elicited many favorable comments and active interest from community agencies. The attractive and convenient building has made it possible for the staff to increase its individual attention to patients, with a noticeable improvement in the behavior of the children. Based on the number of new admissions to the Children's Unit, there was a discharge rate of 80 per cent for the fiscal year. The home economics area was completely equipped for teaching home skills. A laundry including clothes washer and dryer was installed in the basement so that the children's clothing could be laundered in the building, eliminating the losses previously experienced. Group sessions

with parents on Friday evenings were started. The school program was continued on primary, elementary and secondary levels. During the summer of 1967 a display of the children's art was included at the Morris County Fair. A summer program provided visits to the community for the children on a regular basis; swimming periods and field trips to zoos, museums, historical landmarks and state parks were most successful. Some of these activities were continued throughout the year, financed through Title I federal funds, for all youngsters of the hospital under the age of 21. Classroom space is inadequate and better educational facilities are needed.

A continuing shortage of personnel limited the scope of our activity therapies; professionally trained occupational therapists, teachers, recreation workers, librarians and industrial therapists are needed. New Jersey salaries are not competitive with surrounding states and local communities.

The occupational therapy program was sectionalized during the year and the staff continued to provide treatment for all patients referred, a daily average of 522 patients. The staff also provided training for professional and non-professional personnel. Six patients received high school equivalency diplomas.

Industrial assignments continued and the average daily number of working patients was 1,211. The majority of the assignments were for food service, housekeeping and work about the grounds.

Recreational activities, both indoors and outdoors, were provided for all age groups. Music, particularly for the religious services, was an integral part of the program. Patients under 21 years of age took part in a Christmas show, which was an outstanding success. A daily total of patients actively involved in all events averaged 889.

There was an increase in volunteer assistance to the hospital from individuals, community groups and industrial firms as well as the hospital auxiliary, the Greystone Park Association. A building previously used for storage was refurbished for the use of the Association, a much needed facility. There was a total of 326 individual volunteers and 271 community groups, providing 11,777 volunteer hours of service.

Our three paid library workers, supplemented by volunteer and patient help, furnished full-time service to patients and hospital employees in our Clinic Building, Main Building and Dormitory Building libraries.

There was a loss of 32 graduate nurses during the year; we had fewer foreign nurses come to us for affiliation which, in the past, has been a good source of recruitment.

A total of 919 students was enrolled in the nursing education pro-

gram; this included 213 affiliate nursing students from seven schools of nursing, 71 graduate affiliate nurses, 66 affiliate practical nurses from three schools, 65 Level III students including 4 LPN's, 40 Level II aides, 295 Level I trainees plus 61 summer aides.

In the chest disease service patients with active tuberculosis increased to 35 as a result of our regular hospital-wide chest survey program. The remainder of their 256 patients have other respiratory and chest conditions such as emphysema, new growths and chronic bronchial conditions. The wards have been refurbished with new floor covering and fresh paint, with much of the work done by our own patients.

In the Medical-Surgical Unit better patient care was made possible by the reorganization of the Clinic Building, where the acutely ill, the post-operative, the long-range medical and the long-range surgical patients are treated. Additional space for medical and surgical patients was secured through the transfer of the shock therapy service to the Reception Building. Separate medical and surgical divisions have been established. Elevator service in the Clinic Building is a pressing problem. Difficulties in securing weekend and after-hour coverage by laboratory and x-ray technicians have been encountered. Our surgeons performed a total of 196 surgical procedures and treated a total of 142 fractures. There were 1,041 consultations held by our staff of specialists, an increase of 210 over the previous year.

There were 170 patients who received a complete course of combined insulin and electroshock therapy. One doctor requested transfer to another Unit as he had no personal malpractice insurance. Orientation sessions in insulin coma and electroshock therapy were conducted for visiting students from various schools and colleges. In April the shock therapy service was moved to the Reception Building, where it occupies wards 5 and 6.

Our pharmacy started the year with one of our lowest inventories, under \$40,000. For the Medical Account \$313,900 had been appropriated and in May it was necessary to request an additional \$15,000, bringing the total to \$328,900, just slightly more than our original request of \$327,000. All manufacturers in the medical field increased their prices. Tranquilizing and energizing drugs still account for the greater part of our expenditure of funds in this account. There was also a greater use of disposable items.

Our social service department made an excellent adaptation to the Unit system and provided top-level coverage for six of the seven Units. Prerelease planning has helped to keep our readmission rate low. Non-competitive salaries prevented sufficient recruitment to carry out our

projected program and made retention of the staff difficult. The Halfway House program has progressed and only the funding remains. The rehabilitation program has helped to keep some patients in the community and reduced our return rate.

Family care maintained an average level of 110 persons. Fifty patients were separated from family care; 25 were employed and 14 placed on public assistance. Some difficulty has been experienced in working with the Bureau of Institutional Services; it has been suggested that they should assume full responsibility for family care, thus releasing some of our social workers for assignment to the Units.

The outpatient department continued to play an important role in rehabilitation of released patients and in the prevention of readmissions. Referrals to the department were made by the respective Units and each Unit director was responsible for staffing. The largest number of applicants for outpatient service were from the Morris-Sussex-Essex area (Unit III) due to the proximity to the hospital; psychiatric residents in training helped with some of the case load. There were 310 new outpatient applications received during the year, 223 of which were former hospital patients. With our critical shortage of staff, efforts to obtain aftercare service at a community level were intensified.

Our excellent religious program conducted by four full-time chaplains effectively served our large hospital family of both patients and employees. For the first time in the history of the hospital 13 Catholic patients (6 children and 7 adults) received the Sacrament of Confirmation, conferred upon them by Bishop Lawrence Casey of the Paterson Diocese. One of our Protestant chaplains received his Master's degree in theology from the Princeton Theological Seminary. An increased number of volunteers from community clergy and lay groups gave assistance in the religious education programs for both Protestant and Catholic patients and made frequent visits. Regular services for patients by Episcopal, Greek Orthodox and Hebrew clergy were also conducted throughout the year.

The psychology department has expanded appreciably in its activities. Psychodiagnostic evaluations of 253 patients were made. A group therapy program involving eleven groups of patients was conducted; selected patients received individual therapy on referral and diagnostic interviews were held. Our hospital became the nucleus for the training of psychology interns and externs within the Department of Institutions and Agencies; there were nine interns trained in our psychology department. Three research papers were presented by members of the staff at various national psychological meetings. Recruitment is still a problem; however, one full-time clinical psychologist was recruited and two Ph.D. consultants

worked full time during the current summer.

Some additional problems continue to exist: We still have a large number of geriatric patients; however, social workers in that Unit are working closely with M.A.A. to help in mobilizing our older patients, which should reduce our geriatric inpatient population. We trust that liability insurance for all of our medical staff will be provided. Further housing for staff is of top priority and has been a continuing need for some time in order to both attract and retain personnel. We again emphasize our need for additional personnel, particularly psychiatrists, graduate nurses and male employees in nursing and food service; there is also a marked shortage of maintenance workers.

Our water consumption continued to rise; there were 37,584,000 more gallons of water used last year than in the previous year. Two new wells were drilled but the pumps and connecting pipe lines are yet to be installed.

Two new rotary trickling filters were installed at the sewage plant and are in operation.

The installation of new aluminum awning-type windows, stainless steel security screens and interior doors was completed, and a similar installation on ward 52 was about 75 per cent finished by the end of the fiscal period.

The final phase of the replacement of the fourth floor gutter of the Main Building was completed.

New lighting was installed in the basement of Main Building South.

The ten-year program of repointing the masonry of the entire Main Building was completed; general repointing was done at the Reception Building and the employees cafeteria and is now underway at the Clinic Building.

Dualizing of the deep well high voltage feeders was completed and new transformers and switching equipment were installed in Voorhees-Knight Cottage.

Work was completed on converting the old "parole" or storage building into a new headquarters for the Greystone Park Association; new heating, electric lighting and flooring were installed, and it was opened in June 1968.

In our goals for the coming years we will continue all our efforts to reduce the size of our hospital population, utilizing the various drug therapies, group therapy, remotivation and the expansion of our family care, halfway house and other rehabilitative programs. We will continue development of our outpatient service and of constructive working relationships with community mental health centers as they are organized.

We will increase the educational opportunities for all our patients, particularly those under 21, and the in-service training for employees of various categories and levels. We will work toward the improvement of patients' comforts, including better quality and service of food and greater variety in clothing.

Sectionalization of the hospital into six semi-autonomous sections, three of which are geographically oriented psychiatric sections, has been only partially accomplished and still requires some structural changes to complete. In the Clinic Building the medical-surgical section is developing a general hospital facility with the usual specialties and consultative services and the full implementation of the program requires additional material and supplies. The work of the children's section is being hampered by inadequate classroom facilities which must be provided. The geriatric and chest disease section is still markedly crowded with the older and less self-sufficient patients and efforts will be made to find alternate placement for many in this category. All sections are understaffed.

Recruitment of doctors, nurses and aides must be increased by offering better salaries and more liberal benefits so that the programs can be accomplished. It is important that definite plans for the training and education center receive final approval so that construction can be authorized and begun. This facility will also provide a residence for our nurses and allow the expansion of training programs not only for nurses but for our doctors and for the various disciplines within and without the hospital, including affiliation with university and medical school programs.

### Health

The employees and patients have maintained generally good health throughout the year. Each new employee received a careful examination including laboratory tests and psychiatric screening when indicated and all patients on admission were given thorough physical, mental and laboratory examinations. All new employees and patients received initial chest x-rays and routine x-rays recheck was made of the entire population twice during the year. Frequent examinations of all food handlers were conducted.

### Statistical Resume

General Data: During the year ending June 30, 1968, there were admitted 1,978 patients (1,013 men and 965 women). This figure is 110 more than last year. The admissions included 1,090 first admissions

(560 men and 531 women), 855 readmissions (436 men and 418 women). 29 transfers from other similar hospitals in New Jersey (17 men and 12 women) and 4 special cases, all women, admitted for medical or surgical treatment from the North Jersey Training School at Totowa. The above figures include 64 women, transferred from the North Jersey Training School at Totowa for psychiatric treatment. The number of patients discharged, including deaths, was 2,145 (1,116 men and 1,029 women), making a decrease of 167 patients on the books at the close of the year.

