the psychogram

1969

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

July 1970

The New Jersey State Hospital
Greystone Park

STATE OF NEW JERSEY

Department of Institutions and Agencies

the psychogram

Vol. 55, No. 1 July 1970

1969 ANNUAL REPORT

The New Jersey State Hospital at Greystone Park

William H. Longley, M. D.

Acting Medical Superintendent and Chief Executive Officer

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THE

NINETY-FOURTH ANNUAL REPORT

OF THE

MANAGERS AND OFFICERS

OF THE

NEW JERSEY STATE HOSPITAL

AT

GREYSTONE PARK

FOR THE YEAR ENDED JUNE 30TH

1969

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Unit IV (Medical-Surgical)

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Unit V (Geriatric & Chest Disease)

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Assistant Medical Director
Unit VI (Children)

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Business Manager

RICHARD R. GESSNER
Assistant Business Manager

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

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Financial Report
Cash Receipts and Disbursements
Fiscal Year Ended June 30, 1969

COUNTY	RECEIPTS
Atlantic	$ 2,105.50
Bergen	1,107,260.33
Burlington	1,548.36
Camden	6,195.33
Cumberland	3,135.86
Essex	755,647.32
Gloucester	1,217.24
Hudson	234,166.83
Hunterdon	3,539.32
Mercer	3,963.91
Middlesex	14,493.85
Monmouth	11,344.74
Morris	537,184.51
Ocean	3,997.13
Passaic	1,737,427.98
Salem	908.75
Somerset	7,400.94
Sussex	87,698.22
Union	44,442.38
Warren	8,022.56
Total—County Patients	$ 4,571,701.06
Non-indigent Patients	475,279.40
State Contributing Patients	39,640.09
County Contributing Patients	81,104.12
Maintenance Recovery	702,371.77
Outpatient Revenue	3,409.50
M.A.A. (Received from Patients Fund)	355,110.51
M.A.A.	3,581,481.90
Total Receipts for Patients Maintenance	9,810,098.35
Less Refunds to Counties	428,904.01
Net Receipts for Patients Maintenance	9,381,194.34
Other Income—Salvaged Materials	2,488.61
Grand Total	$ 9,383,682.95

DISBURSEMENTS

Amount of Collections Deposited with the State Treasurer and Division of Purchase and Property	$ 9,383,682.95

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 Greystone Park presents to you its ninety-fourth report, together with the report of Dr. William H. Longley, acting medical superintendent and chief executive officer, for the fiscal year ended June 30, 1969.

On July 1, 1968, there were 4,351 patients on the records of the hospital; on June 30, 1969, there were on the books 4,069 patients, a decrease of 282 patients. At the close of the year there were 4,056 patients (including 4 special treatment cases) resident in the hospital, a decrease of 287 patients, including 111 on temporary visit and 140 carried on the family care program, and 13 were carried as missing. During the year there were admitted 1,939, a decrease of 39, of which 1,114 were first admissions. The discharges numbered 1,656 regularly discharged, 486 recovered, 1,136 improved and 19 unimproved. The deaths numbered 526 and the total number under treatment was 6,290. The number transferred to other institutions was 33.

The hospital is sectionalized at the present time and with the full knowledge that sectionalization would require additional personnel we favored the transition and have operated with continued shortage of personnel in all departments.

Among the accomplishments during the year were two additional wells to supplement our water supply, approved drawing to submit for bids on elevators in the clinic building, installation of dishwashers, sterilizers and sinks to meet the needs of the sectionalization program, removed dilapidated fencing along Old Dover Road and graded shoulders for safety of traffic, approved survey of public address system and make repairs where necessary, installation of two loading platforms in rear of Main Building to deliver food and other supplies and eliminate moving of food conveyers through basement tunnels and replaced flooring in the Reception Building.

The dairy was phased out and all productive cows were transferred to other State institutions.

Mr. Neal, business manager, was granted accumulated compensatory time and vacation during the period December 28, 1968, to terminate in retirement July 1, 1969, after 22 years of service. Dr. Archie Crandell, medical superintendent and chief executive officer, was granted sick-leave as of April 21, 1969, which we anticipate will terminate in retirement on or about October 1, 1969, after thirty-nine years of service. Mr. Richard R. Gessner, assistant business manager, was appointed acting business manager and Dr. William H. Longley, assistant medical director, was appointed acting medical superintendent and chief executive officer.

This 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.

We are greatly concerned with the shortage of employees and our inability to recruit capable employees to provide adequate care and treatment for our patients. On July 1, 1968, we had 1,977 employees and on June 30, 1969, we had 1,941 for a loss of 36 during the year. We have advertised extensively and have been assisted by the Central Office in the recruitment program but we draw employees from an industrial area in which there is a highly competitive labor market.

Eleven regular and 3 special meetings of the Board were held during the year with an attendance of 80; committee meetings and visits numbered 68 which makes 148 recorded visits to the hospital by Board members. In addition there were conferences held off the grounds and outside office hours which were not listed in the records.

President Evans and Mr. Hedden had perfect attendance. Mrs. Gurtman and Mrs. Cornwall attended 12 meetings. Mr. Peepas and Mr. Connett attended 11 meetings. Mr. Connett was appointed July 1, 1968 to succeed Mr. Horchler and Dr. Jones was appointed July 26, 1968 to succeed Dr. Barklis and attended 6 meetings.

The Committee on Annual Report has received and reviewed the report submitted by Dr. William H. Longley, acting medical superintendent and chief executive officer, and we support his comments and recommendations.

Throughout the fiscal year we have maintained close relationship with the hospital and the various committees of the Board have acquainted themselves with department heads and personnel in the department assigned to the committee. We are convinced that an excellent treatment program has been maintained for patient care and we sincerely hope that

we are able to narrow the gap on salary ranges paid to institutional workers and industry.

In closing this report we express our appreciation to you, Commissioner McCorkle, and your staff in the Central Office, and the entire staff of this hospital for their cooperation and conscientious service during the year.

Respectfully submitted,
SCRIVEN S. EVANS, JR., President
WILLARD M. HEDDEN, Vice President
IDA GURTMAN
JAMES Z. PEEPAS
BARBARA CORNWALL
GEORGE E. CONNETT
WILLIAM B. JONES, M.D.

Report of the Chief Executive Officer

To the Board of Managers:

I have the honor to present this, the ninety-fourth annual report of the New Jersey State Hospital at Greystone Park, which covers the fiscal year ending June 30, 1969.

In the past year Greystone Park provided domiciliary care and service to 6,290 patients, and service to 322 patients in the Outpatient Department. We had 1,939 admissions during the year (1,022 men and 917 women), 26 patients fewer were on short visits home this year than when the count was made at the end of last year, there were 2,221 discharges (including 526 deaths), 26 more patients were on Family Care, and there were 5 additional patients on AWOL status than we had a year ago. These figures add up to an inpatient census reduction from 4,088 to 3,801 during the course of the year. Further significant reduction of our census will be made by the removal of several hundred patients, in the next few months, who are subject to Alternate Care placement in Nursing Homes and homes for sheltered care, by transfer of retardates to be housed in special facilities being prepared elsewhere, and by transfer of many patients to other State Hospitals serving their counties of origin.

The reduction of our census is highly significant to us in terms of an improved employee-patient ratio with its implications for better patient care and employee morale as well as its relationship to the future role of the hospital as a mental health resource for Northern New Jersey. At this time our employee-patient ratio is the most meager of our New Jersey mental institutions. It has repeatedly been given as the reason for resignation by nursing personnel at their exit interviews and I believe it to be a weighty contributory factor in our problem with absenteeism.

Employee morale has been demanding a great deal of attention toward the end of the year, and while the workload is insignificant it is by no means the only influence to be considered. There have been overtures by unions who want to be the bargaining agent for our employees, a threat of a Call-in-Sick has spread around, grievances have been fairly numerous by individuals and a list of some twenty complaints and requests has been submitted from our chapter of the N. J. State Employees Association. A new group is just being heard from, called the Committee for Operation Progress. The Bureau of Personnel Services is being informed of requests involving higher level policy, bargaining and decision-making. Complaints and suggestions that can be handled locally are being dealt with here. We are trying to improve communication between employees and management, show that legitimate requests are given serious attention, and build an atmosphere of no-nonsense fairness in employee relations. Difficulties and complaints from employees that we need help with from higher headquarters are chiefly in the areas of housing and pay scales. Salary levels for the professional staff are not causing much complaint now, though once in a while there is a comparison with New York. A reminder of the higher living costs in that state plus state and local income taxes usually quiets that for the most part. The lower paid employees though need attention. We appear definitely to be in a period of oncoming inflation and while a $500 per year raise is helpful it is not adequate to attract good employees with a family to support and who can easily get better paying jobs elsewhere. Rentals, food and clothing costs are going up and many of our employees come from Newark and must spend $50 per month for bus fare. The provision of low cost housing on the hospital grounds would eliminate transportation costs and give us more personnel upon whom we could depend in emergencies and bad weather. Another employee request was for consideration of a shift-differential such as is provided in all the general hospitals near-by, and consideration of "hazardous duty pay" such as for person-

nel who work on disturbed wards or in contagion areas. Pay scales for the clerical help also appear to merit review and relief. Clerk stenographers with fifteen years seniority complain of drawing less pay than someone who has worked in nursing for a year and gone through their Level I and Level II training and have earned their first promotion. If a revision of the lower paid employees were to be favorably considered—and I hope it will—I would suggest the corrective action would be best taken at a time different from the usual quarterly increment times. This would let the low-earning group get their adjustment with out everyone else wanting some too and feeling left out. Morris County has been experiencing vast industrial expansion in the past several years and our new neighbors are outbidding us for our share of the labor market.

Our Sectionalization activities in the past year have gone well in some areas and, as expected, have confronted us with problems elsewhere. Unit staffs have learned to work among themselves and even to cooperate with adjacent units to some extent. The Bergen and Passaic County units have taken care of disturbed and infirmary type patients from the Tri-County Unit when need arose and was requested. There have been loans of personnel from time to time in periods of acute shortage. Weekend coverage of one another has been accomplished when necessary. In their effort to become practically autonomous and self-supporting there have been failures of liaison however. We had been warned of this by the experiences reported by hospitals in other states. We were told that gremlins show up here and there for about three years before the dust gets pretty well settled. The procurement and installation of furniture and equipment delayed the conversion of infirmary wards in our Tri-County Unit and is still preventing our acute surgical ward from being used. Our architectural layout does not lend itself well to the regional sectionalization we are implementing. We have so many patients still that we need all the buildings we have. But none of the Units is small enough to squeeze into our 350-bed Reception Building, only Tri-County is large enough to use a whole wing of the Main Building, and geriatric patients are best off when they need not climb stairs to upper floors. The staff is unanimous in hoping that some day each Unit will have one definable area or building of its own. Each of the adult psychiatric units (I, II and III) has been active in establishing community liaison and getting to know their resource agencies and people on a face-to-face basis. This is most helpful in coordinating services to their patients—particularly aftercare.

