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PLAN FOR THE RE-LOCATION
OF MENTAL HOSPITAL PATIENTS

(Based on Re-alignment of Service Areas
and Opening of Ancora State Hospital)

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I. GENERAL INFORMATION

This "Plan for the Re-location of Mental Hospital Patients" is necessary because of the opening of the Ancora State Mental Hospital and the consequent realignment of the service areas for the State mental hospitals.

A. Objectives--

1. To begin moving patients into Ancora on April 1, 1955; to begin the transfer of patients from existing State mental hospitals on April 1 in accordance with the "Transfer Schedule."
2. To carry out the entire transfer procedure within a period of seven months from April 1, 1955, so that the program will be completed before October 31, 1955.
3. To plan for the transfer of sufficient ward personnel to Ancora to provide a nucleus of trained persons without impairing the employee situation in existing facilities.
4. To reduce the patient loads in the existing State mental hospitals by 1,500 in proportion to their percentage of overcrowding as of January 1, 1955.
5. To plan the orderly exchange of approximately 2,415 patients as follows:--

<u>HOSPITAL</u>	<u>OUT</u>	<u>IN</u>	<u>NET MOVE</u>
Trenton & Mercer	1,275	915	2,190
Greystone	840	---	840
Marlboro	300	---	300
Ancora	---	<u>1,500</u>	<u>1,500</u>
TOTAL	2,415	2,415	4,830

6. To plan for the acceptance of new admissions at Ancora on April 1, 1955. The transfers plus direct admissions will approximate 2500 patients at Ancora by the end of the Transfer Period.
7. To provide for direct admission of Hudson County and the City of Newark patients at Trenton State Hospital, commencing April 1, 1955, thereby relieving Greystone Park to this extent.
8. To make the service area alignment, adopted by the Board of Control on October 21, 1954, the basis for all transfers of patients, except as noted in I, B.

B. Hospital Service Areas:--

The State Board of Control at its meeting on October 21, 1954, approved a change in the service areas of the State mental hospitals. These basic areas have been maintained in this plan except that Union County patients will remain at Marlboro and Hudson County patients will be transferred to Trenton State Hospital.

<u>Name of Hospital</u>	<u>Service Areas</u>	
	<u>Existing</u>	<u>Change To</u>
Greystone Park	Sussex	Sussex
	Passaic	Passaic
	Morris	Morris
	Bergen	Bergen
	Essex	Essex (Except the) (City of)
	Hudson	----- (Newark)
Trenton	Cape May	-----
	Cumberland	-----
	Atlantic	-----
	Salem	-----
	Gloucester	-----
	Camden	-----
	Burlington	-----
	Mercer	Mercer
	Somerset	Somerset
	Hunterdon	Hunterdon
	Warren	Warren
		Hudson
		City of Newark

<u>Name of Hospital</u>	<u>Service Areas</u>	
	<u>Existing</u>	<u>Change To</u>
Marlboro	Ocean	-----
	Union	Union
	Middlesex	Middlesex
	Monmouth	Monmouth
Ancora	None	Cape May
		Cumberland
		Atlantic
		Salem
		Gloucester
		Camden
		Burlington
		Ocean

C. EFFECTIVE DATE

The effective date for the formal adoption of these revised hospital service areas is April 1, 1955. Commencing on that date, Ancora will begin to accept direct admissions from the counties assigned to it, as will Trenton, Marlboro and Greystone Park. All admissions from Hudson County and the City of Newark will be accepted directly by Trenton State Hospital on April 1, 1955.

II BUSINESS AND FINANCIAL MATTERS:--

A. Records, in general--

1. The Superintendent or a person delegated by him, shall be responsible for the assembly, review and transmissions of all records.
2. The records shall be complete and all entries current to the date of transfer.
3. Each hospital shall establish a reference file (card or case) concerning the material transferred, where sent and the date of transfer. A summary statement such as "John Smith - entire case record, forwarded to Ancora on 4-10-54" will be sufficient if the Superintendent concurs.