There were under treatment during the year 6,496 patients (3,133 men and 3,363 women), which was 89 less than the preceding year. The maximum census for the year was 4,547 obtained on July 14th and the highest number actually in the hospital during the year at any one time (including temporary visits and family care) was 4,529 on August 25th. The average daily number in the hospital, including family care, was 4,267. At the close of the year there were in the hospital 4,206 patients (1,934 men and 2,272 women), including 114 patients (28 men and 86 women) carried on the family care program; 137 patients (75 men and 62 women) were carried on temporary visit and 8 patients, all men, were carried as missing. This is a decrease of 60 patients outside the hospital and a decrease of 107 patients actually in the hospital at the close of the year.

**Discharges:** The total number of those discharged was 1,582 (817 men and 765 women). Of this number 536 (292 men and 244 women) were considered to have recovered from their psychoses. A total of 1,027 patients (516 men and 511 women) were discharged as improved and 19 patients (9 men and 10 women) as unimproved. In addition to those discharged, 32 patients (sex offenders), carried on either parole or escape status, were transferred to the jurisdiction of the Diagnostic Center at Menlo Park; 39 patients (31 men and 8 women) were transferred to other similar hospitals in New Jersey; also, 3 special cases, all women, admitted from the North Jersey Training School at Totowa for medical or surgical treatment, were returned to that institution. The discharge figures include 1 man, committed under the Sex Offenders Act (Chapter 207, Laws of 1950), also 69 women, admitted from the North Jersey Training School at Totowa for psychiatric treatment, were returned to that institution, 2 were discharged from temporary visit and 2 died.

**Deaths:** During the year 489 patients (236 men and 253 women) died. This is a death rate of 7.53 per cent based on the number under treatment.

The average age at death was 73.04 years, being .80 years more than last year.

### Unit I (Bergen County)

Dr. William H. Longley, clinical psychiatrist I and Board Certified in Psychiatry, was appointed assistant medical director to head Unit I (Bergen County). Staff assigned to his Unit included Paul D. Valvo, M.D. clinical psychiatrist, II; Rafael G. Morales, M.D., clinical psychiatrist III; Alfredo Castro, M.D., physician specialist II, and Joseph Tully, D.O., physician III. William A. Johnson, R.N., was named assistant director of nursing, and Patricia Reynolds social work supervisor II.

In the Reception Building ward 11 (women) and ward 12 (men) and the six wards on the first floor of each wing in the Main Building were allocated for Unit I patients. Certain areas were painted and better lighting installed. Already equipped with infirmaries, areas for intensive supervision and direct access to exercise yards, the space assigned was the most functional.

In November 1967 there were 623 patients housed on these wards; through transfers to proper Units, the average census of Unit I was decreased to 543, and on June 30th the census was 548.

During the year Dr. Longley attended several planning sessions for comprehensive community mental health centers in Bergen County and made contact with mental health resource agencies in that county. The Hackensack Hospital Comprehensive Mental Health Center is already functioning in Area 49 and Greystone Park is represented on its governing committee by Dr. Longley who is a non-voting member. Bergen Pines has its application in for Federal funds and is well along toward accreditation as a community mental health center for Area 46, and other developments in the County are in the planning stages. The establishment of these centers and the active interest of the Mental Health Association appears to be wielding a large influence as shown by the relatively few admissions we are having from a county of 800,000.

### Unit II (Passaic County)

To serve as chief of Unit II (Passaic County) Dr. Aksel Pustroem, clinical psychiatrist I, was appointed assistant medical director. His staff included Dr. Ildefonso Esteban, clinical psychiatrist IV; Dr. Herman Weiss, physician II; Dr. Rosa Vilmanis, clinical psychiatrist IV; Dr. John Pelaez, physician III, and Dr. Tacettin Turedi, physician specialist III. Mary Bindas, R.N., was assigned to the Unit as assistant director of nursing and Bernice Williams as social work supervisor II.

Unit II consisted of a total of 15 wards: wards 8 and 10 (men) and ward 9 (women) in the Reception Building and all 12 wards on the second floor of the Main Building, six for men and six for women. The need for

additional bed space was most urgent and ward 32, where the Main Building visiting hall was situated, became a focal point. Plans were made to relocate the ushers' office and visiting hall and also to convert an old treatment room into a dormitory for 12 beds. Other structural changes were considered for the near future as the programs are developed and expanded.

At the end of November 1967 there were 708 Passaic County patients housed in all three psychiatric Units. However, the changeover in record keeping at the end of February showed 532 patients actually resident in the Unit II wards. On June 30th the census was 571.

To maintain the best possible relations with the general public contacts were made with the 26 agencies, hospitals and clinics which deal with matters of mental health in Passaic County. Dr. Pustroem has had contacts with the psychiatric service at St. Joseph's Hospital and with St. Mary's in Passaic where the establishment of an inpatient, adequately staffed psychiatric ward is planned. Through the efforts of Dr. Pustroem, Miss Williams and the Board of Health of Greater Paterson, Service Area 53, a new program of follow-up home visits by the Public Health Nurses Association in Paterson has been established; a similar arrangement is being developed in the Clifton-Passaic area. Both Dr. Pustroem and Miss Williams continued to participate in the Community Mental Health Councils of Areas 53 and 54.

### Unit III (Morris, Sussex and Essex Counties)

Dr. Frank D. Fenimore, clinical psychiatrist I, was appointed assistant medical director to head Unit III (Morris, Sussex and Essex Counties). Staff assigned to Unit III were Hubert Felger, M.D., clinical psychiatrist II; Thomas V. Morton, M.D., physician specialist II; Nelly Nittel, M.D., clinical psychiatrist IV; Frank Cuellari, D.O., physician III, and Gabor Somjen, M.D., physician III. Assigned as assistant director of nursing was Sophie Longley, R.N., and as social work supervisor II, Betty Norfleet.

The Unit consisted of ward 3 (women) and ward 4 (men) in the Reception Building and the sixteen wards on the third and fourth floors of the Main Building. The two wards in the Reception Building require some structural changes and general improvements to properly serve for acute therapy and admission areas. Infirmary wards for men and women patients, dining facilities for the bed patients and for those with difficulty in walking, and security areas comprised the immediate needs for the Main Building wards of the Unit. Plans have been made for intensive care areas where electro-shock treatments and group and individual

therapy will be given. Extended care and open wards also played an important part in the immediate planning.

The census of Unit III was 991 on June 30th, a decrease from the January 1968 figure of 1,128. An average of 43 patients a month were admitted from the Tri-County area, and 40 patients a month discharged.

Dr. Fenimore and his Unit staff attended meetings with community mental health groups in Morris and Essex Counties. Dr. Fenimore also cooperated with the Aftercare Clinic for Drug Abuses in Morristown, and met with the Rehabilitation Commission concerning the care of stroke patients as well as with the group of psychiatrists in the Morris County area for discussion of mutual problems.

#### Unit IV (Medical-Surgical)

Dr. Edward I. Kessler, physician specialist I, was assigned to head Unit IV (Medical-Surgical) as assistant medical director. His staff included Francisco J. Ancaya, M.D., physician specialist II; Juana P. Caceres, M.D., physician specialist III; Robert H. Bendy, M.D., physician specialist II; Miron Luhowy, M.D., physician III; Nathan Spiegel, M.D., physician III; Jan M. Chrobok, D.O., physician III; Yashaszini Desai, M.D., physician IV; Amedeo Esposito, M.D., clinical psychiatrist II; and Rafael Morales, M.D., clinical psychiatrist III. Also, Oscar H. Cohen, M.D., Frank J. Gasser, D.S.C., John E. Hughes, M.D., Henry Liss, M.D., Aaron Ruhalter, M.D., Walter R. Talmage, M.D., Seymour S. Van-Wiemokly, M.D., and Joseph Zigarelli, M.D., all visiting physicians.

Unit IV, as the medical-surgical facility of our hospital, continued to occupy the Clinic Building. However, to create additional space for medical and surgical patients, the insulin-ECT division was transferred to the Reception Building, wards 5 and 6, and was continued under Unit IV. In the Clinic Building some physical changes were begun, additional equipment ordered and the medical staff assigned, part to the medical division and part to the surgical division, effecting better patient care.

On June 30th the census of Unit IV was 251, of which 46 were on the shock therapy service.

#### Surgery

Dr. Edward I. Kessler, a Fellow of the American College of Surgeons, had the assistance of a full-time surgeon, Dr. Francisco Ancaya, and two visiting surgeons, Drs. John Hughes and Aaron Ruhalter.

There were 196 surgical procedures, mostly major surgery, performed during the year and 142 fracture cases were treated.

The surgical diagnostic clinic was covered by the surgical staff. At

this clinic there were 265 patients evaluated during the year; the number of patients seen is gradually increasing.

Dr. Juana Caceres, full-time anesthesiologist and Board-eligible, continued to give assistance with the medical-surgical treatments when not occupied with her specialty. The nurse-anesthetist, F. J. Derbort, has also been available as needed.

The gynecology department has been under the immediate supervision of Dr. Yashaszini Desai who examined the newly admitted women. Dr. Desai served as a consultant for any gynecological problems in the hospital, holding clinic two afternoons a week. During the past year there were 571 routine pelvic examinations performed and 162 consultations held; there was one obstetrical delivery, a girl.

Dr. Henry R. Liss continued to render invaluable help and assistance as a visiting neurosurgeon in both diagnostic and therapeutic fields.

Dr. Joseph Karlin has held a weekly dermatology clinic throughout the year. There was a total of 236 patients treated.

The tissue committee met regularly, at which specific surgical cases were reviewed, minutes kept and reports submitted.

### Neurology

Dr. Fred A. Mettler, neurologist, reported that from the period of July 1st through June 13th there were 339 regular neurologic ward consultations held in addition to the special consultations asked for by the outpatient department, employees health service and other services. Regular resident instruction has continued on the wards and a series of regular formal lectures is projected for the fall and spring.

The character of the consultations seen this year reflects a continuation of the trend remarked upon last year (of the progression of younger patients through behavior disturbances, including addiction, to conditions of organic deterioration due to intoxication and/or trauma). In addition there has been an increase in the number of pediatric consultations for the evaluation of children which is now generally required before placement elsewhere is possible. In this connection emphasis must be placed upon the deficit in state service previously emphasized. There is an urgent need for a cooperative diagnostic effort between the divisions of mental hygiene and mental retardation. What is needed is a central diagnostic service laboratory which can and will run the biochemical tests now required for proper evaluation of pediatric cases of mental disorders. This laboratory should be set up in Newark or New Brunswick and could easily service the entire state. Such a laboratory could also handle the routine laboratory analyses of the psychiatric clinics and men-

tal hospitals, which would relieve the personnel shortages in the latter and allow the local pathology services to concentrate upon the emergency problems of daily occurrence. Automated equipment is already available for most of such work but is unsuitable and economically unsound for local needs.