Housekeeping and general maintenance needs throughout the hospital were highlighted by the report of a survey done by the Central Office team headed by Dr. Haun in March and April this year. Wards nearly everywhere needed painting and major masonry and plumbing repairs. Flooring and lighting was dingy, service tunnels and basements were recommended for cleaning up or closing, and four "tower wards" in the Geriatric Building were considered unfit for occupation. The CB-RB tunnel used mainly for delivery of food and supplies has been cleaned up, vacating the tower wards is progressing well and will soon be completed, and all tunnels and the Main Building basement have been closed off except to maintenance personnel who have keys for access to their stored supplies and materials. Painting, plumbing, flooring and lighting improvements have been expedited for the Reception Building with the Clinic Building to be next. All available men have been concentrated on this job with only emergency work being done elsewhere. We had inmate painters, two crews of ten minimum security prisoners with guards, painting wards 11 and 12 in the Reception Building who did a very creditable job. Unfortunately the union men among our maintenance people worried that prison labor would eventually replace them and they protested with the result that the prisoners were withdrawn. It has been calculated that with just our hospital workmen on the job it will take 8-plus years to paint all the wards in Greystone Park and meantime all else will be postponed. It is hoped the union will reconsider their objections soon and give us permission to use the help we need to get caught up. Our Housekeeping Department will then have need of some 75 more supervisors and workers to keep the area clean. Patients used to have this kind of industrtal assignment, but now most of the patients able to take care of this type of work qualify for discharge and are released. The total amount of work by this group of patients was prodigious and taken for granted until we no longer can ignore how helpful they were.

Twenty-three recommendations were made as a result of the Haun Survey. The Commissioner, Dr. Haun and several members of the Survey Team were kind enough to come and discuss their report and recommendations in detail. A month later the State Board of Control had a joint meeting here with the Greystone Park Board of Managers and were given a progress report on implementation of the recommendations. At this time fourteen of the twenty-three recommendations have been implemented, seven which involve a series of planning and coordinating actions are in various stages of completion, and two whose responses depend on the direction of prior accomplishments are in

temporary suspension.

A summary report of the medical Units and hospital departments follows:

Unit I (Bergen County)

Dr. Amedeo Esposito, Acting Assistant Medical Director

This Unit started the year with a census of 529 in-patients, added 55 more when the Insulin Service was re-allocated in April to the Bergen County Unit, and ended the year with 563, although the average had come down to 512 before Insulin was brought in. Family Care placements were 16 at the start of the year and had risen to 29 at the close. This Unit had the least admissions and readmissions during the year because the county facilities in Bergen are quite well organized and functioning smoothly to take care of many acute, short-term patients and handle aftercare needs effectively. The patients who were sent to us for admission showed a higher percentage of persons with the chronic organic changes of old age.

Composition of the Unit medical staff flunctuated greatly during the year, often leaving us temporarily short. Dr. Calderon resigned at the start of the year to study for licensure examinations and when she returned to duty was needed more acutely by Unit III. Dr. Morales covered Dr. Esposito on the Insulin Service several times when the latter was on vacation or away briefly on other absences of a week or so. Dr. Tully covered the Children's Unit to allow Dr. Pulido a vacation, Dr. Valvo served as Acting Director of Unit II during a prolonged period of illness which had Dr. Pustroem off duty, and Dr. Greenbaum has been on loan to Unit II since January. In April Dr. Longley was reassigned as Acting Medical Director of the hospital and Dr. Esposito assumed charge of the Unit as Acting Assistant Medical Director. The Nursing component of this Unit has been the most successful in recruiting new personnel and getting attendants trained and promoted to higher titles. Our Social Service group has been at full authorized strength although two members have been on educational leave during the academic year. There have been some Nursing Department resignations due to usual reasons such as transportation difficulties, lack of babysitters, and other personal reasons but they have seemed to be less than the turnover experienced in other Units. Considering the hospital atmosphere relative to our publicity and the investigations, employee morale has borne up pretty well.

Environmentally we have fared well. From the outset of sectionalization we had no problems with outfitting. Our feeding facilities, infirmaries and wards for problem patients were all operational. We

have had minimal heating problems. We experience difficulties with the plumbing here and there but no more than was had elsewhere throughout the older portions of the hospital. Repainting of the admission wards and the back wards in the Main Building South has been done as well as some lighting improvements and getting new tile on the floors of wards 29 and 31. Our Main Building North wards are in need of considerable rehabilitation but this should be integrated for the sake of economy into the rehabilitation of the whole wing after a number of immediate essentials for humane occupancy are done right away.

Aside from structural considerations a major fault is the geriatric overcrowding. All patients are being screened for alternate care placement and hopefully the removal of abandoned patients from catchment areas of other hospitals and transfer of non-psychotic mental deficients to the Division of Mental Retardation will be effected. A good therapeutic program is provided for our patients which includes activities, occupational therapy, patient self-government on many wards, group and individual psychotherapy, remotivation therapy, reinforcement therapy, the physical modalities of electroshock aud insulin, and strong efforts to maintain a therapeutic milieu. Provision for aftercare needs is being emphasized and we maintain close liaison with mental health agencies in our community.

Unit II (Passaic County)

Dr. Rafael G. Morales, Assistant Medical Director

The Passaic County Unit accounted for nearly half of the total hospital admissions during the year, having had 865. By energetic staff work, however, the Unit census was reduced by 50 patients from 600 to 548. This was done in the face of a very unstable medical staffing pattern and greatly reduced social service and nursing numbers, the latter at a critical level most of the year. The greatly unbalanced admissions load reflects the morbidity of the heavily populated Paterson-Clifton-Passaic low income area and the dearth of organized operational community facilities for mental health. The Unit Director and his social service staff were most energetic all year in establishing liaison with county health agencies and officials to cooperate and encourage the establishment of improved resources for preventive and post-hospital mental health care. A series of seminars and workshops was conducted for members of the Public Health Nursing Association of Greater Paterson, eight wards were used as teaching wards for trainees in mental health from Paterson State College, the Felician Sisters College, and St. Joseph's Hospital. Many conferences were held

with the Paterson Department of Health, the City Physician of Passaic and his nursing staff, the Greater Paterson Board of Health, the Lakeland Guidance Clinic, the Rehabilitation Clinic for Drug Addicts, and the Passaic-Clifton Mental Health Council.

In terms of staffing Dr. John Smith (Board Certified in Psychiatry and certified as a Mental Hospital Administrator with experience as a Clinical Director in Ohio and on the psychiatric faculty of West Virginia State University School of Medicine) joined the staff and was assigned additional duty as Assistant Director of Professional Training. In October he was withdrawn from the Unit and reassigned to divide his time between staff training and the Children's Unit. Dr. Rand was transferred at her request from Unit VI to Unit II. In September Dr. Weiss was lost to the Unit when he had a stroke from which he did not recover. His professional skill, dedication to medicine, and his interest in his patients was felt by all who worked with him. Drs. Purugganan and Branly joined the staff in September, Branly was called up for military service in early Spring. Drs. Pelaez and Turedi passed their medical licensure examinations in October and resigned to go into private practice in December and January. Dr. Ernesto Cid was appointed to the staff in January and resigned as planned in June to take a surgical residency. Dr. Martha Cid joined her husband in the Unit in February and transferred to the Training Cadre as a First-Year Resident in Psychiatry on the first of July. Dr. Greenbaum has been on loan to the Unit since January. The Unit Director, Dr. Pustroem, was unable to be present for duty for prolonged periods during the year because of ill health. He was covered at times by Dr. Rand and by Dr. Valvo. At the end of June he had recovered sufficiently to return to duty but accepted the administrative recommendation that he be reassigned to the Bergen County Unit as the senior psychiatrist in charge of the Men's Wards. Dr. Morales replaced him as Unit Chief on June 28th. The Nursing Section of the Unit has been most severely depleted of ward personnel during the year. At times there have been only four full-time nurses on duty to cover three shifts on 15 wards. Recruitment results have been meager and extraordinary efforts must be made to correct this serious deficiency in the immediate future. A long-range solution upon which much is placed has been the allocation of several scholarships for nursing training to selected employees who upon completion will return to fullfill a two-year obligation for service. The Social Service section has been profoundly helped by the addition of two trainees last September and the presence of three social work volunteers since January, one of whom, Mrs. Gurtman, is a member of

the hospital Board of Managers. Heavy emphasis has been placed during the year on upgrading as many employees as possible after completion of formal in-service training curricula.

Throughout the year the heavy census has caused crowding on all wards of the Unit. Strenuous efforts have been exerted in all areas however to maintain the standards of patient care. Careful attention to utilization of available resources has helped the Unit through a difficult year.

Unit III (Morris, Sussex and Essex Counties)

Dr. Frank D. Fenimore, Assistant Medical Director.

During the past year this Unit has had an average census of 953 and an average admission rate of 60 patients per month. Family Care patients ranged from 14 to 32 during the year with an average each month of 21 patients so placed. The Unit had two wards in the Reception Building and 16 in the Main Building. The preparation of wards 46 and 47 for use as infirmaries was slow but eventually was accomplished. Wards 44, 46 and 48 as well as the third and fourth floor stairways in tier 3 of the Main Building South have been painted. All beds on the fourth floor of Main Building South which needed painting have been exchanged by the Bed Shop for an equal number newly painted.

Sectionalization accomplishments are done and operating well in the ordering and distribution of linens and housekeeping supplies, escorting patients to activities and clinics, maintenance of attendance records and makeup of the unit payroll data for nursing employees, and moving the employees records from the nursing office to the office of the Unit Assistant Director of Nursing. Employees ward manuals have been completed for each ward.

Problems associated with sectionalization which have not yet been adequately solved are the distribution of ward keys to all units at the clerk's office. This is related to the Unit III Supervisor's Office clerk not knowing the personnel of other units who request keys before going on duty. She would not feel sure the strange face is a new employee or a parole patient who got in line. Also, it has been found easier thus far to combine medicinal and clothing supply issues from one point for Units I and III. Storage space and the clerk's time effect savings but mixups sometimes occur. There are insufficient facilities for segregating overactive patients who need to be taken care of at times. This Unit joins the others in wanting the entire Unit housed in one building so that staffing and supervision could be more effective, especially on the evening and night shifts. The shortage of male employees necessitates the assignment of female attendants on male wards where there are no rest room facilities for them.

Plans for the future include greater efforts towards a milieu-oriented psychiatric unit wherever possible. This requires more and better prepared personnel to give guidance, direction, teaching and supervision to subordinates; improvement of living conditions on the wards for all patients and better working conditions for employees; and more conscious awareness and practice of proper communication between all involved in the care and welfare of patients.

Unit IV (Medical-Surgical)

Dr. Edward I. Kessler, Assistant Medical Director.

During the past year Dr. Kessler has continued to direct the Unit assisted by Drs. Ancaya, Bendy, Caceres and Grossman on a full-time basis and the part-time assistance of Drs. Luhowy, Spiegel, Chrobok, Barnes and Grabelle. Dr. Desai served full-time for Obstetrics and Gynecology till her husband was transferred to a job in Pennsylvania and she accompanied him in November. Dr. Mettler continued his service as our neurologist and worked in close liaison with Dr. Henry Liss, our consultant for neurosurgery. A complete coverage of the major medical and surgical specialties was available by specialists practicing in the near-by community. A total of 1,284 consultations were requested and answered during the year. There were 178 operative procedures and 146 fracture cases were treated. Since the resignation of Dr. Stuart Hawkes, Dr. Aaron Ruhalter has served on the Tissue Committee. The Unit Director has also been involved as a member of the Executive, Joint Medical-Nursing and Utilization Review Committees.

During most of the year this Unit was composed of wards assigned for use by the Medical-Surgical and Insulin Sections. The in-patient census averaged 235 during this time. In May the Insulin Section was transferred administratively to Psychiatric Unit I and in June the Chest Disease Unit was similarly transferred from Unit V (Geriatrics) to this Unit. This carried 45 patients out of the unit and added 210 for a total of approximately 400 now. The former Insulin Wards 14 and 15 were refurbished to take infirm patients from elsewhere in the hospital and we are trying to separate Medicine from Surgery so each becomes an independent Service. This will be done as soon as a little more necessary equipment is received and installed for use on 17A so it can be our main surgical ward. The Employees Health Service has been largely in the hands of Dr. Bendy who also has taken care of requests for electrocardiograms.