B. Business and Financial Records--

1. The transfer of patients will require adjustments in the business and financial records of the mental hospitals. However, this is not an immediate problem which needs to be resolved on the day the patient is transferred. Accordingly, it is not a matter for determination in this Plan.
2. The Division of Administration and Accounts will confer with the institutional Superintendents and Business Managers to work out an acceptable policy covering business, financial and budgetary problems arising from the transfer of patients.
 - a. Thereafter, the Division of Administration and Accounts will draft and promulgate effective regulations for the orderly processing of these matters, including the distribution between hospitals of balances available in the institutional welfare fund, the patients per capita maintenance costs, the personal funds of inmates, the prorating of employees salaries, plant maintenance costs, supplies and other pertinent items affected by the transfers.

C. Miscellaneous--

1. Mail-Routing of--

The Business Manager of each hospital shall notify the mail room concerning the names of the patients to be transferred and their destination so that mail, packages, etc., may be properly directed.

A copy of the "Patient's Transfer List" can be used for this purpose. It should be made available to the mail room at the same time as other copies of the Transfer List are distributed.

2. Notification to Relatives:--

The sending hospital will prepare a letter of notification to any next of kin, relative or nearest friend, from the "Patient's Transfer List" indicating the date of transfer, the name and location of the hospital to which the patient will be sent. It should also mention that all mail on or after the date of transfer must be directed to the patient's new location.

The letter of notification shall be mailed at least one week prior to the date of transfer.

3. Meals, Arrangements for--

All patients and employees shall be fed prior to departure. The receiving hospitals shall be prepared to supply adequate sustenance for the patients and employees arriving each day.

The departure times and arrival times have been arranged to permit the receiving hospital to make the necessary preparation for feeding. Reference to the "Transfer Schedules" and "Patient's Transfer Lists" will assist in this planning.

4. Clothing--

Attached is a suggested list of clothing which should be provided each patient on departure. The mandatory items are indicated. Any deviation

from the mandatory items or for substitutes shall be cleared through and be approved by Mr. Louis Klein or Mrs. Fleming of the Central Office-Extension 257.

D. Personnel--

1. Civil Service Procedures--

Personnel transfer procedures are well established under existing Civil Service rules and regulations. Accordingly, there is no need to cover such matters in this Plan. The same procedures will continue in carrying out this program.

2. Transfers--

A nucleus of experienced ward personnel will continue to be recruited from the existing mental hospitals and will be transferred to Ancora in order to provide some trained personnel to assist in organizing the program.

3. Recruitment--

Plans shall continue to be made primarily at Ancora for the recruitment of personnel sufficiently in advance to insure adequate employee coverage at least two weeks before the arrival of patients for whom they are to care. This is necessary to provide sufficient time for personnel orientation and adjustment.

4. Escort of Patients--

The transferring hospital shall be responsible for providing personnel for escort of patients to the receiving hospital. The ratio of personnel to patients while in transit shall be established by the Medical Director depending on the classification of patients to be transferred.

III. TRANSPORTATION

A. General Policy:--

1. Busses will be provided by Mr. Fred Poinsett, Superintendent of Transportation. He will be provided with a copy of the "Transfer Schedule" in advance and will arrange to have sufficient busses to accommodate the patients and employees to be transferred.
2. The transferring hospitals are responsible for providing busses and experienced drivers. Accordingly, each superintendent shall provide Mr. Fred Poinsett with the names of at least two drivers whom they will assign to this activity. It shall be Mr. Poinsett's responsibility to schedule the busses, assign the drivers and issue all pertinent instructions to meet the requirements of the attached "Bus Schedule." All schedules are to be arranged and promulgated to all interested parties at least two weeks in advance of the actual transfer dates.
3. Mr. Poinsett will be guided in making the assignment of drivers by the "Transfer Schedule" and the need for sharing in this activity by all transferring hospitals. It is possible that some drivers may be required to drive patients from institutions other than the hospitals to which they are presently assigned. The hospital superintendents are requested to recognize the need for flexibility and to cooperate with Mr. Poinsett in these necessary assignments.
4. Arrangements shall be made by the Superintendents of the transferring hospitals for the prompt departure of designated patients and employees on the date established in the "Transfer Schedule."
5. The busses will be at the Loading Point of the transferring institution in sufficient time to permit arrival at the receiving hospitals at the hours designated on the attached "Bus Schedule."
6. The busses will pick up departing patients and employees at points to be designated by the sending hospital. Directions shall be given to bus drivers by designated employees either at the main entrance gates or the administration building.
- 7.. Each hospital superintendent shall designate a responsible employee to be at the "Loading Point" to give any supplementary instructions which may be necessary.