The character of the neurologic consultations reveals some other trends most notable of which is an increasing need for long term care. Community psychiatric services are clearly neither diagnosing nor attempting to handle neuropsychiatric problems outside the neuroses and transient states and local hospitals are under pressure to evacuate beds in accordance with economic needs. The result is an increased flow of cases destined for long term care. A considerable proportion of the cases has serious organic neurologic problems.

A final feature of the past year is the repetitive admission. Attention is drawn to the fact that both the law enforcement agencies and the local hospitals are evincing increasing impatience with individuals who are returned to them several weeks after discharge from our institution. Part of this reflects the exhaustion of insurance benefits and part the inability of law enforcement agencies to hold cases who are now able to prolong litigation through the variety of channels of defense currently available.

#### Eye, Ear, Nose and Throat

The eye department, one of our most active, continued under the direction of Dr. Seymour S. Van Wiemokly. He reported 12 cataract extractions, 2 enucleations and 1 fistulizing operation for glaucoma; 692 refractions and examinations; 777 glasses fitted, and 61 patients were treated for eye pathology.

Dr. Walter P. Talmage directed the otolaryngological service, making one visit a week, and performed 8 operative procedures, 4 laryngoscopies, 3 bronchoscopies and 1 esophogoscopy. He reported 266 examinations and treatments performed during the past year and noted that some carcinomas were discovered that could not be operated but were sent to a local hospital for cobalt therapy.

#### Podiatry

The podiatry clinic, conducted by Frank J. Gasser, D.S.C., Tuesday and Friday mornings cared for 1,911 patients who had a variety of ailments from simple corns and calluses to diabetic ulcers and abscesses. He performed 8 operative procedures.

### Shock Therapy

Dr. Amedeo Esposito, who has completed 29 years on the staff of this hospital, supervised the shock therapy service where combined insulin and electroshock therapy is administered. The service was located in the Clinic Building until April 1968 at which time it was transferred to wards 5 and 6 in the Reception Building.

On the men's insulin service, treatments were completed on 57 patients during the year. Of these 57 patients, 51 (90 per cent) left the hospital on family care or discharge; 3 patients (5 per cent) remain in the hospital improved, and 3 patients (5 per cent) remain in the hospital unimproved.

On the women's insulin service, treatments were completed on 113 patients. Of these 113 patients, 104 (92 per cent) were released on family care or discharge; 7 (6 per cent) remain in the hospital improved; and 2 patients (2 per cent) remain in the hospital unimproved.

There were no deaths or unusual experiences encountered during the past year.

Of the total number of patients treated, 91 per cent were discharged or released on family care. The majority of the patients under treatment were in the schizophrenic group who had been ill for more than one year.

The patients have continued to receive both tranquilizers and anti-depressants as needed in conjunction with insulin coma and electroshock treatments and also after the termination of treatments. Wydase was used to reduce the amount of insulin necessary to induce coma. Glucagon was administered intramuscularly to help patients out of coma, particularly when intravenous injections were very difficult. High oral doses of Nicotinamide and Nicotinic Acid to the chronic schizophrenic patients were discontinued as they were not found effective.

During the year electroshock treatments were given to selected patients from the Children's Unit.

Dr. Esposito had the assistance of Dr. Morales until March when he requested transfer to another Unit as he had no personal malpractice insurance.

Nursing coverage was adequate. In addition to the two full-time nurses, part-time nurses gave assistance, chiefly during the treatment hours.

### Dentistry

Dr. Myron L. Friedman continued in charge of our department of dentistry as senior staff dentist. He was assisted by Jacob Forman, D.D.S. A dental technician and two dental aides also gave assistance.

During the year the number of patient-visits was 3,740. Admis-

sions and other examinations totaled 2,361. Periodontal and allied conditions treated numbered 2,023 and there were 439 x-rays taken; 1,137 restorations and 1,535 extractions were accomplished. Other than extractions, 76 surgical procedures and treatment of 3 fractures, including operating room procedures, were performed.

In prosthetics, the dental laboratory processed 242 dentures, of which 139 were full upper and lower dentures; 54 partial dentures with gold clasps and gold lingual bars; 219 dentures were repaired and 20 crowns constructed.

A survey of the dental condition of all the patients in the hospital was started during the year and is still in progress.

#### Pathology and Bacteriology

The clinical and pathological laboratories of our hospital continued under the direction of Dr. Abraham J. Gitlitz.

Urinalysis performed totaled 5,865.

Hematology included 1,095 red blood cell counts, 4,381 leukocyte and 4,325 differential counts, 5,134 hematocrit and 4,289 hemoglobin determinations. Sedimentation rate was determined in 319 cases. Blood typing and Rh factor tests numbered 2,512.

Blood chemistry determinations included 3,218 blood sugar, 2,864 urea nitrogen, 116 direct and 120 indirect bilirubin, 136 albumin, 125 globulin, 110 serum potassium and other special determinations in smaller numbers.

Immunological tests include 3,662 VDRL tests and 191 spinal fluid examinations. Bacteriological tests included 2,235 smears of sputum for tuberculosis and 17 smears for other organisms. A total of 581 cultures were made.

Among other examinations were 155 cephalin cholesterol flocculation liver function tests and 58 protein bound iodine determinations. There were 751 pieces of surgical tissue examined. A total of 133 autopsies was performed. For transfusions, 21 units of blood were drawn; 74 blood transfusions were given. The total of all tests performed during the year was 52,123.

#### Pharmacy

John V. Callery, R.P., continued to supervise our extremely busy hospital pharmacy. He was assisted by J. Martin Dominguez, R.P., and Gary Gordon, R.P.

Our pharmacy started the year with one of our lowest inventories, under \$40,000. For the Medical Account, \$313,900 had been appropriated and in May it was necessary to request an additional \$15,000, bringing the total to \$328,900, just slightly more than our original request of

\$327,000. All manufacturers in the medical field increased their prices. Tranquilizing and energizing drugs still account for the greater part of our expenditure of funds in this account. There was also a greater use of disposable items.

Plans were completed and submitted for new cabinets and work counters in the dispensing pharmacy. The installation of an alarm system on the refrigerators has been requested.

The medicine cabinets on the wards or in departments have been inspected by the pharmacy department and all outdated or discontinued drugs returned to the pharmacy. All records and inventories were found in order when inspected by agents from the State Board of Pharmacy, as well as the alcohol records by federal agents. All notices of drug recall from the Federal Drug Administration were thoroughly checked. Five new drugs were added to the formulary.

A total of 45,585 individual prescriptions and 25,548 individual ward orders were filled during the year as well as 981 requisitions on medical stores. There were 21,686 units of packaged goods supplied on order and 5,911 Fenwal sterile solution units prepared.

Mr. Callery represented the hospital on the State Standardization Pharmacy Committee and the State Hospital Pharmacists Committee which this year published a manual entitled "Standard Operating Procedure for State Institutions Pharmacies."

#### Health Service for Employees

Dr. Joseph Donovan continued to direct the health service for employees until September 30, 1967, when he retired after forty-five years on the staff of our hospital. He was succeeded by Dr. Robert H. Bendy, who supervised the medical division of Unit IV under the direction of Dr. Kessler.

Dr. Bendy reported 1,044 physical examinations of new applicants and 8,762 physical rechecks and other treatments. Tetanus toxoid was given to 128 employees, and 95 employees received influenza vaccine. There were 22 employees sent from the employees health service to various hospitals in the community.

#### Unit V (Geriatric and Chest Disease)

Dr. Daniel G. Melvin, clinical psychiatrist I, was appointed assistant medical director to head Unit V (Geriatric and Chest Disease). His staff included Anton Jurkans, M.D., physician II; Lionel A. Greco, M.D., physician specialist III; Telesfor Jankowski, M.D., physician III; Raymond M. Renzulli, M.D., physician III, and Ligaya R. Masankay, M.D., physician II.

Unit V encompassed primarily the geriatric patients in the Dormitory Building and in Units A and B as well as those patients with a variety of chest diseases housed in the Chest Disease Unit; also included in the complex was the open-ward Abell Building housing working patients. There was little physical change made in the Unit. New reporting procedures were established. During the year the number of beds set up and ready for patient use in the Dormitory Building was reduced to 400 each for men and for women. Painting of all wards in Units A and B and in part of the Dormitory Building was accomplished. New television sets were installed in all wards of Units A and B for the elderly women patients. Two offices for the social workers of Unit V were equipped and staffed in the Abell Building.

On June 30th the census of Unit V was 1,670: 775 in the Dormitory Building, 275 in Units A and B, 364 in Abell Building and 256 in the Chest Disease Unit.

The professional staff of Unit V held meetings throughout the year to provide the best possible patient care both in the hospital and in planning for the patient's return to the community. Dr. Melvin and his staff have participated in institutes and geriatric consultations.

#### Roentgenology and Electrotherapy

Dr. Melvin continued to supervise the roentgenology and electrotherapy department in the Clinic Building as well as the smaller department in the chest disease unit.

He reported a total of 9,788 exposures made in the Clinic Building, of which 4,262 were of the chest, 1,792 of the head, 70 of the mandible and maxillae, 950 of the shoulder, 574 of the spine, 1,133 of the abdomen and 1,007 of the lower extremities.

#### Unit VI (Children)

Our Children's Unit continued under the direction of Dr. Juan B. Pulido, physician specialist I, as the assistant medical director heading Unit VI. His staff included Dr. Eva Adler, part-time clinical psychiatrist who specializes in child psychiatry; Dr. Olga Rand, a full-time clinical psychiatrist from December 1967 to May 1968, and Dr. Robert E. Gordon, visiting pediatrician.

The Children's Building, opened for use in May 1967 following complete renovation, provided an attractive and convenient facility for the children's program and marked its first anniversary this past May. Several improvements were made during the year: The home economics area was completely equipped for teaching home skills, and a laundry was installed in the basement so that the children's clothing could be laundered in the building, eliminating the losses previously experienced. Three

storage closets were added to the all-purpose room, facilitating storage of equipment for Sunday school, scouting programs and evening activities.

At the beginning of the year there was a census of 55 children, 13 girls and 42 boys. Of the 42 admissions to the Children's Unit, 31 were received by transfer from the admission wards in the Reception Building and 11 were admitted directly to the Unit as voluntary admissions. There were 13 girls and 21 boys, or 80 per cent of the admissions, discharged during the year, which reflects the intensity of the program planned to meet the needs of the children as well as improved cooperation received from community agencies. On June 30th the census was 52 children, 38 boys and 14 girls. A total of 12 children residing in the Children's Unit have been accepted by the Division of Mental Retardation and are on waiting lists at various institutions for the mentally retarded.