Staff training has been given by Dr. Bendy and Dr. Kessler to the aides during the year and they also participated in the schedule of professional in-service training when scheduled. Emphasis has also been

given to the upgrading of ward aides through their assignments to Levels I and II of the nursing educational programs. The Unit Director and several of the nursing supervisory personnel attended Managerial Development courses conducted by the Central Office Training Division in Trenton.

Dermatology

Dr. Karlin held regular Monday morning clinics during the year in the course of which he treated and gave consultations on 308 patients referred to him from the various Units throughout the hospital. He reported his heaviest case loads in March, April and May when referrals each month nearly doubled the average of other months during the year.

Ear, Nose and Throat

Dr. Talmage examined and treated 264 patients during the year. Thirty-four patients in addition were seen for hearing difficulties for a total clinic caseload of 298.

Ophthalmology

Dr. Van and Dr. Kaplan examined and treated 671 patients for a wide range of ophthalmologic conditions. In addition 1,162 patients were seen for refraction and fitting of eyeglasses.

Gynecology

Drs. Desai and Salas reported 335 patients seen in consultation at the Gynecology Clinic during the year.

Podiatry

Dr. Gasser saw 1,170 patients in the Podiatry Clinic for a variety of foot problems, both acute and chronic. Nineteen cases required surgery in the operating room. Referrals to other consultants were made as needed.

Surgery

Dr. Hughes held weekly clinics for surgical consultations of a non-emergency nature. Four hundred and thirteen cases were examined and recommendations made to the referring doctors.

Dentistry

Dr. Friedman continued in charge of the Dental Department assisted by Dr. Forman. Two dental aides and a laboratory technician were also on the staff. There were 1,917 patients examined and treated during the year. In serving these patients 414 x-rays were done, prophylactic cleaning and scaling were done for 171, infections treated were 1,686, fillings 873, extractions 1,245, oral surgery was required in 44 cases. The dental laboratory made 240 full or partial dentures, repaired 221, and made 16 crowns.

Shock Therapy

Dr. Esposito carried out insulin and combined electroconvulsive treatments on wards 14 and 15 until May when the Section was administratively transferred to wards 5 and 6 in the Bergen County Unit. Seventy-eight patients received insulin therapy, six were given electric shock alone, and twenty-six had combined treatments. There were 2,451 treatments given in total. Group and individual psychotherapy were included in the treatment programs of the section as well as a full program of social service casework and involvement of the patients in Occupational and Recreational Therapy activities.

Neurology

During the current fiscal year 321 regular neurological consultations were held in addition to those made in the interest of the Employees Health Service and of patients in related institutions, such as that at Totowa. These consultations were attended by the residents currently in training and formal lectures were also given in neurophysiology and psychopharmacology-

The types of patients seen continue the trends noticed in earlier reports—such as an increasing number of court admissions for behavior disturbances accompanied by the use of drugs (including alcohol) and/or convulsive episodes. A not inconsiderable number of these cases are repeaters. There appears to be an increase in the number of what may be called iatrogenic cases. Over the years a small proportion of admissions have been surgical failures (due to unsuccessful efforts to treat head injuries, tumors or neurologic diseases) but we are now beginning to receive palpable numbers of pharmacologic problems. Some of these are cases of amphetamine addiction resulting from the effort to treat obesity. Others are accentuation of cerebral hemorrhages due to the injudicious use of anticoagulant therapy, neuromuscular blockade due to antibiotics, peripheral polyneuropathy due to the treatment of urinary tract infections, psychoses caused by corticosteroids, pseudotumor cerebri caused by sex hormones, cerebral arterial occlusion in young women taking oral contraceptives, fibrosis associated with methysergide therapy, Stevens-Johnson syndrome caused by long acting sulfonamides, and dyskinesias occurring in the course of the use of drugs, such as perphenazine. The employment of drugs for the induction of convulsive episodes is a source of potential danger, and, of course, the pharmacotherapy of convulsive disorders is itself often stormy and not without difficulties including the possibility of the precipitation of collagen disorder (lupus erythematoses). The fulminating clinical course of some cases of cerebral degeneration suggests the possibility of the operation of a similar sensitization phenomenon due

to repetitive toxic insult including, perhaps, alcohol.

Some of the cases of cerebral trauma which have been admitted point to an increasing danger from the use of drugs,—not only alcohol and/or narcotics, but also substances which, like indomethacin, are not generally thought of as likely to cause trouble. Special attention to the effects of combining drugs must be given and also to the possible atypical or accentuated effects of drugs in the elderly patient.

Health Service for Employees

Dr. Bendy remained in charge of this function during the year and reported 1,005 physical examinations of new employee applicants as well as 5,261 attendance for Sick Call for a total of 6,266 patients recorded. Electrocardiograms were made on 743 patients.

Central Sterile Supply

Central Sterile Supply was supervised by Mrs. Gladys Poulos, R.N. who was assisted by six other employees. The unit was extremely busy during the year but carried on in spite of a number of difficulties without interruption of service.

Pathology

Dr. Gitlitz continued as our Pathologist and reported a busy year with 65,361 tests and examinations in all areas of clinical laboratory operations. He is badly in need of additional secretarial help and is also in need of technicians and janitorial services.

Pharmacy

The hospital pharmacy filled its one millionth prescription at 10:00 a.m. on October 26, 1968. The appropriation this year was $334,000 and an extra $15,000 had to be requested to carry on operations toward the close of the year. At year's end the pharmaceutical inventory was at its all-time low of $33,853. This was a year of inflation. Prices of nearly all medicines went up and the dollar went not quite as far as it did in former years in purchasing power. The provision of medications to indigent outpatients was increased somewhat on the theory that medicine is cheaper than the costs of rehospitalization. All records and inventories were found to be in order when inspected by Federal Agents and agents from the State Board of Pharmacy.

Unit V (Geriatric)

Dr. Daniel G. Melvin, Assistant Medical Director.

The Geriatric Unit has had a severe task this past year due primarily to personnel shortages and compounded by absenteeism and illness of key persons and Nursing Department vacancies. Manpower charts indicate that the Unit was habitually 15% understaffed, most of it in male employees. The Unit Director was sidelined for seven months

with a hip fracture, the Assistant Director of Nursing was not well for many weeks but carried on her duties until she was physically forced to take Sick Leave. Those who remained worked hard to keep operations going and were rewarded in the end by training opportunities for upgrading their skills and preparing for promotions. Dr. Jurkans served as the Acting Chief of Unit during Dr. Melvin's absence and had great help from Drs. Jankowski aod Masankay. They were glad to welcome the appointment of Dr. Rellosa in January. In the Chest Disease Unit Dr. Greco remained in charge assisted by Dr. Renzulli, while nursing supervision was handled very capably by Mr. Jozef Kalwa. This year the Social Service capabilities of the Unit were put on a firm functioning basis by the assignment of four workers and volunteers. Many patients who would otherwise have become lodgers have been returned to the community, many restored to self-supporting status through their efforts. In the latter months of this year there has been intensified screening of all patients to discover eligibility for alternate care. Twenty-five more patients are out on Family Care, and a large group is starting to move out into nursing homes and sheltered boarding homes with assistance from the Bureau of Institutional Services. In the Chest Unit there has been a notable brightening of the interior by painting and getting new tile on the floors. Isolation technique has been eliminated except in areas where contagion is a real risk, an open door policy has been instituted, and daily visiting is being considered similar to that begun in the past couple of months in the Geriatric portion of the Unit. Linen and clothing returns from the laundry remain as problems to be solved but the major need is in providing more personnel. An assist in alleviating the strain on manpower would be to install a second-hand x-ray unit and save trips to the Clinic Building for films. A site for installation, power lines with sufficient current, and construction changes which are costly but possibly temporary (in view of capital construction plans) are the delaying factors. Even though the building was only recently the subject of extensive rehabilitation and remodelling there is much maintenance needed in many places in the main Dormitory Building. Plumbing leaks, roof leaks, and falling plaster are continually being brought to the attention of the hospital administration. There has arisen a difference of opinion as to whose responsibility is the necessary repair work. As young as the building is it in many defect areas should be covered under the workmanship guarantee. Our aim is to get down to 750 patients in the next few years and this might even be done via alternate care placement and social casework. At the end of the year the Chest Disease Unit was administratively removed from Unit V and relocated to the Medical-Surgical Service, Unit IV.

Unit VI (Children)

Dr. Juan B. Pulido, Assistant Medical Director.

Improvements in the program of this Unit for the care and treatment of children have been made during the year 1968-69. We have cared for pre-adolescent and adolescent children with brain damage or psychosis whose prognosis was quite guarded, and we had adolescents who seemed able to use a short hospital exposure to prepare them for outpatient aftercare in the community. We shape the treatment plan to the individual child considering his needs and relations with other children, with the adult hospital staff, and with the community to which he will return. We try to use any influence that will improve his self-image and social relationships. With all members of the treatment team working together a therapeutic milieu is provided for the patient.

At the first of the year we had 52 patients, 70% of whom were boys. Sixty-seven were evaluated for admission during the year and 43 accepted for service, individual treatment plans having been made at the time of evalution. At the end of the year we have 39 in-patients with 9 more still on our books but out on Trial Visit. When our facilities do not seem to provide for the needs of the child we offer alternate plans involving the facilities of other agencies where future care appears more appropriate. In May of this year it became hospital policy not to admit children under 12 years of age to adult admission wards where there might be adverse influences. They are brought directly to the Unit when brought with commitment papers whether they have been previously screened or not. After evaluation, all modalities of treatment are made available on an individual prescription basis.

Social Service has involved itself primarily with parents and the community. In planning for aftercare the worker stays with the case until the family or community agency assumes their role and activates their responsibility. When follow-up service cannot be provided in the community our professional staff will provide care. Nine children in our Unit have been accepted by the Division of Mental Retardation and are on the waiting lists of designated institutions.

Nursing provides planned group life situations and gives individual attention and support. The children learn to express themselves within a frame of limitations geared to the rights of others and appropriate needs of their own. They are given responsibilities graduated according to their capabilities and participate in ward housekeeping duties, care of their personal appearance and clothing, attending school, keeping appointments, helping with work projects, and maintaining a social acceptable level of behaviour.

The teaching staff has a Curriculum Guide designed to meet the acadamic needs of all youngsters under the age of 21. Reading difficulties and language development programs are available. Eighty-five youngsters from all Units were evaluated for academic instructions during the past year. Ninety per cent of those evaluated have been enrolled in special education activities and several passed the tests for High School Equivalency certificates. An area is under renovation now for five classrooms and a library and it is expected to be available at the start of the coming school year.

An updated organizational chart and rewritten job descriptions and responsibilities of each unit member has been done this year. Interdisciplinary conferences and staff training at all levels has been emphasized to get all personnel involved in the team concept and promote milieu philosophy.

To improve our therapeutic capabilities we have asked for housekeeping and food service personnel to be added to our table of organization so that those trained for patient care could devote themselves to it. Various requests for building maintenance such as tiling floors, paint and lighting improvements have been submitted as well as other needs which have become apparent. The staff is interested in their work and we feel we are accomplishing our mission in creditable fashion.

Unit VII (Training and Education)

Dr. Theodore Gebirtig, Deputy Medical Director

Dr. Theodore Gebirtig, Deputy Medical Director and Clinical Psychiatrist I, has continued in charge of Unit VII(Training and Education). His report follows.