8. All patients and employees are to be discharged at the receiving hospitals at the places designated by the receiving hospital. If possible, advance information should be sent to Mr. Poinsett or if this cannot be done a responsible employee should be delegated to meet the bus at the main entrance and guide it to the discharge point.
9. The superintendents of the receiving hospitals shall have their staffs alerted and organized to meet all transferred patients and employees on the dates indicated on the "Transfer Schedule." If anything of an emergency nature arises which might prevent the receiving hospital from accepting transferred patients, immediate contact shall be made with the Superintendent of the transferring hospital to defer departure of patients.
10. The guide car and busses are to be available for returning personnel (attendants) to their home stations after escorting patients to the receiving hospitals.

B. Guide Car:--

A "guide" car will be assigned by Mr. Poinsett to accompany each bus or group of busses on departure from the hospitals. This precaution is being taken to guard against the possibility of mechanical or other difficulty en route. The "guide" car will be available in the event of emergency and can direct the busses in following the prescribed routes. The "guide" car will also be used to transport patient and other records.

C. State Police:--

The State Police will be contacted in advance of each movement of patients. This will be done by Mr. Poinsett by mailing a copy of the Master Transfer Schedule or otherwise communicating with the State Police to inform them of the daily transfers and routes to be followed.

D. Bus Cleanliness:--

Attendants accompanying patients shall be responsible for cleaning interior of all busses promptly on completion of each trip. The receiving hospital shall provide facilities, equipment, and supplies.

E. Routes of Travel:--

It is essential that all patients be under close surveillance during transfer. This is necessary for their own safety and protection. Accordingly, both the transferring and receiving hospitals should know the approximate location of each vehicle transporting patients. To accomplish this in some degree, the following routes are to be followed by all vehicles moving patients. The Superintendents of all transferring hospitals or their designated representatives are to instruct the drivers of each vehicle and the attendant in charge concerning these routes of travel. Any deviation must be reported at least three days in advance to the office of the Commissioner and to the Superintendent of the receiving hospital.

SUGGESTED BUS SCHEDULE

<u>Trenton</u>	Leave	A.M.	Arrive	Leave	P.M.	Arrive
	Trenton		Ancora	Trenton		Ancora
	8:30 A.M.		10:30 A.M.	1:00 P.M.		3:00 P.M.
<u>Greystone</u>	Leave	A.M.	Arrive	Leave	P.M.	Arrive
	Greystone		Ancora	Greystone		Ancora
	8:00 A.M.		11:30 A.M.	12:30 P.M.		4:00 P.M.
	Leave		Arrive	Leave		Arrive
	Greystone		Trenton	Greystone		Trenton
	8:30 A.M.		10:30 A.M.	1:00 P.M.		3:00 P.M.
<u>Marlboro</u>	Leave	A.M.	Arrive	Leave	P.M.	Arrive
	Marlboro		Ancora	Marlboro		Ancora
	8:00 A.M.		11:00 A.M.	12:30 P.M.		3:00 P.M.
	Leave		Arrive	Leave		Arrive
	Marlboro		Trenton	Marlboro		Trenton
	8:30 A.M.		10:30 A.M.	1:00 P.M.		3:00 P.M.

Note:-- P.M. schedule is shown as an alternate in the event that it is necessary for any reason to delay or defer the A.M. schedule.

TRENTON TO ANCORA:--

Approx. Miles - 54.5
Approx. Time - 1 hr. 24 min.

Proceed EAST on West State Street to Calhoun Street,
turn RIGHT and take the John Fitch Way to Lamberton Street,
turn LEFT on Lalor Street to Broad Street.

Turn RIGHT on Broad Street and follow U. S. Route 206.

Follow U. S. Route 206, bearing LEFT at Bordentown
Diner and continue to Hammonton.

Turn RIGHT (toward Camden) at Hammonton and follow U.S.
Route 30.

About four or five miles from Hammonton, just at the top
of a bridge over a railroad make a LEFT turn. Proceed slowly
as this is a sharp turn.

Continue straight until Institution is sighted on the
RIGHT.

MARLBORO TO ANCORA VIA NEW LISBON:--

Approx. Miles - 34.2
Approx. Time - 49 minutes

(A stop over may be made at New Lisbon for a 30 minute rest period. Advise New Lisbon in advance.)