Therapeutic programs have been provided for preadolescent children with severe brain damage or psychoses for whom intensive psychiatric treatment may not be expected to produce amelioration, for children in the adolescent age range and for adolescents for whom a short period of psychiatric hospital treatment may be expected to prepare them for return to some type of community aftercare program. All children were reevaluated for psychiatric diagnoses. New admissions received complete evaluation and individual treatment plans prepared. Medical evaluations of all children were made and the immunizations kept up to date. Electroshock therapy was administered to selected patients under general anesthesia with the assistance of the doctors and nursing personnel of the children's services.

Psychological testing and group therapy was conducted. The social workers started group sessions on Friday evenings with parents, which has proved most helpful. The social workers, working closely with the parents and the community, placed emphasis on shortened hospitalization and good preparation of the patients, relatives and community agencies including schools for the children's return to the community as soon as possible. When necessary, foster homes or residential school placements were considered.

The nursing program provided a therapeutically planned group living situation. The good grooming program was continued; toilet training was begun on three wards with noted progress. Nursing personnel also provided activities and recreation for the children on weekends and holidays. The dining room procedure was reviewed and revised; good eating habits were taught and the children encouraged and supervised in the use of knives, forks, spoons and napkins. Evening snacks were continued and prescribed dietary supplements given.

The school program is developed in three different areas: primary, elementary and secondary. The certified staff consisted of 1 primary teacher, 3 elementary teachers, 1 teacher on the secondary level and a teacher assistant. Two teachers worked with adolescents residing in other Units of the hospital. The children attended classes five days a week, each for a half-day session. Subject matter taught included reading, arithmetic, science, English and social studies. During the year regular classes in health and physical education were included. A testing program was adopted, providing an educational evaluation of each child.

During the summer of 1967 the children's art was displayed at the Morris County Fair for which the participating youngsters were awarded ribbons. The recreational therapy program consisted of daily activity scheduled and planned for each child, a half session daily. Fishing and gardening were introduced into the program this past year. Nature walks, play, music, parties, swimming and trips were provided in the summer program. A picnic and field day was held to climax the summer events, at which special awards were given.

Many volunteers from the community, some from near-by colleges and universities, gave assistance in arts and crafts, recreation, evening activities and parties. Through the Greystone Park Association the Children's Unit continued to receive services, contributions and donations throughout the year, among which were two Hi-Low beds for the infirmary. One color television set was received from the WOR Children's Christmas Fund.

Many visitors and representatives of community agencies toured the facilities provided for the children. The Children's Unit is now scheduling a regular quarterly professional Open House day, stimulating much interest. Several members of the staff of the Unit were interviewed on radio stations WMTR and WRAN. In addition, speakers from the staff appeared as program participants for the information of church, Red Cross and community groups.

#### Unit VII (Training and Education)

Dr. Theodore Gebirtig, deputy medical director and clinical psychiatrist I, was placed in charge of Unit VII (Training and Education). Dr. Gebirtig's report follows.

Training and educational programs play an important role in the functioning of our hospital. They are significant factors in the recruitment of staff, employee morale and in the improved quality of care and treatment given to the patients. During the year all departments whose major functions involved direct services to patients provided intensive

programs either on an in-service basis or in affiliation with an institution of higher learning. In addition, orientation programs for all employees were provided so that each person could see his particular function in relation to that of the total hospital.

Our hospital is accredited by the Council on Medical Education and Hospitals of the American Medical Association for a three-year psychiatric residency training program. Training combined lectures in basic psychiatry and neurology by selected faculty members from prominent medical schools with an in-service program of clinical experience. This included affiliations in psychosomatic medicine and child psychiatry at nearby training centers. Emphasis was placed on the role of the state hospital as a treatment center and as a major resource serving the psychiatric needs of the community.

The nursing department was responsible for a number of training programs involving both professional and non-professional personnel. These included: 1) A graduate nurse affiliate program which qualified foreign graduates for state licensure. 2) An undergraduate nurse affiliation program for students from seven nursing schools. 3) An affiliation program for college students seeking an associate degree in nursing. 4) An affiliation program for practical nurses which was part of the vocational training for 80-100 high school students. 5) A three-level training program for psychiatric aides, beginning with one for new attendants, progressing to a more advanced program of patient care and eventually to a course of study leading to the position of psychiatric technician for those who qualified. 6) A Health Occupational Training program, subsidized by the N. J. Hospital Association, which assisted in the training of psychiatric aides. The goal here was to decentralize training in conjunction with sectionalization of the hospital. 7) A Manpower program, organized by the N. J. Departments of Education and Labor, to upgrade individuals in basic education so that they could obtain a high school equivalency status which in turn qualified them for promotion. 8) A Scholarship program, supported by the Department of Institutions and Agencies, which enabled psychiatric technicians and licensed practical nurses to become registered nurses.

The psychology department has become a nucleus for the clinical training of psychology interns within the Department of Institutions and Agencies. In addition, the program has been approved for the placement of psychology externs during the summer from Rutgers, the State University.

The social service department has developed an educational and in-service training program for staff members which incorporated theory

with casework practice through seminars, professional supervision and opportunities for individual study. Several staff members, subsidized by the Department of Institutions and Agencies, are pursuing advanced studies part-time at the Columbia University School of Social Work and within the Extended Study program at Rutgers. In addition, three graduate students from the Rutgers School of Social Work and two undergraduate students from Rider College were placed here for their field work training as partial requirement for their Master's and Bachelor's degrees, respectively.

The special services department accepted students from schools of occupational therapy approved by the A. M. A. for a three-month clinical experience within the hospital under supervision of our occupational therapists. An in-service training program for non-professional employees in O.T., recreation and the library is a continuing project, as are the orientation sessions for new volunteers.

The Protestant chaplains' office again collaborated with Drew Theological Seminary in providing clinical orientation to theological students each year. More intensive clinical experience for community clergymen was offered, and our Protestant chaplains are progressing toward certification to resume a more intensive program of clinical pastoral education within the hospital.

In the fall of 1967 a similar program was initiated by the resident Roman Catholic chaplains for the benefit of seminarians from St. Raphael's Novitiate at Lafayette, N.J.

Some of our patients were included in certain educational and training programs within the hospital. In the Children's Unit, for example, 5 teachers were engaged in a special education program. There were also classes in physical education, health education, occupational therapy, home economics and religious training. High school equivalency educational program was made available to a select group of patients.

Under the aegis of the N. J. Rehabilitation Commission selected patients received specialized training and education which often facilitated their return to a productive life in the community.

The personnel department of the Department of Institutions and Agencies organized Supervisory Training Management programs for both professional and subprofessional personnel. Special courses and lectures for our employees were also provided by this department.

### Nursing

Miss Laetitia M. Roe, R.N., continued in the position of director of nursing. In the re-structuring of the organization of the hospital in the

sectionalization plan, the director of nursing and assistant director of nursing education were assigned to Unit VII, Training and Education, under the direction of Dr. Theodore Gebirtig.

The director of nursing was responsible for carrying out the functions of an advisor and consultant for nursing service and education in the hospital. In this capacity the area of functioning was related to the nursing administrative processes of planning, coordination, education, recruitment and consultation.

On June 30, 1968, 1,040 of the 1,185 authorized nursing positions were filled as compared to 1,105 positions a year ago. The complement of nursing personnel included 1 director of nursing, 1 assistant director of nursing education, 4 assistant directors of nursing service, 5 instructors, 36 supervisors, 21 head nurses, 22 graduate nurses, 31 practical nurses, 131 psychiatric technicians, 230 charge attendants and 558 attendants. Additional nursing hours were supplied by 23 part-time nurses and 44 part-time male attendants. There was an overall gain of 6 supervisors, 11 practical nurses and 11 psychiatric technicians, as against a loss of 1 head nurse, 32 graduate nurses, 2 charge attendants and 57 attendants. In the part-time group there was an increase of 6 nurses and 5 male attendants. The recruitment of male employees remained static, 212 and 211 respectively.

Our most severe loss has been in the graduate nurse category which was due to the low non-competitive salaries in the fall months and to the change in the licensure qualifications for foreign graduates. The greatest source of recruitment was from the graduate nurse affiliate program but there has been a steady decline in the number of these nurses applying for basic training in psychiatric nursing since many of the foreign schools provide this in their programs and there are fewer nurses with this deficiency. Of the 73 recruited for the course, 6 remained on regular staff plus 1 who returned to become a head nurse and 10 are still here to provide 6 months of service. During the year 9 graduate nurses, 5 head nurses, 2 supervisors and 2 instructors resigned. There were 7 head nurses promoted to supervisor positions and 12 graduate nurses to head nurse positions. One supervisor qualified for appointment to an instructor position.

In the nursing service the assessment of the nursing workload, utilizing the N-01 patient status forms in February and the calculations of ward personnel according to the N-02 formula for ward staffing, were carried on in April and May. The deployment of nursing personnel in each of the 6 Units and special services was established in May. The Assistant Directors of Nursing Committee met regularly and dealt

mostly with problems of adjustment in reorganization in administration and in providing nursing supervision on a 24-hour basis. Progress in carrying out plans, which depend upon availability and ability of personnel, was disrupted by the lack of qualified personnel for leadership.

The educational unit continued under the supervision of Miss Laura Davidson, R.N., assisted by 4 instructors and 4 supervisors. A total of 919 students were enrolled during the year in formal and planned learning experiences in the classroom and in the clinical setting. This included 312 affiliate nursing students from 7 schools of nursing, 71 graduate affiliate nurses in 5 classes, 66 affiliate practical nurse students from 3 schools, 65 Level III psychiatric aides including 4 practical nurses, 40 Level II aides, 295 Level I aides plus 61 summer aides and 5 occupational and recreational therapy aides in an orientation course. In addition, 8 Level III psychiatric aides were prepared to assist in teaching basic nursing procedures and 6 aides were given a 12-hour course in pharmacology. In-service education included demonstrations and practice in mouth-to-mouth resuscitation for nurses and aides.

In the coming year 3 diploma schools of nursing are changing their programs which will not require affiliation at this hospital and the other schools will continue to send students accompanied by instructors. The Immaculate Conception Junior College, now called Felician Community College, used our clinical facilities for 28 students in their 2-year nursing program for 4 months and Seton Hall University sent 12 students for observational experience in somatic therapies. Arrangements have been made with Paterson State College for clinical practice in psychiatric nursing for 24 students, 12 in September and 12 in February; this is a 4-year baccalaureate program in nursing. Preliminary arrangements have been made with the County College of Morris for affiliation of 72 students in 1969. The Jersey City Job Corps has completed planning to send 15 practical nurse students in October and 15 in April for the 4-week affiliation in psychiatric nursing. They will provide instruction and clinical supervision of their students. The 16-week course for graduate affiliate nurses has been discontinued and the graduate nurses now attend the 10-week undergraduate nursing student classes in psychiatric nursing. An instructor holds weekly clinical conferences and guides them in patient-centered studies.