The past year has seen a gratifying refinement and expansion of our training program throughout the hospital. It is a confirmed fact that job training and job performance go hand in hand. In-service training in our hospital is applicable to all groups of employees. For professional personnel, including physicians and nurses, it provides professional stimulation as well as information that keeps them abreast of advances in their professional areas. For unskilled employees, such as aides or food service workers, in-service training may mean the difference between successful or unsuccessful job performance. The success of our therapeutic programs is closely related to the quality and extent of our training programs. Our problems are basically related to recruitment. Our plans are the continued refinement and expansion of our training and education programs hopefully allied to two ultimate important goals: (1) Affiliation with the administration of a school of medicine, (2) becoming a Community Mental Health Center and in that capacity a vital Educational, Training and Research Center.

Psychiatric Residency and Medical Staff Training—Dr. John J. Smith, a psychiatrist with excellent training and experience was assigned to Unit VII as Assistant Director of Training on a half-time basis as of November 1968 with principal responsibility for the training and supervision of psychiatric residents, viz, Drs. Groeger, Maggio and Kuvin. He shared major responsibility for continuing the In-service Program, already under way through two more quarters until their termination for the summer in June 1969. This program consisted of twice weekly meetings having a central theme each quarter, viz. general introduction to psychopathology and clinical syndromes. The material was presented as didactic lectures, patient demonstrations, case presentations and round table discussions which drew widely on the staff of the hospital for leadership. Dr. Smith represented the hospital at meetings of the Directors of Training throughout the year.

In January 1969 Dr. Stearly Alling joined the resident program but for personal and financial reasons withdrew in May 1969. The recruitment program has had limited success but it is anticipated that two residents, one each at the first and second year levels, will join the program at the beginning of the next reporting period—bringing the total resident complement to five. Affiliation at the Morristown Memorial Hospital for Psychosomatic Medicine and at the Morris County Guidance Center for Child Psychiatry has continued. Atttendance at outside scientific meetings has been encouraged. Worthy of note is that Dr. Kuvin has become President of the Morris County Medical Society. Dr. Smith states "Over-all, the training function has grown some, has been well received at all levels and at the same time has retained an individual quality specific to the trainees and the hospital."

Nursing Department—Mrs. Laura A. Davidson, R. N. is Assistant Director of Nursing with Miss Laetitia Roe, Director of Nursing, as consultant. The Nursing Department was responsible for the following programs: (1) Affiliate Schools of Nursing - Newark Beth Israel, All Souls and Paterson General - 10-week program, 102 students completed. (2) Diploma Schools - Somerset and Orange Memorial and St. Joseph's, Paterson - 5 Fridays, 16 completed. (3) Collegiate Schools - Felecian College - 1 day for 15 weeks, 28 completed; Paterson State College - 2 days per week for 10 weeks, 24 completed. (4) Practical Nursing Schools - Morris Hills Regional High School, Sussex County Vocational School, Jersey City Job Corps - 57 students involved. (5) Government Grant Program - Health Occupational Training - 4 groups 19 weeks each, 40 students completed. (6) Orientation Program involved 35 registered nurses, 2 instructors, 17 Foreign Graduate Deficiency Nursing Students and 80

psychiatric aides. (7) Advanced Psychiatric Nursing involved 35 professional registered nurses. (8) In-service Education-Training classes are available to all employees. The first and second level of training for the psychiatric aides has been combined. This is a 12-19 week course with 160 formal classroom hours and 320 hours of supervised clinical instruction. Level III (Psychiatric Technicians) 6-8 months, 25 completed the course. (9) The Nursing Scholarship Program: (a) Program I for Psychiatric Technicians. In September 1968 13 scholarships were approved and candidates recruited. A special request has been submitted for 5 additional candidates who have qualified for acceptance. This makes a total of 18 candidates for Program I with 10 graduating in 1970 and 8 going into the second year. (b) Program II for attendants, charge attendants and practical nurses. In September 1968 10 scholarships were approved by the Department of Institutions and Agencies. There were 4 charge attendants and 6 practical nurses recruited who qualified for college acceptance. In 1969 6 scholarships were awarded. In the total program there are 29 candidates, 20 in the second year and 9 in the first year.

Included in the progress that has been made in the Nursing Training is a revision of the orientation program with supplementation of new curricula completed. The assignment of instructors and teaching supervisors to each unit has been done so that the major part of all teaching has been transferred from the classrooms to the ward areas and ward conference rooms. A problem has been created by the fact that the Nurse Practice Act makes it illegal for unlicensed nursing assistants to give medications. This fact made a revision of the Level III program imperative for all five state hospitals and this revision awaits approval of a pilot program at Ancora State Hospital. As a result of phasing out of diploma students the patients miss the nursing care provided by these students. Another result of personnel shortages is that there is always the problem of sparing employees for training purposes. Among the plans are (a) the development of a nursing education brochure advertising our educational advantages to be used for recruitment purposes. (b) To assist and encourage experienced ward personnel regardless of grade to help the instructors and themselves by sharing their "know how" with all new employees. (c) To continue with plans to upgrade Level III aides and prepare them for licensure as practical nurses which may mean starting a practical school of nursing of our own.

Social Service Department—In the Social Service Department Mrs. Dorothy S. Wagar has continued as Supervisor of Education and In-service Training with Mr. Herman Carter, Director of Social Service, serving as consultant. At present two members of our Social Service

staff attend the Rutgers University Graduate School of Social Work on a full time basis, as part of the Professional Education Program of the Department of Institutions and Agencies. They are left on the payroll and are expected to return for 1½ years following securing Master of Social Work degrees. They will return January 1970 and two others have been accepted in the program and will go in September 1969. In addition the Department at Greystone Park serves as a graduate field work training placement for students from the Rutgers School of Social Work. This last year one of our workers attended Columbia University School of Social Work on a part-time basis, as have others. On this part-time basis it is possible to take two courses in Growth and Human Development, one on Welfare Policies and one in Casework, all directly useful in increasing the skills needed to serve our patients. In the in-service and staff development training for our own staff members, the training supervisor provides group teaching through weekly sessions on three levels. (1) A basic group for beginning workers emphasizing interviewing techniques and case presentations. (2) A group of more experienced workers focusing on the more technical aspects of offering assistance to patients and families and the utilization of community resources and (3) one comprised of social workers who have recently attained their Master's Degree with emphasis on advanced casework skills. A fourth level of group teaching has just been initiated. The social workers in their units are now undertaking supervision of newer workers and these will gradually be involved in group teaching programs. There are also individual conferences with workers. During the summer months two groups are focusing on crisis intervention. There is close integration of the training supervisor with the unit chief social workers. The training supervisor participates in the Residency and In-staff Development Programs.

Psychology Department—Training in the Psychology Department is under the supervision of Dr. Birjandi. This department is currently the nucleus of the Psychology Intern Training Program of the N. J. Department of Institutions and Agencies. Externs from Rutgers and Seton Hall Universities receive training under separate agreements. Interns and externs receive intensive, closely supervised training in pyschodiagnostics and psychotherapy. Seven interns and two externs were trained during the year for varying periods of time. A Student Assistant Program has been started. In this program graduate students working for their Master's degrees in Psychology assist the regular staff psychologists in their administrative and clinical roles. Supervision is provided as necessary. At present there are 3 student assistants in the program.

Presentations describing the functioning and role of the Psychology Department were given to over 1,000 students from nearby colleges and universities. A teacher's seminar was instituted with the goal of helping the educators utilize the findings of psychological evaluations in dealing with children in their educational programs. Staff members participate in the various training programs throughout the hospital.

Special Services—The Special Services Department is directed by Mrs. Lucille Boss, coordinator. (1) Greystone Park is an approved training facility for undergraduate students matriculating in schools of occupational therapy, offering courses approved by the American Medical Association leading to a Bachelor's degree and a certification in O.T. In order to fulfill the requirements each student must complete a minimum of 9 months of clinical affiliation, 3 of them in psychiatry. Six students obtain their psychiatric training each summer. (2) There is an in-service training of all non-professional staff in occupational therapy, recreation and library covering approximately 100 hours. There is a special 60-hour program for volunteers leading to the receipt of a certificate approving them for service as an O.T. volunteer assistant from the American Occupational Therapy Association. (3) There is a training orientation of at least 18 hours for volunteers and all new special services staff, both professional and non-professional. The director participates in orientation programs and training programs throughout the hospital. There is a serious need for top level staff positions, i.e. O.T. workers, teachers, recreation workers, librarians, industrial therapists and volunteer services. Every effort is being made to provide programs and personnel related to the Unit Systems with the ultimate goal of working toward moving the backlog of chronic patients back to the community.

Personnel Department—The Personnel Department under the direction of Mr. Richard Winans arranged for 24 hospital employees to participate in 7 training courses sponsored by the Department of Institutions and Agencies: (1) Advanced Effective Listening; (2) Management Development Institute III; (3) Safety Training for Supervisors; (4) 2 courses of Fundamentals of Labor Relations; (5) Administering the Labor Contract; (6) Labor Negotiations Workshop. In addition 67 orientation and reorientation sessions were held by the Personnel Department to orient new employees to hospital policies and employee benefits. The Department of Institutions and Agencies has also provided the following training opportunities: Management II, one week, 14 attended; Management III, one week, 20 attended; Management IIB, 15 class hours, 16 attended; Management IIIB, 15 class hours, 10 attended; Management IIC, 15 class hours, 37 attended; Management IIIC, 15 class hours, 6 attended.

Pastoral Training—Chaplains Sparling and Scandrol were dynamically involved in a program of Clinical Pastoral Education with Drew Theological Seminary and Chaplain Keith Keidel. They helped to supervise 12 seminary students from Drew University who came to visit our patients and provided reports for evaluation during a period of 12 weeks. Both the Protestant and Catholic chaplains participate in staff presentations and orientation programs. Chaplain Scandrol participated in and completed a fifth unit of Clinical Pastoral Education conducted at the N. J. State Hospital in Trenton. Father Sheridan and Father McMahon supervised a program of visits of 18 seminarians from St. Raphael's Novitiate, Lafayette, N.J. They also act as consultants to the religious instruction of the Catholic children in the Children's Unit provided by nine volunteers from St. Elizabeth's College, Convent, N.J. These young ladies are under the supervision of Sister Kathleen, head of the Department of Education of the College.

Children's Unit—Mr. John Morelli is Supervisor of Education in the Children's Unit responsible to Dr. Juan B. Pulido, Director of the Unit. The teaching staff at the start of the school year was comprised of 10 teachers and 1 supervisor of education. All children receive a three-hour educational program on a daily basis. Students capable of benefitting from an extended academic program receive individual tutoring for an extra 45 minutes each day. Small groups of children were escorted to historical sites and other places of educational interest throughout the school year. A new curriculum guide designed to meet the academic requirements of all youngsters under the age of 21 years was completed. Children with reading difficulties receive help through a newly created Remedial Reading Program. A Language Development Program was established in order to stimulate verbalization in non-verbal youngsters. The High School Equivalency Program was initiated with 7 patient candidates receiving the High School Equivalency Diploma. Eighty-five youngsters throughout the hospital have been evaluated for academic instruction throughout the 1968-69 school year. Ninety per cent of those evaluated have been enrolled in the special education program.

Food Service Department—Three training programs were conducted in the Food Service Department by Mrs. Worthington, dietition, since September 1968. (1) Introduction to Food Service. A program lasting 15 weeks for those employees who are new in the department or had not completed the 1968 pilot program. (2) A program lasting 15 weeks for those employees in the position of head cook, cook and those who are preparing for these positions. (3) Supervisory Development. A program lasting 15 weeks for those employees in the first-line supervisory

positions: head cook, cook, dining hall supervisor and those employees being trained for these positions. The purpose of these programs is to upgrade the quality of the production and service of all menu items provided and to increase employee interest and morale. The problems have been related to the lack of sufficient manpower. Plans are being developed for the training to take place primarily in the job situation rather than in the classroom with more individualized instruction.