Take State Route 79 to Freehold.

At Freehold proceed to U. S. Route 9.

At U. S. 9 turn LEFT and proceed on U. S. Route 9 beyond Lakewood to the intersection with State Route 70.

Turn RIGHT on State Route 70 proceed beyond Lakehurst to intersection of State Route 72, turn LEFT on 70 to the New Jersey State Colony at New Lisbon.

Turn RIGHT into Colony where you will be met and taken to a rest area.

Upon leaving the New Lisbon Colony turn LEFT on State Route 72 and proceed to State Route 70 and turn LEFT to Red Lion Circle.

At Red Lion Circle proceed SOUTH on U. S. Route 206 to Hammonton.

Turn RIGHT at Hammonton (toward Camden) and follow U. S. Route 30.

About four or five miles from Hammonton, just at the top of a bridge over a railroad make a LEFT turn. Proceed slowly as this is a sharp turn.

Continue straight until Institution is sighted on the RIGHT.

MARLBORO TO TRENTON:--

Approx. Miles - 43.7
Approx. Time - 1 hr. 21 min.

Take State Route 79 through Freehold.

At State Route 33, outside Freehold turn RIGHT and proceed to Hightstown.

At traffic light in Hightstown turn RIGHT on secondary Route 539 and continue to U. S. Route 1 at Penns Neck.

Go around circle and take U. S. Route 1 SOUTH towards Trenton.

Follow U. S. Route 1 to RIGHT of circle and proceed to Olden Avenue and turn RIGHT (second traffic light).

Continue on Olden Avenue to second road on LEFT and turn LEFT on Parkside Avenue.

Continue on Parkside Avenue to Stuyvesant Avenue (third traffic light) and turn RIGHT.

Proceed on Stuyvesant Avenue to the rear gate of the Trenton State Hospital.

GREYSTONE PARK TO TRENTON

Approx. Miles - 56
Approx. Time - 1 hr. 50 min.

Follow U. S. Route 202 to Bedminster.

At Bedminster, turn LEFT on U. S. Route 206 through Princeton and Lawrenceville to Trenton.

At Trenton circle take U. S. Route #1 to the sharp RIGHT.

Follow U. S. Route #1 to Olden Avenue and turn RIGHT (second traffic light).

Continue on Olden Avenue to second road on LEFT and turn LEFT on Parkside Avenue.

Continue on Parkside Avenue to Stuyvesant Avenue (third traffic light) and turn RIGHT.

Proceed on Stuyvesant Avenue to the rear gate of the Trenton State Hospital.

When ready to proceed to Ancora, follow same route as outlined from Trenton.

IV. ESTIMATED RELIEF TO INSTITUTIONS

A. Limitations on Transfers to Ancora

The number of transfers to Ancora, limited to 1,500 patients by Dr. Bixby's directive of 2-9-55, in turn, controls the amount of relief which can be given to Trenton, Greystone and Marlboro.

Relief will be afforded the existing operating hospitals according to their percentage of overcrowding on January 1, 1955. Reference to the following material indicates that the numerical relief will be:-

Greystone Park	840 patients
Trenton	360 "
Marlboro	<u>300</u> "
Total	1,500 patients

Even after the transfers are completed, the three existing hospitals will continue to be substantially overcrowded.

B. Projection of Ancora Case Load

It is anticipated that there will be 1,500 transferred patients at Ancora by the end of October 1955. In addition, there will be admissions directly to Ancora commencing April 1, 1955.

The admissions from the counties now assigned to Ancora since 1950 have been steadily increasing as follows:--

1950	-	775
1951	-	794
1952	-	951
1953	-	1,021
1954	-	1,093

The Ancora case load by the end of the calendar year should total about 2,500 patients, if we assume items 1 and 2 below are valid:-

1. Transfers to Ancora	=	1,500
2. Estimated Admissions	=	1,000
3. Estimated Patient Load	=	<u>2,500</u>

In the event full occupancy is not realized at Ancora after the transfers are completed, further thought can then be given to additional relief to other existing State mental hospitals.