The employees' classrooms and nurses' classrooms were consolidated under one roof in the Nurses Residence last August. Although it was overcrowded, there has been decided advantages in the direction of a meaningful nursing staff development program. The instructors and teaching supervisors participated in the total educational program and

were oriented for assignments to clinical instructor functions in the hospital units. Guidelines and the functions of the psychiatric nursing instructor assigned to a unit were developed and written with faculty participation. Faculty conferences were held regularly and included the clinical instructors accompanying the affiliate students. An orientation program for all newly employed registered nurses is ready to start in September.

In November, under a sub-contract with the New Jersey Hospital Association, a Health Occupational Training program for aides was begun to prepare 10 recently employed attendants for charge attendant positions; 7 completed the training. In April, 2 groups of 10 and 11 employees began, each under the direct supervision of an instructor. A total of 85 per cent of the time was devoted to learning experience on wards in direct patient care.

In the Nursing Scholarship program for psychiatric aides, 3 psychiatric technicians graduated June 8 with an associate degree in nursing, 2 from Fairleigh Dickinson University and 1 from Cumberland County College and were promoted to the position of graduate nurse. One technician successfully completed the first year at Fairleigh Dickinson University.

The development of 2-year professional nursing programs in an increased number of county colleges prepared to accept nursing students in September 1968 provided an opportunity for many persons seeking a nursing career. The Department of Institutions and Agencies presented on June 21st a proposed Psychiatric Aide Nursing Scholarship program for the expansion of the existing program for psychiatric technicians to include other nursing personnel. In the Department plan, two programs were established—Program I for psychiatric technicians, supported by the hospital in the annual budget, and Program II, departmentally funded for practical nurses, charge attendants and attendants. In Program I scholarships were approved for 13 technicians, and in Program II 5 practical nurses, 3 charge attendants and 2 attendants were approved. The additional program, allowing other categories of personnel this opportunity to advance in a nursing career, has boosted morale throughout the nursing ranks.

The opening of the nursing programs at Essex County College and the County College of Morris and the Departmental expansion of the nursing scholarship program has been encouraging in providing a source for recruitment of nurses and an opportunity to improve our depleted ranks in professional nurses. The training of supervisors and instructors for clinical instructor positions has helped in keeping our staff.

The Institutional Trainee program which was sponsored by the Department of Community Affairs and operated by the Department of Education, Bureau of Adult Education, was instituted in October with recruits from Newark and a teaching staff from Montclair State College. The project was designed to provide less qualified adults an opportunity to receive instruction which would enable them to acquire the skills necessary for career opportunities in institutions. Experimentation with the project led to the development of the High School Equivalency program which included employees on the hospital staff with 25 to 35 nursing persons attending each month. This has been the only hospital where it was possible to set up an educational program. The results from the GED tests show that 14 out of 15 students have passed and received certification.

Throughout the year nursing personnel had an opportunity to attend educational programs and institutes sponsored by nursing and various other professional organizations and the Supervisory Management programs sponsored by the Department of Institutions and Agencies. This hospital was host to the divisional Nurse Director Conference in November, District No. 1 of the New Jersey State Nurses Association meeting in March and the New Jersey League for Nursing, Council on Psychiatric and Mental Health Nursing Institute in May. The director of Nursing and 3 instructors participated in the volunteer orientation in a panel presentation on psychiatric nursing in October and March. WMTR radio station broadcast a taped discussion on psychiatric nursing by the director of nursing and 2 instructors in March. The director and an instructor showed the film, *Psychiatric Nursing: The Nurse-Patient Relationship*, to two civic groups. The director and 3 assistant directors of nursing service attended the 3-day regional clinical conferences in Philadelphia, sponsored by the American Nurses Association in November. One head nurse participated in the 5-day workshop on psychiatric nursing conducted by Rutgers University nursing faculty at Overbrook Essex County Hospital. Two supervisors continued study in the baccalaureate program at Fairleigh Dickinson University. One instructor attended graduate classes at Teachers College, Columbia University; 1 instructor attended classes at Seton Hall University and completed the advanced courses on psychiatric nursing at the William Alanson White Institute in New York. One supervisor completed a year in graduate study in psychiatric nursing at Rutgers University. The assistant director of nursing education became chairman of the Council on Psychiatric and Mental Health Nursing of the New Jersey League for Nursing. Several nurses participated actively in committees of the State Nurses Association programs, i.e., economic, se-

curity, membership and operating room conferences. The director of nursing was appointed to the committee for the development of a Master Plan at Greystone Park and participated in the planning which began February 7th, and also served on the committee for the development of the institutional aide program.

### Social Service

Mr. Herman Carter continued as director of social service under the supervision of Dr. Theodore Gebirtig. The social service department made an excellent adaptation to sectionalization and provided top level coverage for six of the seven Units. Understaffing was present in all but the Children's Unit.

Compared to the other state hospitals, Greystone Park had a consistently low readmission rate. This reflects, in part, the excellent prerelease planning, selectivity in the family care program and the aftercare services provided in the outpatient department.

The family care statistics showed a slight decrease from last year due to the lack of staff. One full-time social worker supervised the program; in February a social worker returned to give part-time service in the family care program and another social worker returned in June to give full-time service. There is a scarcity of additional satisfactory homes in our catchment area and the rate of remuneration is below that of other Divisions. During the year 50 patients were separated from family care; of these 50, 23 were employed full time, 2 were employed part-time, and 14 patients were accepted for public assistance. At the beginning of the year there were 115 in family care, and at the end of the year there were 114 in our sheltered boarding homes.

Lay members of the Halfway House committee met in February at a luncheon to discuss plans. A desirable house has been located. It is anticipated that the cost of operating the Halfway House will be more than offset by the savings realized from the patients discharged into the community from the House.

The social service staff held a total of 14,662 interviews, 12,749 in the hospital and 1,913 in the community. There were 645 histories and 56 interim histories obtained in the office, requiring interviews with 896 persons, and 464 histories were obtained by questionnaire as well as 379 interim histories by correspondence; supplemental reports totaling 1,282 included 849 abstracts. There were 771 prerelease evaluations and 100 special investigations made; 4,967 hospitalized patients received direct casework services. A total of 95 group meetings with patients and relatives preparatory to release was held.

Mrs. Yetta Dougherty, rehabilitation counselor, conducted a most successful program for our long-term patients who required extended services. She reported that of a total of 109 referrals, 79 were accepted for service. There were 38 patients considered rehabilitated and their cases closed during the year.

The High School Equivalency program is a joint venture of this hospital, the New Jersey Rehabilitation Commission and Community Adult School of Parsippany. A second course was held from February 1st to April 25th with 8 student-patients participating, 4 of whom received their high school diplomas. A third course was started on May 20th with a total of 9 student-patients and completion is scheduled for August 9th.

In the training and education area, our hospital continued as a field work placement for the Graduate School of Social Work, Rutgers University, and during the year there were 3 who successfully completed their first-year field work assignment at Greystone Park. Under the Professional Development program, 1 social worker completed the requirements for the Master of Social Work degree at Rutgers; also, two other workers attended Columbia University School of Social Work part-time and have been accepted in the revised 16-month program at Rutgers under our stipend program. There was 1 social worker who attended Columbia University School of Social Work as a doctoral student.

Most of the senior members of the social work staff were active in various professional organizations, including committees in Passaic County where local comprehensive mental health facilities are being organized.

### Outpatients

Dr. Theodore Gebirtig supervised our outpatient department which during the year was reconstructed to function in line with the sectionalization of the hospital. There was one full-time social worker assigned to the outpatient department in addition to social workers from the various sections in attendance with the physicians from their respective Units.

Because of the critical shortage of staff, efforts to obtain aftercare service at a community level was intensified. The largest percentage of applicants for O.P.D. service was from Unit III (Morris, Sussex and Essex Counties); psychiatric residents in training assumed some of the overload. Each Unit director was responsible for staffing the outpatient department and for the treatment plan and procedure. Referrals to O.P.D. were made by the respective Units as part of the rehabilitative plan and it is felt that this department played a most important role in the rehabilitation of the patient and in the prevention of readmissions.

There were 310 new outpatient applications received during the year, 223 of which were from former hospital patients. A total of 1,729 psychiatric interviews and 2,245 interviews by social workers was held, involving 362 patients and their relatives. There were 323 clinic sessions held at which 362 patients were seen. At the close of the year there were 194 on the rolls. It is hoped that as increased facilities are developed in the communities, the demand for our outpatient service will diminish.

### Psychology

The psychology department was under the immediate supervision of Parvin F. Birjandi, Ph.D. There was a total of 253 patients evaluated for intellectual functioning, differential diagnoses and screening; over 1,100 tests were performed in these evaluations. A group therapy program was initiated during the year, and a total of 134 patients participated. Eight patients received intensive psychoanalytic psychotherapy and approximately 50 more were treated on an individual basis. There were 305 patients who received diagnostic interviews.

Our hospital became the nucleus for the training of interns and externs in the Department of Institutions and Agencies; 9 interns were trained in our psychology department within the past year.

The psychologists held consultations with other professional staff of the hospital and delivered lectures for various professional and volunteer groups. Three research papers were presented by members of the psychology staff at various national psychological meetings.

A new sound system was installed in the testing room, facilitating observation for training and demonstration purposes during testing, interviewing and psychotherapy. An additional two-way mirror was installed for observation of group therapy. Fourteen volumes were added to the psychology library.

### Activity Therapies

The special services of the hospital, comprised of the various patient activity programs and volunteer services to patients, continued to be coordinated and supervised by Mrs. Lucille Boss, M.A., O.T.R.

Further progress was made this year in sectionalizing the occupational therapy program while continuing to provide this therapy without interruption for all patients referred from the six Units. Referrals of patients for pre-vocational evaluation is being emphasized by some Units. Tutoring for all patients under 21 was made available through certified teachers regularly on the staff of the hospital. High School Equivalency classes for patients over 18 were established through the Parsippany

Board of Education and 6 patients received high school equivalency diplomas as a result of this program. The occupational therapy staff has devoted considerable time in providing training programs for affiliate students in occupational therapy, in-service training programs for non-professional O.T. staff and volunteer assistants, and in orienting staff members and students of other paramedical disciplines associated with this hospital. There was a daily average of 522 patients treated, exclusive of the children. A total of 63,385 occupational therapy projects were completed by the patients during the year.