Rehabilitation Report—Mrs. Daugherty, under the aegis of the N. J. Rehabilitation Commission, has played an important role in our rehabilitative efforts. Eighty-five patients were accepted for service during the year. Seventy-seven patients attended a work training program at the Occupational Training Center in Morristown; 35 are now attending this program. From this program patients return to their homes and are assisted with job placement, others go on Family Care and are given this help. Still others are placed in jobs in the Morristown area and use the hospital as a night residence until they feel secure in their jobs and are then assisted in finding residence in the community. Hospital work assignments with supervision and counseling to prepare patients for employment in the community are provided. Other training opportunities are provided in the community by the Rehabilitation Commission. There were three 10-week High School Equivalency courses; 23 patients participated.

Outpatients

Dr. Theodore Gebirtig has continued to supervise our Outpatient Department. Members of the hospital psychiatric staff devote two days a month, and second and third year psychiatric residents one day a week to the Clinic. There are now two full-time psychiatric social workers assigned to the department. All patients are seen by appointment and continuity of service is encouraged. There is no waiting list; service is available in emergencies and "doorstep" applicants are processed promptly. Medication is provided when its purchase would create a hardship. There is a graduated fee for service. Every effort is made to encourage applicants to seek service in their own communities. However, because of waiting lists which prevail in local resources and for other reasons, many patients prefer to avail themselves of our services. Satellite facilities are being planned and developed in conjunction with the establishment of community mental health centers. The largest percentage of applicants for Outpatient service continues to come from Morris County. Since the Morris County staff is unable to provide the necessary psychiatric service, the overload is assumed by the psychiatric residents in training and under supervision. Each unit contributes to the staffing of the Outpatient Department and makes referrals as part of the rehabilitative plan.

There were 307 Outpatient applications received during the year; 232 from former hospital patients and 75 from individuals who had had no previous contact with our hospital. 242 were accepted for service and 65 referred to other resources. There was a total of 1,875 psychiatric interviews and 2,626 interviews by social workers involving 346 patients and their families. At the close of the year, there were 238 patients on the rolls.

It is an established fact that the number of admissions and re-admissions is favorably influenced by the extent and quality of the service in the Outpatient Department. Our greatest handicap is that we are so far removed from some of our catchment areas. Consequently, our frequency of interviews is invariably curtailed. With the expansion of community health center services and the development of satellite services, we should ultimately be able to provide a more intensive service for fewer patients.

Nursing

Miss Laetitia M. Roe, R.N., continued in the position of director of nursing under the direction of Dr. Theodore Gebirtig and served in the capacity of advisor and consultant in nursing education.

The Committee of Assistant Directors of Nursing held 29 meetings, plus 4 meetings which included instructors and supervisors. The time-keeping procedure in each of the sections or hospital units was implemented. The procedure for Intra-Nursing Department Transfer for nursing personnel was established and tentative guidelines for employing part-time nurses and other personnel were developed. The employment of nursing personnel continued as a function of the Nursing Office with assignment based on the needs of each section, personal recruitment of the section, and the requests of prospective employees for specific kinds of care and their qualifications.

On June 30, 1969, 999 of the 1,180 authorized positions were filled. Additional nursing hours were supplied by part-time workers, including 28 nurses and 33 attendants. The complement of nursing personnel included 1 director of nursing, 1 assistant director for nursing education, 6 assistant directors of nursing service, 36 supervisors, 4 instructors, 19 head nurses, 17 graduate nurses, 39 licensed practical nurses, 139 psychiatric technicians, 238 charge attendants and 499 attendants. In comparison with June 1968, when 1,040 of the 1,185 (authorized) positions were filled, there has been a decrease of 1 instructor, 2 head nurses, 5 graduate nurses, 39 attendants and 11 part-time male attendants. An increase has been in 8 practical nurses, 8 psychiatric teehnicians and 8 charge attendants. Two assistant director of nurses positions were authorized, 1 in the Children's Service, Unit VI, and 1 in the Medical-Surgical

Service, Unit IV, as well as 2 instructor of nursing positions in the Training and Education Unit, Unit VII. These positions were created utilizing the following positions, 1 head nurse, 4 graduate nurse, 1 charge attendant and 3 attendant positions, thus making a total of 1,180 authorized positions June 30, of which 85.5% were filled in comparison with 87.4% filled in June 1968.

The assistant directors of nursing and the supervisors have been faced with an enormous amount of problems in adapting to a fluctuating situation. For the 6 clinical units, it has been a daily crisis operation, particularly with a total of 36 head and graduate nurses and 169 male employees. The ratio of male employees to female is 1:5, a decrease over the year from 211 to 169 men. Even with sectionalization and a decrease in the average daily census from 4,155 to 3,967, there still remains 82 wards and 9 separate buildings which require nursing service for 168 hours a week. Under these circumstances, the delivery of quality and quantity of nursing services may only be rated fair in the majority of situations. In individual instances, there is evidence of good patient care where the multi-disciplinary teams have begun to function in developing goals and objectives for patent-centered care. The Children's Service has had the greatest opportunity and has steadily progressed in this direction.

The Nursing Service Staffing Data prepared for F.Y. 1970 has been utilized as a guide for the deployment of nursing personnel to accomodate to the re-organization of the sections. The Insulin Shock Therapy Unit previously a sub-unit of Unit IV, Medical-Surgical Service, has been assigned to Unit I, Bergen County, Psychiatric Service. The Chest Disease Section, Unit V, Geriatric and Chronic Disease Service, is now a part of Unit IV, Medical-Surgical Service. Until further study and change in over-all planning in utilization of space in the hospital is developed, the following is the present division of authorized nursing positions:

Unit	#1	#2	#3	#4	#5	#6	#7	Total
Director of Nursing							1	1
Asst. Dir. of Nursing	1	1	1	1	1	1	1	7
Supervisor	5	5	5	11	6	5*	3	40
Instructor							8	8
Head Nurse	7	6	9	10	6	4		42
Graduate Nurse	8	8	9	12	12	2		51
Practical Nurse	6	4	4	17	8	3		42
Psychiatric Technician	24	28	24	26	36	8		146
Charge Attendant	42	28	58	52	58	7		245
Attendant	98	89	89	105	182	35		598
Total	191	169	199	234	309	65	13	1180

*One supervisor position assigned to Unit VI is assigned temporarily for conducting interviews with new employees until this function is decentralized.

At the end of the year, 56% of the authorized registered nurse positions were filled. The lack of registered nurses has been the greatest deterent to the development of a consistently good nursing service program. One source of nursing manpower has been through the provision of the basic psychiatric nursing education to enable foreign graduate nurses to qualify for licensure. The present nursing staff includes 28 nurses from this source as 6 supervisors, 11 head nurses, 11 graduate nurses plus 5 part-time nurses. Although there were only 16 enrolled this year, 3 remained on our staff and 1 returned as a head nurse. There has been an increase in applicants, including nurses from other states. which may be an indication that it is becoming more difficult for foreign nurses to obtain assistance in making up deficiencies in psychiatric nursing. The New Jersey Board of Nursing grants temporary permits for these nurses to practice nursing which allows them to be employed while pursuing their studies. Plans have been formulated to conduct 3 courses of 16 weeks each for this coming year beginning in September. Miss Laura Davidson, assistant director for nursing education will direct the program in collaboration with the nursing service of each Unit and Mrs, Ruth Beam, instructor, will assist in the clinical teaching and coordination of learning activities.

The expansion of the Psychiatric Aide Nursing Scholarship Program, providing opportunity for all categories of nursing aides, has not only been a tremendous morale factor but has opened the way for the development of the nurse potential within our own resources. In September 1968 in Program I for psychiatric technicians, 13 candidates were enrolled: 3 at Fairleigh Dickinson University, 2 in the first year and 1 in the second year, 4 at Essex County College, and 6 at County College of Morris in the first year. In Program II of the 10 candidates allocated 2 practical nurses and 2 charge attendants were enrolled at Essex County College, and 4 practical nurses and 2 charge attendants were enrolled at County College of Morris. One graduated in June 1969, 2 failed the the Fall semester in January 1969 and 1 had to withdraw temporarily because of illness. In June 1970 we can hopefully look forward to 20 additional nurses on our staff since one practical nurse may complete in February 1970. In continuing the scholarship program an additional 5 scholarships have been approved for 1969 in Program I and 6 additional allocated in Program II in May 1969. This makes a total of 34 candidates, 16 of whom are in Program II which allows for replacement

positions during attendance of those enrolled at nursing school. All candidates were interviewed by an inter-disciplinary Selection Committee appointed by the Medical Director. Members of the Committee met 9 times to interview, rate and rank the candidates. Miss Roe was appointed Coordinator of the Program and acted as committee chairman. Due to delay in the colleges processing students, the quota for Program II is now complete with 1 practical nurse, 2 charge attendants, and 3 attendants.

In further strengthening nursing manpower, the Bureau of Psychiatric Nursing, under Mrs. Christine Hamburg and Mr. John Krzemien, has been developing a Psychiatric Technician-Practical Nurse Equivalency Program and formulating a curriculum in collaboration with the nurse educators in all the hospitals. The suggested program was presented to the psychiatric technicians at a meeting January 16, 1969 at Greystone Park. In a survey conducted January 22, 54 technicians indicated a choice of remaining as technicians, 91 wished to apply for Licensed Practical Nurse, 21 wished to apply for the Associate Degree Program in Nursing and 7 indicated Associate Degree as first choice and L.P.N. as second choice which made a total of 124 responses from 136 technicians not in a nursing program. During the year 5 technicians, 2 charge attendants and 1 attendant qualified as licensed practical nurses (all female), and 1 male practical nurse was employed. In March, 1 technician, 1 charge attendant and 4 attendants were registered independently in schools for practical nursing and have continued full time work. It is estimated that approximately 80 to 85 technicians will expect to enter the Equivalency Program to qualify by licensure.

The Institutional Trainee Program continued under the Supervision of the Adult Education Resource Center, Montclair State College, providing the instructors and guidance for all employees on the hospital staff to qualify for High School Equivalency diplomas. The majority of the students were nursing personnel with 25 to 30 attending classes. In the report submitted by Mrs. Florence Dick, Supervisor, 28 took the G.E.D. Test, 4 passed, 9 results pending and 15 failed parts. Analysis of the 15 who failed parts will reveal weakness and strengths which may aid in future program planning of the adult students. The effect on employee morale has been definitely a positive one not only in promoting individual self-confidence but motivating personnel to qualify for career advancement in nursing. Since this pilot program has been completed, the success warrants continuation. It is being planned with the assistance of Montlair State College to begin in the Fall as a hospital project under the direction of Miss Laura Davidson in the Nursing Educational

Unit, although the opportunity will be open to all interested hospital staff.

A Nursing Service Administrative Seminar implemented by the Bureau of Psychiatric Nursing was conducted at Greystone Park on April 14, 15 and 16. The Seminar was directed by Miss Elizabeth Maloney, Ed.D., Professor of Nursing at Teachers College, Columbia University assisted by her staff in the Department of Psychiatric-Mental Health Nursing. It was attended by 31 nurses from all 5 State Hospitals and included assistant directors of nursing, supervisors and head nurses.

Prior to the hospital survey by the Division of Mental Health and Hospitals, Mrs. Hamburg and Mr. Krzemien visited the hospital April 2, 3, 8, 9, 10, and 11 and made visits to various nursing units and educational unit during the day, evening and night. They conferred with all categories of nursing personnel and with the Assistant Director of Nursing Commitee in establishing a nursing care program in developing philosophy and goals.