C. Summary Analysis of Relief to Institutions
on Transfer of Patients

	<u>Greystone Park</u>	<u>Marlboro</u>	<u>Mercer Field & Trenton</u>	<u>Total</u>
Census 1/1/55	6686	3256	4324	14266
Normal Occupancy	<u>4290</u>	<u>2402</u>	<u>3292</u>	<u>9984</u>
Overcrowding	2396	854	1032	4282
% of Over- crowding in State	56%	20%	24%	100%
Patient Relief to Each Insti- tution*	840	300	360	1500

AFTER TRANSFERS

	<u>Greystone Park</u>	<u>Marlboro</u>	<u>Mercer Field & Trenton</u>	<u>Ancora**</u>
Est. Census	5846	2956	3964	1500
Est. % of Occupancy	136%	123%	120%	60%

*Relief to be provided equitably by prorating the percentage of overcrowding at Trenton, Greystone and Marlboro against the total transfers to Ancora of 1500 patients.

**1000 beds reserved for anticipated admissions. In the event full occupancy is not realized at Ancora after the transfers are completed, further thought can be given to additional relief to the other State hospitals.

D. How Relief Will Be Accomplished:--

In order to effect the net relief mentioned in Section IV, A, preceding, it will be necessary to transfer the following numbers of patients:

(1) To Ancora:

From Trenton	1275	patients
" Marlboro	202	"
" Greystone Park	<u>23</u>	"
Total	1500	patients

(2) To Trenton:

From Marlboro	98	"
" Greystone Park	<u>817</u>	"
	915	patients

V. PATIENTS TRANSFERS, PROGRAMMING OF

A. General Policy:--

1. The original of the patient's case records together with clinical records, x-rays, etc., shall be forwarded to the receiving hospital at the same time the patient is transferred. The original of the final order of commitment shall be forwarded also to the receiving hospital.
2. The sending hospital shall make and retain a copy of the final order of commitment in order to carry out the necessary billing and auditing requirements.
3. Patients voluntarily committed are to be transferred according to the new hospital service areas. However, before this may be done the sending hospital shall:--
 - a. Obtain a written consent to the transfer from the patient which shall become part of the patient's record to be transferred.
 - b. Obtain a voluntary release from the patient which shall also become part of the record to be transferred.
 - c. If (a) or (b) are not acceptable approaches because the patient is incapable of consent, then arrangements shall be made for the patient's commitment by court order prior to transfer. It is possible that staff physicians from other than the sending and receiving hospitals can be used for this purpose.
4. Senile and bed fast patients are to be transferred, subject to a medical determination concerning their physical ability to undergo the move.
5. All patient records shall be brought up to date by the sending hospital, prior to transfer.
6. A responsible person shall be assigned by the sending hospital's superintendent to examine each patient's record to determine that it is in condition to forward to the receiving hospital.

7. A summary letter of transmittal listing the names and case number of all patients shall be attached to the patient records on each day of transfer. The letter of transmittal shall be prepared in sufficient copies to permit forwarding duplicates to the receiving hospital. The receiving hospital shall receipt one copy and return it by mail to the sending hospital.
8. The "guide car" which will accompany each movement of patients shall be used to transfer patient records.
9. The sending hospital will make every effort during the early phases of the program to transfer to Ancora the most able-bodied patients. This is desirable to assist Ancora in its efforts to organize.
10. Patients of similar classification should be transferred together if feasible.
11. Keep male and female patients separate.
12. Twenty patients are the maximum to be transported in any vehicle during the program.
13. The sending institution shall be responsible for establishing a proper ratio of attendants to patients in all transfers.
14. The sending hospital prior to transferring patients shall determine their health condition. Patients whose physical health might be adversely affected by the transfer may not be sent to the receiving hospital until they have recovered sufficiently to permit their transfer.
15. The sending hospital shall be responsible for the patient until he is delivered safely at the receiving hospital. This shall be determined as the time at which the authorized representative of the receiving hospital signs the copy of the "Patient's Transfer List".
16. The Attendant in charge of each transfer shall be given, prior to departure, two copies of the "Patient's Transfer List". On arrival one copy shall be turned over to the representative of the receiving hospital and together they shall check the patients against the "Patient's Transfer List". If accurate, the representative of the receiving hospital shall sign a copy of the "Patient's Transfer List" with the notation "All patients received at _____ Hospital, Signed". The receipted copy shall be returned to