Except for Unit VI, the recreation programs have not as yet been sectionalized. The usual activities have been provided according to the season, both indoors and out-of-doors, for all age groups from all Units five days a week. There was a daily average of 889 patients actively involved in recreational events. Community groups have assisted to a marked degree at special events. Music, particularly for religious services, has been an integral part of the program. A Christmas show for the patients, staff and guests, with patients under 21 as the entertainers, was an outstanding success.

The three libraries have provided service five days a week to patients and employees. A new principal library assistant joined the staff at the end of April, completing the complement of paid staff. Patients assigned to work in the libraries on a regular basis as assistants and volunteers have helped greatly in providing a varied program for the patients. Total circulation of books and magazines was 58,335; there were 17,960 visits to the libraries.

Therapeutic work assignments of patients at the direction of the doctors was continued, the majority assisting with food service, house-keeping and farm chores. A direct vocational rehabilitation program, using the hospital as a sheltered workshop, has been organized. Patients will be paid as institutional aides and hopefully graduate to full employment status either within this hospital or in the community within a year. The average daily number of working patients was 1,211.

The volunteer services office has continued to go forward with an increasing use of volunteer assistance to the hospital from individuals, community groups and industrial firms as well as the hospital auxiliary, the Greystone Park Association, with the many facets of its program. A building on the grounds has been refurbished for its headquarters and exclusive use. This facility has been needed for several years and the reality is gratifying to all involved, both hospital administration and the Association. There were 326 volunteers who contributed 11,777 hours to the various patient services; a total of 271 community groups participated during the year.

A busy part of special services was the print shop, which reported a grand total of 2,967,000 printing impressions for the year.

### Religious Services

We are extremely proud of the religious program maintained for our patients throughout the year. The Reverend Peter C. Sheridan, O.F.M. and the Reverend Kieran F. McMahon, O.F.M. continued as full-time chaplains in charge of the program for Catholic patients, and the Reverend Paul W. Sparling and the Reverend Donald M. Scandrol as full-time chaplains in charge of the services for the Protestant patients. Rabbi Abraham Schnitzer officiated for those of the Jewish faith, weekly Greek Orthodox services were provided by the Reverend George Mamangakis, and the Reverend Roy J. Hendricks continued his part-time service as Episcopal chaplain. Christian Science services were conducted each Wednesday by local readers.

In the Catholic religious program there were two daily masses offered until January when it was necessary to cancel the afternoon mass due to poor attendance. On Sundays and holy days 4 masses were offered and 3 on the first Friday each month. An additional mass is offered monthly on the first Friday in the Dormitory Building and on the last Wednesday of each month another mass is offered on ward 91 in the Chest Unit. There was a total attendance of 18,372 at 121 Sunday masses for patients, and 3,504 at 121 Sunday masses for employees. There were 3,169 confessions of patients heard and 1,936 had the Sacrament of Penance and 186 Conditional Absolutions were administered on the wards; in addition, there were 2,331 Holy Communions and 2,568 other visits to patients on the wards as well as 499 Anointing of the Sick rites. There were 156 burial permits issued and 26 funeral masses said for patients. Conferences with patients relatives totaled 264 and there were 110 consultations with employees.

Since October 1967 a group of 9 volunteers from St. Elizabeth's College, under the supervision of Sister Mary Kathleen of the Department of Education of the College, conducted a program of religious instruction for approximately 16 Catholic patients of the Children's Unit. In December a program for visiting and instructing Catholic patients was inaugurated with the help of 8 young men, students for the religious life who are training at Franciscan Novitiate of St. Raphael, Lafayette. A group of 12 lay members of the Legion of Mary assisted the chaplains by visiting patients and supplying reading materials. Another group of the Legion of Mary made rosaries and distributed religious reading and visited other patients.

The Most Reverend Lawrence Casey, Bishop of the Diocese of Paterson, visited the hospital on December 23rd and offered mass for the patients. Bishop Casey returned to the hospital on March 28th to confer the Sacrament of Confirmation on 13 patients, 6 children and 7 adults. This was the first time since the founding of the hospital that this Sacrament was conferred on a group of patients.

Both Father Sheridan and Father McMahon continued their contributions to the community and their activities with various religious and civic groups. They delivered several lectures on the work of the chaplains to nursing personnel, volunteers and various groups visiting the hospital. In May Father Sheridan attended the annual meeting of the Association of Mental Health Chaplains in Boston.

There were 52 Protestant worship services held in the main chapel on Sundays with a total attendance of 11,073; in addition, there were 53 Episcopal communion services held on Wednesdays, attended by 510 patients and 38 visitors. Three special services were held, as well as 137 ward services at which there was a total of 6,242 patients, and 30 Sunday School classes were attended by a total of 500. There were 1,533 patients visited and 4 group sessions were held; 890 general ward visits were made and 46 critical calls received; 22 funeral services were conducted. The Protestant chaplains also had 135 visits with patient's relatives, 623 consultations with staff members and 173 consultations with various clergymen regarding patients.

Chaplain Sparling and Chaplain Scandrol continued their active participation in many religious and civic groups in the community. They assisted with the 12-week course in clinical pastoral education under the direction of Chaplain Keith Keidel and Dr. Robert Garrigan. In June Chaplain Sparling received his Master's degree in Theology from Princeton Theological Seminary. Chaplain Scandrol attended the annual meeting of the Association of Mental Health Chaplains in Boston in May and Chaplain Sparling attended the regional meeting of the Association. Both chaplains spoke to various groups on the religious program of the hospital throughout the year.

### Appointments and Resignations

#### *Physicians Appointed*

Elio Maggio, M.D.	July 6, 1967
Eduvigia T. Ancaya, M.D.	August 1, 1967
Seymour Kuvin, M.D.	September 21, 1967
Rubin Grossman, M.D.	October 9, 1967
Mykola Boyar, M.D.	November 1, 1967
Yashaszini Desai, M.D.	November 6, 1967
Jan M. Chrobok, D.O.	December 14, 1967

Lino R. Rodriguez, M.D.	January 2, 1968
Ira R. Nadler, M.D.	January 29, 1968
Tacettin Turedi, M.D.	February 21, 1968
Ligaya Masankay, M.D.	March 1, 1968
Daniel Meyers, D.O.	March 25, 1968
Herbert Greenbaum, D.O.	June 26, 1968
<i>Physicians Resigned</i>	
James E. Brown, M.D.	July 12, 1967
Warren E. Clift, M.D.	July 21, 1967
Nina Drazniowsky, M.D.	August 3, 1967
Lionel R. McMaster, M.D.	August 11, 1967
Eugene Klausz, M.D.	September 7, 1967
Shamsher Khera, M.D.	September 8, 1967
Hamid Alizadeh, M.D.	October 25, 1967
Manuel Publitz, M.D.	October 31, 1967
Zoila Vicedo, M.D.	November 30, 1967
Mykola Boyar, M.D.	December 29, 1967
Lino Rodriguez, M.D.	January 5, 1968
Eduvigia Ancaya, M.D.	February 6, 1968
Jorge Caceres, M.D.	March 1, 1968
Arthur S. Campbell, M.D.	March 17, 1968
Ira Nadler, M.D.	March 22, 1968
Daniel Meyers, D.O.	April 30, 1968
Byung-Kil Joe, M.D.	May 31, 1968
Zoila Calderon, M.D.	June 20, 1968
<i>Physician Retired</i>	
Joseph Donovan, M.D.	September 30, 1967

### Business Department

Our business manager, John T. Neal, Jr., completed twenty-one years of efficient service to the hospital. Throughout the year he had the excellent assistance of Richard R. Gessner, assistant business manager. This department has immediate responsibility for all operations and functions of the hospital not directly clinical in nature, including food service, building maintenance, personnel, fire and police, engineering, farm and grounds departments, linen and clothing supplies, upholstery and tailor shops and construction.

#### Business Office

Alan Lavery, supervising accountant, continued in charge of accounting until February 23, 1968, when he transferred from our institution to become an accountant I for the Bureau of Public Defenders in Newark. Mr. Gessner assumed the additional responsibilities of this office until May 20th when Louis Glaiel was recruited as accountant II. William Horan, accountant III, continued to supervise the payroll department, cashiers office, patients' trust accounts and billing. Thomas Adubato, head clerk, supervised that section of the accounting office dealing with purchase requisitions and allotments.

Total revenue during the fiscal year was \$8,946,462.18.

#### Patients' Accounts

Henry Reed and Harmon Steele, supervisors of patients' accounts, reported that the net income from patients' maintenance increased to \$8,935,060 for fiscal year 1968.

The second year of the Medicare program was completed in phase with the fiscal year, with an increase in receipts from \$74,411 to \$110,480. Income from county regular patients fell from \$5.1-million to \$3.6-million, a loss of \$1.5-million. However, this was offset by an increase in Medical Assistance to the Aged income from \$1.5-million to \$4.1-million, a gain of \$2.6-million. The per diem per capita cost to non-program patients was raised 14.5 per cent at mid-fiscal year to \$10.12, while the non-indigent cases continued at \$7.66 per day.

Every sixth patient in our hospital was benefited by a Social Security award; some of the other patients gained entitlement to various income items and resources. The patients' account department was responsible for collecting these assets into the patients' trust accounts. Implementation of the Medical Assistance to the Aged program consumed a majority of the time of all the employees of this department.

After thirty years service to the hospital Henry Reed retired on March 31st. Walter Stahle, a well-qualified accountant, was recruited to fill the vacancy on May 20th and has been most helpful in handling the Medicare program.

#### Personnel

The personnel department continued under the direct supervision of Richard E. Winans, M.P.A., personnel director. He was assisted by Karl N. Marx, M.A., assistant personnel director, and Judith A. Barrowclough, B.A., Paul S. Gross, B.A., and Kenneth R. Stevens, B.A., personnel assistants.

There were 2,016 employees enrolled at the beginning of the year. During the succeeding twelve months, 824 persons were hired and 863 employees terminated their services. The recruitment program required 2,318 interviews as well as a large number of phone calls, letters and applications, many of which did not result in interviews. On June 30th there were 1,977 employees enrolled, a decrease of 39 over the previous year. The annual employee turnover rate was 43.6, an increase of 4.4 per cent from the previous year.