On May 28 and 29, an Institute on Present-Day Nursing Care by Psychiatric Aides was conducted by Miss Leah Gorman and Mrs. Hilda Richards, faculty members of the Department of Psychiatric Nursing, Teachers College, Columbia University. A total of 36 aides including psychiatric technicians, charge attendants and attendants attended the seminars in which the group process and sensitivity approach was used. Following this, a committee of nursing service of 14 psychiatric aides called Operation Progress was formed to assist nursing administration as charge agents in modernization policies toward total involvement of nursing personnel in patient care.

Special arrangements were made with Hunterdon State School for 23 attendants accompanied by 8 nurses to participate in direct patient care 4 days a week. From February 3 to April 7, the group rotated through the Medical-Surgical Unit, the Children's Unit and the Insulin Shock Therapy Unit with various opportunities to take part in orientation and inservice activities.

The plans in Nursing Education have been organized and implemented by Miss Laura Davidson, Assistant Director for Nursing Education. Since nursing must be practiced to be learned there has been a great deal of concentration on the staff development program with experimentation and adjustments in many directions. Instructors and teaching supervisors have been assigned to Units I, II, III, IV and V in the combined Level I and Level II Psychiatric Aide programs where much of the theory content has become structured clinical experiences. In collaboration with nursing service, psychiatric technicians have been prepared and have assisted in the orientation of new employees and in

teaching specific basic nursing procedures. The Health Occupational Training program under sub-contract with the New Jersey Hospital Association was discontinued in January. There were 4 groups in which 2 instructors participated with 21 aides in August 1968 and 19 in January 1969 completing the 19-week course for a total of 40 during the year. Miss Davidson reported a total of 534 students plus 68 visiting students which were recorded for the year. An additional number have attended ward conferences and inservice education classes and some of this work has been incorporated in Unit nursing reports. Of the 7 diploma schools of nursing, 3 continued with 102 undergraduate nursing students completing the 10-week basic psychiatric nursing course. Newark Beth Israel Hospital discontinued, Paterson General Hospital has unofficially withdrawn and All Soul's Hospital will phase out their last class in 1970. Three schools of practical nursing sent students for the 4-week course for a total of 57 which included 26 from Morris Hills Regional High School, 15 from Sussex County Technical and Vocational School and 16 from the Jersey City Job Corps School accompanied by instructors. The Felician College with 28 associate degree nursing students and Paterson State College with 24 baccalaureate nursing students utilized our resources for clinical practice. Preliminary arrangements have been made with the County College of Morris to establish an affiliation in September. Essex County College has indicated an interest in coming here. St. Joseph's Hospital arranged for 16 students in 2 groups of 8 to participate in planned learning experiences on wards in Unit II on Fridays for 5 weeks. Orange Memorial Hospital has indicated a desire to have a similar experience for their students.

The implementation of the orientation courses with the development of the inservice education in nursing has contributed significantly to increasing involvement and sharing of learning experiences of the students in all categories of nursing personnel, other disciplines and staff. Although it is difficult to evaluate at this time, there appears to be greater acceptance of overlapping functions and responsibilities in the nursing and hospital staff directed toward the goal of patient-centered care. There is a proliferation of ideas, and all kinds of situations arise with pressures to do things differently without sufficient opportunity to evalulate the impact on the hospital organization and to proceed on planned change.

Nursing personnel at all levels have had the opportunity to attend the educational programs and institutes sponsored by nursing and other organizations and the Supervisory Management programs by the Department of Institutions and Agencies. This hospital was host to the New Jersey League for Nursing, Council on Psychiatric and Mental Health in

March for a program on Non-Verbal Communication—Media Art and Music Therapy. As Chairman of the Council, Miss Davidson was instrumental in having the program here which was open to 318 visitors and attended by many of our staff. The majority of the nurses attended the programs on Legal Aspects in Nursing sponsored by the State Nurses' Association and by the Bureau of Psychiatric Nursing.

In continuing education 2 supervisors continued study towards a degree, 1 head nurse graduated in June with a B. S. degree, 1 instructor attended the William Alanson White Institute and grade courses at Seton Hall University, 1 instructor completed graduate study at Columbia University, 11 psychiatric aides attended preparatory courses and the Developmental courses at Essex County and Union County Colleges and the County College of Morris on a part-time basis to qualify for the nursing programs. Miss Roe attended the National League for Nursing Biennial Convention in Detroit May 19 to 23. The theme was "Partners for Health—Nursing and the Community." There was a great deal of emphasis by the medical and nursing professions on the need to provide leadership in participating as co-colleagues in the delivery of health services. Materials were shared with the staff. The weekly meetings of the Medical Executive Committee and the interdisciplinary meetings held by Dr. Gebirtig were attended.

Psychology

Presently the staff consists of:

Principal Clinical Psychologist	Dr. Parvin F. Birjandi
Principal Clinical Psychologist	Dr. William Schrader
Senior Clinical Psychologist	Dr. Walter A. Watman
Senior Clinical Psychologist	Dr. Marcella Baldwin
Consulting Clinical Psychologist	Dr. Lewis Rosenblum
Clinical Psychologist II	Mr. Stephen Tamboer
Clinical Psychologist II	Miss Sylvia Roque
Clinical Psychologist III	Mr. Ronald Bassman
Clinical Psychologist III	Mr. Louis Richmond
Clinical Psychology Intern	Mr. Ira Egras
Clinical Psychology Extern	Mr. Patrick Santoro
Students Assistants	Mrs. Beverly Tignor
	Miss Marjorie Edelstein
	Mr. Michael Raskin
	Mr. James Earhart
	Mr. Charles David Roberts

Dr. Alice Friedman, Mr. Theodore Skolnik, and Mr. Jacob Proser resigned from the Psychology Department. Dr. Herbert Potash, consulting psychologist, also left the Psychology Department.

The scope, areas of functioning and services of the Psychology Department have been substantially expanded during the past year, particularly in the area of psychotherapy. The staff has been expanded with the addition of several full and part time psychologists. A token-economy program has been instituted on a ward of chronic patients and current plans are to expand it to other areas and wards of the hospital. College students have been involved in a College Companion Program designed to provide social contact with selected patients who do not receive visits due to lack of relatives and friends. The members of the Psychology Department have also participated in programs intended to explain the function of the psychologists in a mental institution to visiting students and members of other departments.

Psychodiagnostic Evaluation: A total of 603 patients were evaluated for purposes of determination of psychodynamics, differential diagnosis, assessment of intelligence, and assessment of organicity. A total of 2, 219 individual tests were administered. A screening program for suspected mentally retarded patients was begun, and to date a total of 255 patients were classified for placement purposes.

In addition to the standard projective and objective tests used the following new tests were introduced into service:

1. The Quick Test for assessing intelligence
2. The Hooper Visual Organization Test for assessing organicity
3. The Eisensen Test for Aphasia
4. The WPPSI, an intelligence test for children
5. The Vineland Social Maturity Scale for assessing social development

Psychotherapy: Group therapy programs were continued to expedite patient recovery and rehabilitation. A total of 1,499 patient hours of group therapy were given during the past year to groups ranging from children to adults. Individual therapy cases consumed a total of 710 patient hours.

A program employing reinforcement therapy, in the form of a Token Economy, was instituted on a ward of chronic patients with the aim of improving their ward behavior and establishing more effective and adequate means of dealing with people. The program is currently functioning on one female ward of 31 patients and will be expanded to include a similar ward of male patients in the near future.

Training: The Department is currently the nucleus of the Intern Training Program of the New Jersey Department of Institutions and Agencies. Externs from Rutgers and Seton Hall Universities receive training under separate agreements. Interns and externs receive intensive, closely supervised training in psychodiagnostics and psychotherapy. Seven interns and two externs were trained during the year for varying periods of time.

College Companion Program: A program designed to provide social contact with patients who do not receive visits was instituted and is coordinated by Dr. Marcella Baldwin. A total of 298 visits have been made and plans are to expand the program.

Lectures and Education: Presentations describing the functioning and role of the Psychology Department were given to students from near-by colleges and universities. A total of 1,072 students visited the hospital during the past year in these programs and more people also visited the Psychology Department during the Open House program. A teachers' seminar was instituted with the goal of helping educators utilize the findings of psychological evaluations in dealing with children in their educational program. Presentations were also made to other staff members in order to acquaint them with the role of the psychologist. Lectures were also given to student nurses as part of their training.

Student Assistant Program: A program employing graduate students working for their Master's degree in psychology was begun. Their function is to assist the regular staff psychologists in their administrative and clinical roles. Supervision is provided as necessary. At present three student assistants are employed.

Research: Dr. Watman presented a paper entitled "Looking Time and Subject Complexity Judgment of TAT Stimuli" at the Eastern Psychological Association meeting in April of 1969. Mr. Skolnik prepared a book review of "The Human Dialogue" in an article entitled "Metaphors, Myth and Meaning" which was published in the Journal of Communication Disorders.

A research program to evaluate the effects of a Token Economy Program is presently in the planning stage.

Conferences and Staff Meetings: The Department held regular staff meetings for its own personnel and also participated in Executive Com. mittee meetings, Scholarship Committee meetings and conferred with the Capital Construction Committee.

Although recruitment efforts are continually underway, there is still a shortage of staff personnel, particularly in the Senior and Principal positions. Several Master's degree level psychologists, namely Mr. Louis Richmond and Mr. Ronald Bassman have been hired in the Clinical Psychologist III positions. Miss Sylvia Roque has been hired in the Clinical Psychologist II position. Dr. William Schrader has been hired in the Principal Psychologist position on a part-time basis.

Special Services

The following is a brief summary of the annual reports submitted in detail by the departments included under special services: occupational therapy, recreation, library service, industrial assignments and volunteer services. Comprehensive services have been provided for all units on a regular basis to all of the patients referred for the various programs.

Occupational Therapy

O.T. clinics and pre-vocational areas have been serving the patients specifically referred for treatment according to their units. Supervising O.T.s have been actively participating in the regular weekly interdisciplinary team meetings conducted by each unit chief. Training of special services staff and the staff of other departments of the hospital as well as community people has continued to be a primary function of the department. The salesroom has been in constant operation and has continued to return a considerable sum of money to the business office, which is used to purchase supplies for the entire special services division.

Recreation

Mrs. Dorothy Johnson, recreation supervisor for over 40 years, has been off-duty due to her personal health since the middle of December, 1968 but we have been fortunate in recruiting as a replacement, Mrs. Eleanor Numark, M.A., who began her service here March 31, 1969.

Although the department has been plagued with an unusually large turn-over of staff, the program has continued to service the patients regularly with the able supervisory help of the O.T. staff, according to the, various units. In-door and out-door activities according to the season parties and special events sponsored by community groups and the usual Christmas entertainment were provided.

Library Service

Reports of library activities of his patients have been reported each month to each Unit Chief throughout the year. Circulation, visits to the wards and visits of patients have decreased somewhat due to the reduced number of patients and the changes taking place throughout the hospital. Literary discussion groups have continued to be popular.

Industrial Assignments

There has been an average of a little over one thousand patients assisting daily with the work of the hospital during the past fiscal year. In September 1968 a pilot project was instituted with six patients hired in food service as institutional aides at $1500 per annum. This in effect is a sheltered workshop program within the hospital setting with the goal of vocationally training patients to the point that they may graduate to regular positions at the hospital or in the community. A progress report of the program at the end of the first six months revealed 33⅓% success in moving patients along to regular employment.

Volunteer Services

Volunteer services has continued to contribute markedly to the operation of the hospital, providing many extras for patients materially and in personal service. The Auxiliary (Greystone Park Association) moved

into its new quarters and greatly appreciate the expanded facilities made available to them when they were given the use of an entire building.

Training

Special Services continued to provide training for O.T. affiliate students, in-service training for new special services personnel and new volunteers, and orientation to new staff of other departments of the hospital and to community visitors all during the year.