B. Patient's Transfer List:--

1. A Patient's Transfer List shall be prepared to conform in numbers to the total daily transfers shown on the "Transfer Schedule."
2. The Patient's Transfer List shall be prepared three weeks in advance of the date shown for the proposed "Transfer Schedule." This time element is necessary to afford Central Office sufficient time to prepare and execute transfer orders, for the receiving hospital to make advance preparations and to provide ample time for the preparation of daily bus schedules.
3. The Patient's Transfer List shall be distributed at least three weeks in advance of the projected transfer as follows:--
 - a. 1 copy to the Office of the Commissioner, Central Office.
 - b. 1 copy to the Mail Room at Sending Hospital.
 - c. 1 copy to the Business Manager at Sending Hospital.
 - d. 1 copy to the Bureau of Classification - Central Office.
 - e. 1 copy to the Superintendent of Transportation - Central Office.
 - f. 2 copies to the receiving hospital, one for the Chief Medical Officer and one for the Business Manager.
4. The Patient's Transfer List shall be prepared on the attached form giving all information requested thereon including the name and case number of the patient, the sex, the classification and the method of transportation required vis. - bus, van or ambulance.
5. The attendant in charge of each transfer shall be given two copies of the "Patient's Transfer List," amended if necessary, to provide for the replacement of patients unable to be transferred on the date originally scheduled.

The attendant in charge shall give to the responsible representative of the receiving hospital, on arrival, one copy of the "Patients' Transfer List" and carry out the instructions under this Section, General Policy, Paragraph A, Items 15 and 16.

6. If it is necessary to amend the original "Patients' Transfer List," copies of the changes shall be sent to all parties receiving the initial distribution mentioned under B 3 of this Section.

C. Manner of Selecting Patients:-

In selecting patients for transfer, the following order of preference will be shown:-

1. Patients, now resident in the three existing hospitals, who come from the territory to be served by Ancora will be transferred to Ancora.
2. The greatest immediate relief will be at Trenton State Hospital. Relief to the other institutions in proportion to the number of beds allotted to them will come by way of transfers into Trenton.
3. Hudson County Patients now in Greystone will be transferred to Trenton State Hospital.
4. When it is necessary to depart from established geographic areas of commitment, preference for transfer shall be given to those:
 - (a) Who are in the category of out-of-State patients.
 - (b) Who have not had any visitors for a period of two years.
 - (c) Who have no known relatives.
 - (d) If Greystone Park has not been able to receive relief up to 840 patients after steps 3 and 4 (a through c) then, it may transfer City of Newark cases to the 840 limit.

Note:--Transfers will be carried out in accordance with the attached "Transfer Schedule."

VI. TRANSFER SCHEDULE

A. General Observations

The attached "Transfer Schedule" is the basic guide for controlling the movement of all patients involved in this transfer.

It has been projected from April 1, 1955, through October 1955. The necessity of making most of the transfers to Ancora by way of Trenton State Hospital places the heaviest burden on that institution. In order to give some relief to Greystone Park in the early stages of the transfer period, it will be necessary to continue Mercer Field through October. If Mercer Field is to be closed on or about July 1, 1955 (and this is still an unsettled question) then, transfers from Greystone to Trenton will have to be deferred until July 1955. The projected "Transfer Schedule" which is attached has been prepared on the assumption that the use of Mercer Field will be continued through October.

B. Ancora Situation

Officials at Ancora have made initial plans to have the following facilities available:--

(a) On April 1, 1955

(1) The Medical-Surgical Reception Building, available to male and female patients. About 250 of the 384 beds in this building will be ready to house transferred patients. The remaining beds are being held temporarily for emergencies.

(2) The Continued Treatment Building - Male and Female - 300 beds.

(b) On June 1, 1955

(1) The Disturbed Patients Building - 300 beds

Note:--It is planned to process all transferred patients through the Medical-Surgical Building and direct them to their permanent assignment from that central point.

C. Use of Schedule

The "Transfer Schedule" contains a "schedule number." This is to be used for identification on all matters referring to the proposed movement of patients. If, for any reasons, additional transfers are required between dates now bearing "schedule numbers" the transfers shall bear the schedule number plus the addition of A, B, or C, for ready reference. For example, if it is desired to supplement the "Transfer Schedule" by adding a transfer on 4-7-55 which falls between schedule numbers 2 and 3, then the new schedule number will be 2A. However, no new schedule numbers may be given or any change made in the "Transfer Schedule" without written approval from the Commissioner.