The recruitment of staff for this hospital, an extensive activity of the personnel department due to normal attrition and the acquisition of newly authorized positions requires diversified efforts on a continuing basis. Sixty-eight field trips were made to public employment agencies, private employment agencies, high schools, colleges, and government-

sponsored anti-poverty agencies. Advertisement, the primary tool in recruitment, was utilized substantially. There were 349 ads placed in 29 publications covering 42 different titles. Total expenditures were approximately \$10,000. Pamphlets and posters as well as a large volume of recruitment letters were also sent out to various sources. Continued contact was maintained with the Department of Institutions and Agencies and the Department of Civil Service recruitment units. In addition, 3 career conferences were held at the hospital for high school guidance counselors, a secretarial school and Employment Service personnel. The recruitment program during the year was made possible by the loan from the Central Office of one personnel assistant and at times two.

The clerical activity of the personnel department was considerably heavier than the previous year. There were 460 employee accident summary forms submitted to the Department of Civil Service as well as 121 Department of Employee termination forms, totaling 863, and there were 2,077 personnel action forms submitted to the Department of Civil Service.

The personnel department, as part of its employee services, counseled employees and prepared for the Central authorities various forms in regard to pension enrollment, loans and retirement. It also assisted and counseled employees with regard to the Health Benefits Plan, including Blue Cross, Blue Shield and Major Medical Insurance.

There were 303 disciplinary actions carried out by the personnel department, including warnings. The biggest problem was the failure of employees to notify their department when they expected to be absent. A total of 13 hearings was held, resulting in the removal of 4 employees and suspension of 9.

During the year 44 employees were provided at their request with grievance forms and given counsel and guidance; 22 employees did not pursue their complaint. Of the balance, 8 were resolved with the department heads, 9 resolved at the third step with the deputy medical director and 5 were referred to the Department of Institutions and Agencies for further review. The professional staff of the personnel department conducted 72 orientation sessions with employees.

#### Police

Sgt. Howard A. Nebel, New Jersey State Police, continued to head our police department as chief security officer. The force consisted of 5 head patrolmen and 14 patrolmen. One head patrolman was designated as investigator. One patrolman completed the New Jersey Police Academy training at Sea Girt.

Sgt. Nebel reported that all criminal and general police complaints were investigated by the police personnel and reports covering each in-

cident were kept on file at police headquarters with copies forwarded to the business manager, the superintendent and the State Police on all criminal offenses. One incident occurred when men from the Morris County Prosecutor's Office made an arrest for bookmaking.

The varied activities of our police department are indicated in the following statistics: Crimes investigated, 30; general police investigations, 170; criminal arrests, 20; motor vehicle accidents investigated, 18; motor vehicle summons issued, 111; cooperations and assists with outside police agencies, 181; patients returned to proper hospital area, 90; miles covered by police cars, 82,261.

#### Fire Prevention

In addition to Chief Charles H. Acker, the paid personnel of the fire department consisted of 3 assistant institutional fire chiefs and 2 truck drivers.

No changes have been made in the motorized equipment during the year. The replacement of the 1942 Army Chevrolet 500-gallon-per-minute pumper has been recommended. The sprinkler station alarm system in fire headquarters has been found defective; complete rewiring of the system is necessary. Linen standby pipe hose and various types of hand-operated fire extinguishers were made available for control of minor fires.

There were 167 routine inspections made, including numerous spot checks and reinspections where necessary. Twenty-five semi-monthly drills were conducted.

Paid and volunteer members of the department have continued to attend outside training activities at their own time and expense. Weekly fire safety orientation lectures and use of training films were continued for scheduled employee classes.

Statistics for the year show that there were 34 fire calls, 30 fire investigations and 5 false alarms; included in the above were 52 class-A fires (wood, paper, cloth, etc.), 1 class-B fire (grease), and 11 class-C fires (electrical). The estimated fire loss for the year was \$218.60.

#### Garage

Our main garage continued under the direct supervision of William Walton, Jr., and has given excellent service to our own passenger and truck fleet as well as the cars of other State agencies.

The greenhouse garage under the supervision of Britton Koch continued to service our heavy-duty equipment in operation as well as that of other State agencies as requested.

#### Laundry

Floyd Evans, in charge of all laundry and linen distribution throughout the institution, reported that 5,419,782 pounds of soiled linen were processed during the year.

#### Building Service

Graham B. Tunis continued to give excellent supervision to the building service department. Mr. Tunis reported that, in spite of a continued shortage of employees during the past fiscal year, the department contributed much to the overall operations of the hospital. We especially commend Mr. Tunis and his staff for their splendid cooperation during the sectionalization of the hospital.

There were 942 mattresses, 632 pillows, 455 refinished beds and 153 fiberglass chairs delivered to the wards; 798 mattresses and 194 pillows were sterilized; 1,122 bed springs were repaired and refinished, 2,244 bed ends were stripped and refinished, and an additional 172 bed springs were repaired on the wards. A total of 568 pieces of metal and wood furniture were refinished. All heating units and radiators throughout the hospital were cleaned and this department also washed and cleaned windows and screens.

The upholstery department, under the immediate supervision of John Savis, foreman, installed flooring and hung drapes and shades in the Children's Building while carrying out the normal demands for their services.

Frank DiPrimo, head tailor, gave direct supervision to the tailor shop. He reported the following: 646 patients' suits, 835 patients' pants and 444 patients' overcoats were pressed and repaired; 634 patients' suits and 2,758 patients' new pants were altered; 4,065 patients' overalls and pants were repaired; 139 uniforms were pressed and repaired; 588 women patients' coats and 804 women patients' dresses and skirts were altered; also, 1,022 new laundry bags were made and 603 laundry bags repaired.

#### Food Service

The food service department was under the direction of John W. Evans, food service supervisor I, with the assistance of Mrs. Jean Epstein and Alvin Washington, assistant food service supervisors I. The department felt an additional loss of trained key personnel during the year. Again, food service staff operated within the food allowance for the year in spite of the rise in food costs. This is credited, in part, to their close cooperation with nursing on the accurate daily feeding census.

Our head baker, Otto Schumacher, continued in charge of the bakery and reported the following production: 416,570 loaves of bread, 3,291 dozen rolls and buns, 2,444 dozen cookies and brownies, 55,970 dozen doughnuts, 15,792 cakes, 24,240 coffee cakes, 3,747 pies and 8,316 rolls plus miscellaneous baked goods.

Gus Leshefka, head butcher, reported the following meat processed by his department: 598,953 pounds of purchased meats and 183,198

pounds of hospital-produced meat, totaling 782,151 pounds.

During the past year we were most fortunate in receiving the following food commodities from the Federal surplus commodities program as follows: pea beans, 28,612 pounds; red kidney beans, 3,200 pounds; butter, 28,544 pounds; cheddar cheese, 22,463 pounds; cornmeal, 4,700 pounds; bread flour 535,000 pounds; hominy grits, 7,872 pounds; lard, 22,320 pounds; margarine, 24,888 pounds; powdered milk, 18,414 pounds; oatmeal, 8,388 pounds; peas, 3,326 pounds; pettijoins, 11,232 pounds; raisins, 10,350 pounds; shortening, 7,440 pounds; wheat-bulgar, 9,072 pounds, and concentrated orange juice, 44,664 cans, having a total value of \$135,639.24.

#### Sanitarian

Our senior sanitarian, Milton R. Vreeland, reported on the following sanitation at our hospital.

Routine inspections of all food service areas were continued and hand cultures taken of all employees in the food service department and tested for staphylococcus with the cooperation of the pathologist. There were 19 liquid Hexachlorophene soap dispensers installed in food service areas during the year. Three small refrigerators in the Main Building kitchen were reconstructed into one large vermin-proof refrigerator.

Mr. Dennis Bloomfield was contracted to act as an advisor and consultant for extermination work. The employees were assigned to their geographical divisions of the hospital, each responsible for the routine and special assignment in his own given area. New material and equipment has been ordered for use in this program.

Monthly inspections of the dairy farm and pasteurizing plant were continued, with good reports from the analyses.

Water samples were submitted for analyses by our engineering department and surveillance was maintained throughout the year for stream pollution; the stream remained quite normal and there were no complaints.

Monthly inspections were made of all garbage and refuse disposal and all procedures were found to be conducted in a satisfactory manner. Garbage cooking for hog feeding was conducted in compliance with State regulations.

Mr. Vreeland also continued investigations on routine sanitation problems such as odors, plumbing leaks, screening, broken windows and sanitation of vending machines.

Active in various organizations, Mr. Vreeland participated as a member of the hospital safety committee, the hospital infection control committee and the inter-departmental committee of environmental sanitation

as well as seminars on pesticides, floor care, insect and rodent control, safety and food sanitation.

#### Farm, Dairy, Greenhouse and Grounds

Britton Koch, farm supervisor, continued his excellent and efficient supervision of the farm, dairy, greenhouse and grounds, assisted by John Zeis, head farmer, and Edward Ader, head dairyman.

During the year our dairy produced 1,352,780 quarts of milk valued at \$162,334, based on 12 cents a quart; beef and other dairy products valued at \$30,191; for a total value of \$192,525 as compared with \$202,466 for fiscal year 1967, a decrease of \$9,941. The dairy census at the end of the year was 190 milking cows, 46 dry cows, 116 heifers and 16 calves, totaling 368 animals.

The piggery, under the direct supervision of Howard Hoffman, produced 140,636 pounds of pork valued at \$34,857.50 and other products valued at \$601.50, totaling \$35,459 as compared with \$39,262.48 produced last year, a decrease of \$3,803.48. At the end of the year the piggery census was 467 animals.

Plans are currently underway to phase out both farm and dairy operations by the projected date of October 1, 1968. However, it is planned to continue the piggery which supplies pork to the hospital and also provides for garbage disposal.

Our heavy-duty equipment and personnel have done considerable work in landscaping, demolishing and bulldozing areas of other State institutions. One of the largest of these projects was the demolition of several large masonry buildings at Johnstone Training Center, the removal of the debris and filling and grading the grounds.

#### Storehouse

Lawrence E. Merkel, storekeeper I, reported that his department handled an increased quantity of materials, supplies and requisitions throughout the year. A shortage of employees and a high turn-over rate caused a real hardship in this unit and an increase in the number of employees has been requested.

#### Service Unit

Vincent VanInwegen, service unit manager, supervised the operation of our service unit, assisted by Mrs. Florence Reed until March 1st when she retired and was replaced by Mrs. Margarete Richards.

Mr. VanInwegen reported that sales for the period July 1, 1967 through June 30, 1968 amounted to \$202,146.36 compared with \$201,936.69 last year, an increase of \$209.67. The gross profit increased from 30.88 per cent to 31.86 per cent. The increase in expenses was due mainly to the increase in wages.

Income received from our vending machines increased from \$16,323 last year to \$16,865.51 for this year, an increase of \$542.47.