Coordination

The coordinator, in addition to the usual duties expected of her, during the first three months of 1969 was faced with the direct supervision of the recreation department, due to the prolonged illness of the supervisor, the reorganization of that department along sectional lines and the training of an almost completely new staff.

Ordering and distributing supplies and equipment, in conjunction with the business office, for all departments of the special services division has been a major responsibility of the coordinator's office. Management of the O.T. salesroom and responsibility for facilities used by all of the activities (both indoors and outdoors); time and personnel records-exclusive of K Building, have all been carried out under the direct super, vision of the coordinator.

A monthly calendar of special events and flyers calling attention to each activity a few days before the happening are prepared and distributed throughout the hospital. THE PSYCHOGRAM and THE EFFORT (hospital publications) have been edited, published and distributed under the direct supervision of the coordinator. Progress notes on patients and full monthly and annual reports have been provided.

The coordinator, representing the departments of special services, has attended regularly staff meetings chaired by the superintendent and those called by the deputy superintendent. She has organized and chaired meetings with other disciplines involved in planning and carrying out special events such as picnics, turkey dinners, Fall Festival, Open House, Christmas entertainment and so on. She has also chaired the Institutional Aide Pilot Project committee. In addition she has worked directly with the supervisors of all of the special services, including the children's programs and has held regular meetings with them weekly.

She has been directly involved in the planning of all training programs described in detail in the various reports and been on the faculty. Professionally she has continued to be a member of the executive board of the New Jersey Occupational Therapy Association and has been particularly active as recruitment and publicity chairman, working closely with N.J. Health Careers Service in endeavoring to set up professional

training in New Jersey for occupational therapy and other allied health careers. At the national level she is a member of the education committee and the international committee and she attended the annual conference of the American Occupational Therapy Association, held in Portland, Oregon, in October 1968.

Problems

As stated in last year's annual report, the quality of the treatment program is in direct proportion to the skilled professionally trained supervisors and there is an appalling shortage at this hospital and, in fact, in the entire state of New Jersey due in part to the fact that there are no training facilities in New Jersey for allied health professions. In addition, the present table of organization as approved for this hospital does not provide for nearly enough top level staff positions—O.T., teachers, recreation workers, librarians, industrial therapists and volunteer services. New Jersey salaries are not competitive with surrounding states in any type of position, either state or community financed, so that it is difficult to recruit qualified people for the supervisory positions we do have. There is little difficulty in recruiting sufficient non-professional staff but the absenteeism and turnover of staff is a constant problem which tends to sabotage programs on a regular basis as planned.

Additional facilities for all levels of activities are needed to carry out the level and type of programs projected in the Unit system.

Plans

We shall continue to develop programs as needed to provide for all of the patient groups on a separate basis as required by the Unit system, working closely with the Unit Chiefs. Overall philosophy is determined by central top administration but individualized to fit the special needs as interpreted by each unit. Under present plans we work closely with the interdisciplinary teams to evaluate the patients' potential in terms of activities of various kinds and to work toward early discharge from the hospital. At the same time, we are working toward moving the backlog of chronic patients back to the community, consistent with their tolerance for this.

Greystone Park Association

The Greystone Park Association brings to a close a most productive year. Each year this Association undertakes a variety of projects, the proceeds from which go towards the Patients Welfare Fund and associated needs of the New Jersey State Hospital at Greystone Park.

The Board of Directors have met regularly every month with the exception of one, which was cancelled due to a very severe storm. The Executive Committee has met four times.

Even before this current year draws to a close the new officers and their committees are busy organizing and making plans for next year.

A most successful Fall Festival was held in October, the 8th and 9th, in the Women's Arts and Crafts Center and a profit of $10,751.81 was realized.

During the months of October and March two orientation classes (under the jurisdiction of the Hospital) were held, approximately 55 women attending these two classes, and during the year 60 new volunteers became associated with the hospital.

The Christmas program was begun very soon after the conclusion of the Fall Festival. Two thousand appeal letters were sent to friends, industry, church and club groups, and interested personnel notifying them of our needs and the dates of the Christmas wrapping program October 28th to December 18th. A total of 8,333 gifts were wrapped and dispensed through the hospital at the desired time. The Christmas donations amounted to $1,267.82 over expenses. The availability of the new rooms made the Christmas Wrapping Program much more comfortable and pleasant.

During the month of January, turkey dinners were held in the Abell Building for the working patients, and additional gifts were given to all those attending these dinners.

A most successful Spring Luncheon was held at the Patrician in Livingston on March 27th. A parade of fur fashions by Flemington Furs was presented. Polaroid glasses, valued at from $12.00 to $15.00, were given to each of the women attending the luncheon. These glasses were a gift from the Warner Lambert Pharmaceutical Association. After the luncheon and for a period of two months the Association continued to sell these glasses for $3.00 and the proceeds went to the luncheon. The total amount realized (net) at the luncheon was $3,533.34.

May 7th was Hospital Day which was rather disappointing attendance-wise this year when compared to the attendance in the past.

May 19th through the 21st was the New Jersey Association of Hospitals Auxiliaries Convention at Atlantic City. Five members of the Greystone Park Association attended. The highlight of this convention was the installation of officers for these delegates. The new president of this Association is our Mrs. Brainard F. Swain, a past president and currently chairman of the Half Way House project of the Greystone Park Association.

The Half Way House project is still in the formative stages.

Membership is one of the Association's main methods of revenue and the Association is continually encouraging additional new members. At the present time there are 651 members on the roll.

Four times a year a News Letter is sent to all members and interested personnel. This letter includes activities, coming events, appeals for things, and articles needed for the program of the Association.

The Nylon program continues to be a surprise. This past year 5 tons of nylons were collected; this brought in $446.10. This money is used for the Television Program of the Hospital, either for repair of sets or for new TV sets.

Patients' parties continue to be a source of happiness for the patients, whether they be birthday parties for the children or ward parties.

The production department of the Association is one of the most active and tremendously important to the hospital. This past year 1,651 bed jackets were given to the hospital, along with 33 shawls and 13 knitted lap robes; 3,394 bed slippers were given for patients and 294 windows in the hospital were draped.

Publicity is most important for the success of the Association's program. This publicity must be interesting, factual, varied and complete. This has been the aim of the Publicity chairmen who have done a very fine job.

The Secret Pal Program is mostly for the geriatric patient, and for those who do not have family or friends out of the hospital. This year 521 gifts and 850 cards were sent to patients by their secret pals. During the year 60 new secret pals were enrolled.

The Supply Room, one of the busiest corners of the Association, is one of the most important. During the past year 2,133 requisition slips from the hospital have been turned in; 23,634 pieces of wearing apparel and 54,121 articles of good grooming have been given out to patients; 24,822 bingo prizes furnished for bingo parties; 190 cartons of cigarettes given to recreation; 44 out-going patients were supplied with good or new clothing and good grooming needs. For the children's unit, 1,502 pieces of wearing apparel and 2,910 items of good grooming were given, along with 312 prizes for the children's parties.

Twigs—it is almost impossible to estimate the hundreds of hours of work done by this tremendous group of women. Just to mention the ones recorded: 5,365 kits were given to Occupational Therapy Department, including leather kits, eyeglass cases, book ends,

clothes and shoe brushes, wallets, key cases, animal kits, tote bags, stamped pieces to embroider and others. Recreation Department received 5,500 gifts for bingo party prizes, 5,000 place mats for summer picnics, 20,000 tray favors for every patient at every special day at the hospital. Additional favors were given to the Reinforcement Program. The Nursing Department received 247 johnny shirts, 345 pairs of bed slippers, 44 crochet balls, 500 geriatric bibs, 280 bed socks, 243 bed bags and 6 lap robes. The Library received 2,500 cross word puzzles and hundreds of books and magazines.

Volunteers are trained at the 2 orientation programs given under the auspices of the hospital. These women man the booths at the Fall Festival, assist with the Turkey Dinners, assist in the Christmas wrapping program, help with the picnics in the summertime and in the giving of parties all year whether children's birthday parties or just ward parties; these women also act as secretaries at the hospital, work with the occupational therapists and in many other categories. We owe a great deal of thanks to the 225 volunteers. The total number of hours recorded during the year was 6,000 and there were a great many who did not keep a record of the time given. This past year 60 new volunteers were added to the fold.

The Speakers Bureau consists of 7 women who have given many hours of their time and traveled many miles to fulfill all of the requests for speakers.

The organizations that assist in the hospital work are many. The American Legion Auxiliary has given 4 cases of cigarettes, and 275 canteen books; have given 8 Veterans' parties furnishing not only refreshments and prizes but in many instances entertainment also; 525 patients were included in these parties. They have given hundreds of gifts for parties—pens, playing cards, combs, pins and earrings, tie clasps, etc., hundreds of children's stuffed toys, and many educational games and gifts at Easter time. Three children's parties were given and a cash donation of $200 to be used for the Veterans' Fund. The total cash assistance given to the hospital was $2,221.10. Two American Legion Auxiliary women received special recognition due to the number of volunteer hours given to the hospital, one with 2,000 hours, the other with 500 hours.

The Federated Women's Clubs of New Jersey presented the hospital with 125 ditty bags, 160 pairs of bed socks, 3 full-size afghans, 8 lap robes, and a check for $400.00 to be used for 12 record players and records. This report does not mention the number of hours given.

Cosmopolitan Associates, Inc., reported the collecting of 34½ pounds of nylons, 1,391 books and magazines, 890 articles of clothing, 88 pairs of bed slippers, 725 miscellaneous articles such as favors, notepads with pen or pencil, wash cloths with soap, etc. A total of $945 was given for the work at the hospital.

Other groups assist with many hours of volunteer work, serve on boards and committees. The county directors covering the five northern counties of the State act as liaison contacts with their local communities. Sitting on the Greystone Park Association's Board of Directors are members of the American Red Cross, Mental Health, Boy Scouts, Girl Scouts and Episcopal Community Services. They all play a part in the rounded services of this Association.

The chairman of our Grand Slam Project reported an income of $583.00 for the year, this from private card parties held in local communities.

One of the highlights of the past year was the realization of a dream of long standing. The Hospital made it possible for the Association to have its own rooms. The old parole patients building was completely renovated and redone for the use of the Association. We thank those involved.

Mrs. Mildred Freeman, president of the Association, stated that these past two years have been extremely stimulating and most gratifying, and expressed her deep appreciation to all of those who have served with her and made such tremendous results possible.

Religious Services

The Rev. Paul Sparling, senior Protestant chaplain, reported on the following activities:

During June, July and August 1968 Chaplain Donald M. Scandrol participated in and completed a fifth unit of Clinical Pastoral Education conducted at the N. J. State Hospital, Trenton, under the supervision and direction of Chaplain Kendrick Lee.

The Protestant chaplains attended the regular meetings of the Morristown Clergy Association and the Committee of Institutions and Agencies of the New Jersey Council of Churches. Chaplain Scandrol represented us at the annual meeting of the State Council of Churches.

Chaplain Scandrol attended a meeting of the Pastoral Counselling Committee of the Northern New Jersey Annual Conference of the United Methodist Church in Princeton, and participated in a regional meeting for clergy on counselling sponsored by them. He also attended the annual meeting of the Northern New Jersey Conference of the Methodist Church in Madison. He also participated

in screening a number of potential chaplains at a meeting of the Commission on Chaplains for the United Methodist Church held in Washington, D.C.

Chaplain Sparling attended 8 pastoral conferences of the Lutheran Church, six of which were for the regional clergy and two specifically for chaplains. He attended a conference on Religion and Mental Health in Philadelphia; the annual meeting of the Association for Clinical Pastoral Educators in Chicago; and the regional meeting of the Association of Mental Health Chaplains.