The departure time, shown as A.M. or P.M. on the "Transfer Schedule" is to be related to the "Bus Schedule" shown under "Transportation" for exact hours of departure and arrival.

The "number of patients" shown on the "Transfer Schedule" shall serve as a control for the preparation by each hospital of "Patient Transfer Lists," and for programming transportation requirements.

The transferring hospitals (Greystone, Trenton and Marlboro) are responsible for meeting the daily transfer schedule. If, after evaluating the number of T.B., senile, and bed fast patients, it is determined that the total net relief shown in Section IV, cannot be realized by following established service areas, then, the order established in Section A, C 4, "Manner of Selection of Patients" shall be followed.

For example:-Marlboro State Hospital is to be given a net relief of 300 patients. If it is required to keep many senile or bed fast patients who would have been transferred on the basis of area alignments, to Ancora, then, the hospital is still obliged to meet the Transfer Schedule by selecting and transferring patients in the order set forth in Section V, C 4.

D. Order of Transfers

1. The order of transfer as set out in the Transfer Schedule is as follows:--
 - a. The first relief will be given to Greystone Park by transferring directly to Ancora patients now there who come from counties in Ancora's hospital service area. This is a relatively small number.
 - b. The next move will be to relieve Trenton State Hospital by transfers to Ancora. This is necessary in order to provide quarters to accommodate transfers from Greystone Park.
 - c. Transfers from Marlboro to Ancora will be made directly during the last three months of the program.
 - d. Transfers from Marlboro to Trenton will be made during the last two months, September and October.

E.

WEEK DAILY SCHEDULE

Schedule #	Date	# Patients	Depart- ture	ANCORA		# Pa- tients	Depar- ture	TRENTON	
				From	To			From	To
1	4-1	23	A.M.	Greystone	Ancora				
	4-4								
2	4-5	20	A.M.	Trenton	"				
	4-6								
	4-7								
	4-11								
3	4-12	20	A.M.	Trenton	Ancora				
4	4-13					20	A.M.	Greystone	Trenton
	4-14								
	4-15								
	4-18								
5	4-19	20	A.M.	Trenton	Ancora				
	4-20								
6	4-21	20	A.M.	"	"				
7	4-22					20	A.M.	Greystone	Trenton
	4-25								
8	4-26	20	A.M.	Trenton	Ancora				
9	4-27					20	A.M.	"	"
	4-28								
	4-29								
Sub-Total		123				60			
Cumulative Total		123				60			

THE DAILY SCHEDULE

Schedule #	Date	# Pa- tients	Depar- ture	ANCORA		# Pa- tients	Depar- ture	TRENTON	
				From	To			From	To
10	5-2								
11	5-3	30	A.M.	Trenton	Ancora				
	5-4					30	A.M.	Greystone	Trenton
	5-5								
	5-6								
	5-9								
12	5-10	30	A.M.	"	"				
13	5-11					30	A.M.	"	"
14	5-12	25	A.M.	"	"				
	5-13								
15	5-16					30	A.M.	"	"
16	5-17	30	A.M.	Trenton	Ancora				
	5-18								
17	5-19	25	A.M.	"	"				
18	5-20					30	A.M.	"	"
	5-23								
19	5-24	30	A.M.	"	"				
20	5-25					30	A.M.	"	"
21	5-26	30	A.M.	"	"				
	5-27								
22	5-31	25	A.M.	"	"				
	Sub-Total	225				150			
	Cumulative Total	348				210			

THE DAILY SCHEDULE

Schedule #	Date	# Pa- tients	Depar- ture	ANCORA		# Pa- tients	Depar- ture	TRENTON	
				From	To			From	To
23	6-1 6-2 6-3	25	A.M.	Trenton	Ancora				
24	6-6					25	A.M.	Greystone	Trenton
25	6-7 6-8	25	A.M.	"	"				
26	6-9	25	A.M.	Trenton	Ancora				
27	6-10 6-13					25	A.M.	"	"
28	6-14	25	A.M.	"	"				
29	6-15					25	A.M.	"	"
30	6-16 6-17	25	A.M.	"	"				
31	6-20					25	A.M.	"	"
32	6-21	25	A.M.	"	"				
33	6-22					25	A.M.	"	"
34	6-23 6-24 6-27	25	A.M.	Trenton	Ancora				
35	6-28	25	A.M.	Trenton	Ancora				
36	6-29					25	A.M.	"	"
37	6-30	25	A.M.	"	"				
	Sub-Total	225				150			
	Cumulative Total	573				360			