All profits from both the service unit sales and the vending machine sales are deposited to the Patients Welfare Fund.

#### Engineering

The engineering department continued under the direct supervision of Maurice A. Chaillet, engineer-in-charge I, assisted by Charles Corbishley and William Schaufelberger, assistant engineers-in-charge I.

During the year our four oil-fired steam boilers consumed 3,513,746 gallons of oil to produce 411,400,964 pounds of steam needed to heat all our major buildings and to generate 1,370,000 k.w.h. of electricity; in addition, we purchased 7,316,100 k.w.h. of electricity from the Jersey Central Power and Light Company.

Our water consumption for the year was 375,000,000 gallons as compared with 337,416,000 gallons consumed last year.

During the year two new wells were drilled, one in a field behind Dr. Melvin's residence off Central Avenue, and the second well was drilled near our sewage disposal plant just north of West Hanover Avenue. Neither well is operating pending erection and installation of pumps and connecting pipe lines.

The sewage plant processed 266,375,000 gallons during the past fiscal period.

Two new rotary trickling filters were installed during the year and placed in operation in July 1968.

Mr. Chaillet reported the following projects completed during fiscal year 1968: New aluminum awning-type windows with stainless steel security screens and interior doors were completely installed on ward 54, Main Building North, and a duplicate installation on ward 52 was about 75 per cent completed by the end of the fiscal period. The final phase of the replacement of the fourth floor gutter of the Main Building was completed with the replacement at tier 4 of both North and South sides of the Main Building. New lighting was installed in Main Building South basement. During the year the 10-year program of repointing the masonry of the entire Main Building was completed, and the general repointing program continued with completion of minor repointing at the Reception Building and employees cafeteria.

Dualizing of the deep well high-voltage feeders was completed and new transformers and switching equipment installed in the Voorhees-Knight Cottage.

Work was completed on converting the old storage building into a new headquarters for the Greystone Park Association, necessitating new

heating, lighting and flooring; the Association moved from South Cottage to the newly renovated building in June 1968.

#### Construction

All major construction work remained under the supervision of Dominick DeMarco, inspector for the Bureau of Construction assigned to this institution.

The projects listed above in our engineer's report were inspected and checked by Mr. DeMarco and due to a fine spirit of cooperation many projects were started and completed using Force Account mechanics working directly under Mr. DeMarco. He also closely supervised work underway by General Contractors.

In addition to the previous projects listed under engineering, bed pan sterilizers and scrub-up sinks were installed in the Clinic and Main Buildings. Also installed were additional unit heaters and risers to the fourth floor wards. Work is now underway to replace the piping and install fire hose cabinets in Voorhees-Knight Cottage.

Several meetings were held during the year with the architects on the final plans for the Affiliate Nurses Training and Education Center.

#### Recommendations

Affiliate Nurses Training and Education Center: \$2,500,000.

High Voltage Electric Improvements: \$375,000.

Water Treatment Plant: \$750,000.

Improvement Steam Distribution System: \$400,000.

Improvements to Main Building Heating: \$494,000.

Employee Housing: \$1,939,000.

Intensive Care Units: \$1,250,000,

Improve Employee Dining Facilities: \$112,000.

#### Loss of Employees by Retirement or Death

The seventeen employees who retired during the year were employed and retired on the dates indicated.

Mamie P. Worley, dining hall supervisor, 1942-1967

Joseph Donovan, physician, 1923-1967

Homer G. Peet, stationary fireman, 1948-1967

Erma A. Schieler, senior clerk stenographer, 1924-1967

Isabel M. Moran, recreation assistant, 1928-1967

Florence Mosher, supervisor x-ray technician, 1942-1967

Olga Padfield, psychiatric technician, 1952-1967

Thomas A. Reardon, truck driver, 1954-1967

Vera Sherrer, institutional attendant, 1954-1967

Arnelya Bryant, institutional charge attendant, 1947-1968

Sarah E. Healy, housekeeper, 1958-1968

Carl F. Neuman, senior dietitian, 1949-1968

Missouri Newton, institutional attendant, 1957-1968  
Henry W. Reed, supervisor of patients accounts, 1937-1968  
Margaret McEwan, housekeeper, 1957-1968  
Felix Kozak, houseman, 1952-1968  
Sing Bea Chang, consultant, 1965-1968

The six employees who died during the year have the dates of their service indicated.

Ellan Bowen, institutional charge attendant, 1947-1967  
Helen R. McLaughlin, institutional charge attendant, 1957-1967  
Taimi Schoultz, nurse, 1954-1967  
Margaret L. Drake, telephone operator, 1957-1968  
Richard Chamberlain, stores clerk, 1953-1968  
John D. Crews, institutional attendant, 1961-1968

#### Conclusion

Our hospital was continued under the three-year accreditation by the Joint Commission on Accreditation of Hospitals.

Our three-year psychiatric residency training program continued under the approval of the Council on Medical Education and Hospitals of the American Medical Association.

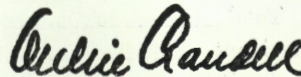
Further recruitment of psychiatrists and physicians is urgent and will require a more competitive salary range and better fringe benefits. Nurse recruitment is needed. There is a further serious personnel shortage, particularly of men, in the attendant and technician category but affecting also food service.

Additional housing for all categories is required if we are to properly staff the hospital.

The affiliate nurses education building, for which preliminary plans have been prepared, should be completed as expeditiously as possible.

To the staff and employees of our hospital I want to express my deep appreciation for their efforts in providing such excellent care and treatment of our patients, particularly in view of the continued shortage of personnel. I am grateful for the assistance and support given me by members of our Board of Managers throughout the year, and I also thank Commissioner McCorkle, Doctor Davis and the Central Office staff for their guidance and advice.

Respectfully submitted,



Medical Superintendent and  
Chief Executive Officer

## Movement of Patient Population

Fiscal Year 1968

	TOTAL	MEN	WOMEN
Patients on books 7-1-67—Total .....	4515	2120	2395
Resident .....	4195	1964	2231
In family care .....	115	36	79
On parole (Sex offenders) .....	17	17	0
On brief or temporary visit .....	169	85	84
Missing .....	19	18	1
Medical - Surgical .....	0	0	0
Other .....	0	0	0
Admissions during the year—Total .....	1974	1013	961
First admissions .....	1090	560	531
Readmissions .....	855	436	418
Transfers from other hospitals for mental diseases .....	29	17	12
Total on books during the year .....	6489	3133	3356
Discharged during the year—Total .....	1582	817	765
As recovered .....	536	292	244
As improved .....	1027	516	511
As unimproved .....	19	9	10
As without mental disorder .....	0	0	0
Discharged directly from this hospital ..	1117	653	464
Discharged while on temporary visit or otherwise absent (excluding deaths) ..	465	164	301
Deaths on temporary visit or otherwise absent from this hospital .....	0	0	0
Sex offenders (on parole) transferred to jurisdiction of Diagnostic Center .....	19	19	0
Sex offenders (on escape) transferred to jurisdiction of Diagnostic Center .....	13	13	0
Transferred to other hospitals for mental diseases .....	39	31	8
Died .....	489	236	253
Total removed from books during the year ..	2142	1116	1026
Patients on books last day of the year—			
Total .....	4347	2017	2330
Resident .....	4088	1906	2182
In family care .....	114	28	86
On brief or temporary visit .....	137	75	62
Missing .....	8	8	0
Medical-Surgical .....	0	0	0

### Movement of Patient Population, contd.

	TOTAL	MEN	WOMEN
Average daily resident population .....	4155	1947	2208
Average daily population on books .....	4433	2068	2365
Total placements on absent status .....	9066	4168	4898
Total returns from absent status .....	8630	4017	4613
In addition, the following were transferred from other state institutions to receive special surgical or medical care of a general hospital nature.			
Receiving special care, 7-1-67 .....	3	0	3
Admitted for special care .....	4	0	4
Discharged from special care .....	3	0	3
Died while receiving special care .....	0	0	0
Receiving special care last day of the year ..	4	0	4

#### BABY CENSUS

	TOTAL	BOYS	GIRLS
Babies in hospital, 7-1-67 .....	0	0	0
Babies born during the year .....	1	0	1
Babies returned from medical-surgical during the year .....	0	0	0
Babies released to medical-surgical during the year .....	1	0	1
Babies discharged from medical-surgical ..	1	0	1
Babies discharged during the year .....	0	0	0
Babies died during the year .....	0	0	0
Babies in hospital last day of the year .....	0	0	0
Stillbirths .....	1	1	0

#### RESIDENT POPULATION BY AGE

FISCAL YEAR TO 6-30-1968

AGE	UNDER															85- OVER	TOTAL	
	10	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79			
Men	7	31	71	66	67	90	105	133	159	191	213	243	188	147	124	93	53	1981
Women	2	14	36	48	55	69	97	146	191	214	216	236	233	232	217	142	100	2248
Total	9	45	107	114	122	159	202	279	350	405	429	479	421	379	341	235	153	4229

## Administrative Staff in Service

Fiscal Year 1968

	FULL-TIME		PART-TIME	
	M	W	M	W
Grand total 6-30-67—1,977 .....	752	1124	65	36
<b>MEDICAL ADMINISTRATION—Total</b> .....	324	974	64	34
Medical Director .....	1			
Deputy Medical Director .....	1			
Clinical Psychiatrist .....	9	1		2
Physician Specialist .....	9	1		
Other Physicians—Total .....	15	3	15	
Ward duty .....	13	3	4	
Specialists .....	1		11	
Pathologist .....	1			
Dentists .....	2			
Chaplains .....	4		1	
Pharmacists .....	3			
Graduate Nurses—Total .....	13	78	1	23
Supervisory or administrative duty .....	6	42		
Ward duty .....	7	36	1	23
Other nurses, psychiatric technicians and attendants, excluding 57 affiliate nurses, on ward duty .....	208	742	44	
Occupational therapists and assistants .....	15	32		2
Professional .....	5	9		1
Occupational therapy aides .....	10	23		1
Recreational therapists and assistants .....	5	14	1	
Medical clerical employees .....	6	69		
Other employees .....	29	17	2	2
Social Service Director and social workers .....	4	17		5
<b>BUSINESS ADMINISTRATION—Total</b> .....	428	150	1	2
Business Manager .....	1			
Assistant Business Manager .....	1			
Personnel Director and assistants .....	3	1		
Clerical employees .....	9	37		
Food service employees .....	135	80	1	2
Building service employees .....	29	21		
Farm employees .....	68			
Engineering employees .....	114			
Other employees .....	68	11		



THE NEW JERSEY STATE HOSPITAL  
AT GREYSTONE PARK