798 DAILY SCHEDULE

Schedule #	Date	# Pa- tients	Depar- ture	ANCORA		# Pa- tients	Depar- ture	TRENTON	
				From	To			From	To
38	7-1	25	A.M.	Trenton	Ancora				
39	7-5	25	A.M.	"	"				
40	7-6					30	A.M.	Greystone	Trenton
41	7-7	25	A.M.	Trenton	Ancora				
	7-8								
	7-11								
42	7-12	25	A.M.	Trenton	Ancora				
43	7-13					30	A.M.	"	"
44	7-14	17	A.M.	"	"				
	7-15								
	7-18								
45	7-19	27	A.M.	Trenton	Ancora				
46	7-20					30	A.M.	"	"
47	7-21	27	A.M.	"	"				
	7-22								
48	7-25					30	A.M.	"	"
49	7-26	27	A.M.	"	"				
50	7-27					30	A.M.	"	"
51	7-28	27	A.M.	"	"				
	7-29								
	Sub-Total	225				150			
	Cumulative Total	798				510			

THE DAILY SCHEDULE

Schedule #	Date	# Pa- tients	Depar- ture	ANCORA		# Pa- tients	Depar- ture	TRENTON	
				From	To			From	To
52	8-1 8-2 8-3	30	A.M.	Trenton	Ancora				
53	8-4	30	A.M.	"	"				
54	8-5 8-8					30	A.M.	Greystone	Trenton
55	8-9	30	A.M.	"	"				
56	8-10					30	A.M.	"	"
57	8-11 8-12	30	A.M.	"	"				
58	8-15 8-16	30	A.M.	"	"				
59	8-17					30	A.M.	"	"
60	8-18 8-19	20	A.M.	"	"				
61	8-22					30	A.M.	"	"
62	8-23 8-24	30	A.M.	Marlboro	Ancora				
63	8-25	20	A.M.	Trenton	Ancora				
64	8-26 8-29					30	A.M.	"	"
65	8-30 8-31	30	A.M.	Marlboro	"				
	Sub-Total	250				150			
	Cumulative Total	1048				660			

THE DAILY SCHEDULE

Schedule #	Date	# Patients	Departure	ANCORA		# Patients	Departure	TRENTON	
				From	To			From	To
66	9-1	30	A.M.	Trenton	Ancora				
	9-2								
67	9-6	30	A.M.	"	"				
68	9-7					30	A.M.	Greystone	Trenton
69	9-8	30	A.M.	"	"				
	9-9								
70	9-12					30	A.M.	"	"
71	9-13	20	A.M.	Marlboro	Ancora				
	9-14								
72	9-15	30	A.M.	Trenton	Ancora				
73	9-16					30	A.M.	"	"
	9-19								
74	9-20	30	A.M.	Marlboro	"				
	9-21								
75	9-22	20	A.M.	"	"				
76	9-23					30	A.M.	"	"
	9-26								
77	9-27	30	A.M.	Trenton	"				
78	9-28					30	A.M.	Marlboro	"
79	9-29	30	A.M.	"	"				
	9-30								
	Sub-Total	250				150			
	Cumulative Total	1298				810			

THE DAILY SCHEDULE

Schedule #	Date	# Patients	Departure	ANCORA		# Patients	Departure	TRENTON	
				From	To			From	To
80	10-3	30	A.M.	Trenton	Ancora				
81	10-4					20	A.M.	Greystone	Trenton
	10-5								
82	10-6	30	A.M.	"	"				
83	10-7					17	A.M.	"	"
	10-10								
84	10-11	30	A.M.	"	"				
85	10-13					25	A.M.	Marlboro	Trenton
86	10-14	40	A.M.	"	"				
87	10-17					25	A.M.	"	"
88	10-18	30	A.M.	Marlboro	"				
89	10-19					18	A.M.	"	"
90	10-20	30	A.M.	"	"				
	10-21								
91	10-24	12	A.M.	"	"				
	10-25								
	10-26								
	10-27								
	10-28								
	10-31								
	Sub-Total	202				105			
	Cumulative Total	1500				915			