The chaplains spoke in 8 different worship services conducted in churches within the hospital's region on the religious program. They participated in one religious institute, a meeting of the Lutheran Welfare Auxiliary of New Jersey, and two psychology classes at Fairleigh Dickinson University.

The chaplains participated in the screening of potential candidates for the nursing scholarship program; in two case presentations to psychology students; in the supervision and programming of the Sunday School program for our children; in all the summer patient picnics and winter turkey dinners; in the arrangement of the employment of a Jewish rabbi on a part-time basis; and in securing altar paraments for use in the Christian services conducted in our hospital.

Chaplains Sparling and Scandrol were dynamically involved in a program of Clinical Pastoral Education with Drew Theological Seminary and Chaplain Keith Keidel. They helped supervise 12 seminary students who came to visit our patients and produce reports for evaluation during a period of 12 weeks.

The Protestant chaplains, together with the Roman Catholic chaplains, met on 6 different occasions to plan 2 presentations to the staff on their work in the hospital. They also spoke about their religious work to the psychiatric technicians in training and to the new volunteers in their spring and fall orientation program.

During the year, the chaplains received a grant from the Greystone Park Association of $695.00 for the purchase of a new Wurlitzer portable organ to be used in their ward services. They also received and dedicated four different sets of altar paraments and preaching stoles made by the Lutheran Altar Guild of Westfield and given to the hospital without charge.

The chaplains revised their ward service schedule, dropping services in the Reception Building and increasing services in the Main Building North and South and Dormitory Building I.

During the year, 6 different clergy came to visit concerning the Chaplains Program here. The Sunday School class and teachers of Trinity Lutheran Church, Dover, attended a Sunday worship service as part of a religious experience and the chaplaincy committee of the Atlantic District, Lutheran Church—Missouri Synod came to review Chaplain Sparling's work. The chaplains also attended a farewell for Dr. Robert Carrigan of Drew Theological Seminary. Dr. Carrigan was involved in the Clinical Pastoral Education Program on the Drew University campus.

On two occasions, the pastor and choir of the Morris Plains Presbyterian Church came to participate in our Sunday worship services. The chaplains exchange pulpits on these Sundays with the Presbyterian Church. The Bell Choir of the Rockaway Methodist Church participated in a Sunday worship service and also for our Sunday School, and a group of young people from St. Paul's Episcopal Church came for a religious songfest during a Sunday School sessions. At Christmas, a group from Trinity Lutheran Church, Morris Plains, sang Chistmas carols in Unit B.

During the year, 4 different church groups came to escort patients to the Sunday morning services. The groups represented are: Trinity Lutheran Church, Dover; The Rockaway Methodist Church, Rockaway; The West Baptist Church, Morristown; The Morris Plains Presbyterian Church.

In the past year our Sunday School received four regular volunteer Sunday School teachers from the surrounding communities and 8 other individuals who came on designated Sundays.

During the course of the year, each chaplain held several conferences with their respective ecclesiastical administrator, presenting and discussing their work at the hospital. They have received ecclesiastical endorsement.

The Rev. Peter C. Sheridan and the Rev. Kieran F. McMahon conducted the Catholic religious program at our hospital. Father Sheridan reported as follows:

During the past year daily mass, Monday through Saturday, was offered at 12 noon in the Chapel of Our Lady Health of the Sick. There has been no change in the Sunday schedule of Masses: 6:30 and 10:00 A.M. in the Chapel of Our Lady Health of the Sick; 8:30 A.M. and 12:45 P.M. in the large chapel of the hospital.

On the First Friday of each month Mass is offered at 6:30 A.M. and 12:00 noon in Our Lady's Chapel; 2:00 P.M. in the Dormitory Building.

On the last Wednesday of each month Mass is offered on Ward 91 of the Chest Building.

The religious instructions of the Catholic children in the Childrens Building was provided by nine volunteers from St. Elizabeth's College, Convent Station, N.J. These young ladies were under the supervison of Sister Kathleen, S.C. head of the Department of Education of the College. Classes for the children are held each Monday evening 6:30 to 7:30. The children are grouped by the hospital staff according to their learning capabilities into four classes. This course of instructions coincides with the regular school year. The number of children partaking in the program numbers about fifteen.

Nineteen seminarians from St. Raphael's Novitiate, Lafayette, N.J. have been visiting the patients in the Dormitory and the Reception Building. One group of twelve visited the Dormitory on Friday of each week for about two hours. Another group of seven visited the Reception Building on Monday of each week. Their assignment was to visit the new Catholic patients and to inform them of the services of the Catholic Chaplains in the hospital.

A group of four or five laymen and laywomen of the Legion of Mary also assist the chaplains by visiting patients and supplying Catholic reading materials. There is also a group of ten patients of the Legion of Mary who make rosaries for the other patients, distribute reading materials and visit with the other patients.

During the past year the Chapel of Our Lady Health of the Sick was made available to the Episcopal and Greek Orthodox chaplains of the hospital for the conducting of their religous services.

On Thanksgiving Day the Catholic chaplains visited all the wards to extend to the patients good wishes and hopes for continued blessings of God.

The Masses celebrated on the two holy days, August 15th and November 1st were well attended by patients and personnel.

Two Folk Masses were offered for the patients in December and March. The music for these Masses was supplied by the seminarians of St. Raphael's Novitiate. These same young men also sang for the patients at their Christmas party in the Abell Building.

The midnight Mass on Christmas eve was well attended by the personnel of the hospital. The Sunday Schedule of Masses was followed on Christmas Day. These were well attended. During the day the chaplains visited the wards to wish all a very happy and blessed Christmas.

The Church Unity Octave and Week of Prayer for Christian Unity, January 18 to 25, was observed by daily prayers in Our Lady's Chapel during the noonday Mass.

Each of the chaplains took his turn offering the blessing at the turkey dinners served the patients in the Abell Building dining room.

The beginning of Lent was marked by the blessing and distribution of ashes at the Masses on Ash Wednesday. The chaplains also distributed the blessed ashes to the patients on the wards.

During Lent the Stations of the Cross and Benediction of the Most Blessed Sacrament were held in Our Lady's Chapel each Friday afternoon at 3 P.M. This service was well attended by parole patients who were free at that time.

Holy Week was marked by special services on Holy Thursday and Good Friday. The Holy Thursday services consisted of Mass for patients in the large Chapel at 9:30 A.M. and the Liturgical Service of the Lords Last Supper at 4:30 P.M. in Our Lady's Chapel.

The Liturgical Service for Good Friday started at 3 P.M. in the Main Chapel. This service was concluded with the solemn commemoration of the Cross.

Father Kiernan McMahon attended the Annual Awards Dinner and offered the benediction.

During the course of the year, the Chaplains addressed the various groups in training, attendants, nurses aids, volunteers on the role of the Chaplain and his relationship with these groups in achieving the welfare of the patients.

Father Peter Sheridan attended a ten-day theological session at Holy Name College, Washington, D.C., April 27 to May 6. The purpose of this course was to update the participants in the latest theological advances in the areas of Dogma, Moral, and Sacred Scripture.

Personnel Department

This department continued under the supervision of Mr. Richard E. Winans, M.P.A., personnel director, assisted by Judith A. Barrowclough, B.A. assistant personnel director; Paul S. Gross, B.A.; and Kenneth R. Stevens, B.A., personnel assistants.

There were 1,977 employees enrolled at the beginning of the year on July 1, 1968. During the succeeding twelve months, 845 persons were hired and 881 employees terminated their services. The recruitment program required 2,004 interviews as well as a large number of phone calls, letters, and applications, many of which did not result in interviews. On June 30, 1969, there were 1,941 employees enrolled, a decrease of 36 over the same date a year ago. The annual employee turnover rate was 45.41, an increase of 1.81% 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. Advertisement, the primary tool in recruitment, was uti-

lized substantially. Three hundred nineteen ads were placed in fifteen publications covering twenty-three 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. In addition thirty-two fleld trips were made to public employment agencies, private employment agencies, high schools, and government sponsored anti-poverty agencies. Continued contact was maintained with the Department of Institutions and Agencies and the Department of Civil Service recruitment units. The number of recruitment field trips was fewer during 1968-1969 than during the previous year, this being due to the fact the Personnel Assistants were extremely busy with work at Greystone Park. In May, 1969, however a new position of Personnel Assistant was approved so that in the coming year the number of recruitment field trips should increase to a great extent.

The clerical activity of the Personnel Department was considerably heavier than the previous year. Five hundred two employee accident report forms were processed and in addition, 169 Labor and Industry reports were submitted. The total of accident reports was 90 more than last year. Eight hundred eighty CS22 employee termination forms and 2,091 CS21 personnel action forms were submitted to the Department of Civil Service. The fact that the use of these two latter forms has substantially increased in the last three years (25%), together with a need for an even larger amount of recruitment correspondence is the cause for our request for an additional position of Clerk Typist, as well as the permanent establishing of a temporary position of Clerk Stenographer. Not included in the foregoing were a myriad of other necessary personnel forms.

The Personnel Department, as part of its employee services, counsels employees and prepares for the Central Authorities various action forms in regard to pension enrollment, loans, and retirement. It also assists employees as well as counsels in regard to the Health Benefits Plan, including Blue Cross, Blue Shield and Major Medical Insurance.

There were 252 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 7 hearings were held, resulting in the removal of 4 employees and suspension of 3.

During the year 59 employees were provided at their request with grievance forms and given counsel and guidance; 30 employees did not pursue their complaint. Of the balance, 13 were resolved with the department heads, 8 resolved at the third step with the deputy medical

director, 5 were referred to the Department of Institutions and Agencies for further review, and 3 were pending at the close of the fiscal year. The professional staff of the personnel department conducted 67 orientation sessions with employees.

Appointments and Resignations

Physicians appointed to staff.

Dr. John J. Smith	July 15, 1968
Dr. Ernest J. Aquilio	August 12, 1968
Dr. Romeo G. Purugganan	September 30, 1968
Dr. Bernard Grabelle	September 30, 1968
Dr. Rolando Branly	September 30, 1968
Dr. Jan L. Barnes	October 7, 1968
Dr. Ernesto Cid	January 2, 1969
Dr. Stearly Alling	January 6, 1969
Dr. Zaida L. Calderon	January 6, 1969
Dr. Rosario G. Rellosa	January 20, 1969
Dr. Martha Cid	February 24, 1969
Dr. Pedro T. Mesa	May 26, 1969
Dr. Frank Abbott	June 16, 1969

Physicians resigned.

Dr. Irving Greenfarb	July 2, 1968
Dr. Louis P. Cardi	July 17, 1968
Dr. Rosa Vilmanis	August 3, 1968
Dr. Jan Chrobok	September 18, 1968
Dr. Herman Weiss	October 22, 1968
Dr. Yashasvini Desai	December 4, 1968
Dr. John F. Pelaez	January 21, 1969
Dr- Tacettin Turedi	January 31, 1969
Dr. Roland Branly	March 25, 1969
Dr. Ernesto Cid	June 29, 1969

Business Department

Submitted herewith is a brief report of the activities of the departments comprising the Business Management and support services of the hospital. These consist of all operations not clinical in nature which are the direct responsibility of the Business Manager, ably assisted by Mr. Karl N. Marx, Assistant Business Manager.

During the past year Mr. John T. Neal, Jr., retired after twenty-two years of dedicated service to the hospital. He will be tremendously missed by many of us. Although his retirement was effective June 30, 1969, he was on terminal leave from December 28, 1968. Mr. Richard R. Gessner

was appointed acting business manager on December 28, 1968 and Mr. Karl N. Marx, our Assistant Personnel Director was appointed acting assistant business manager on the same date. Effective July 1, 1969, Mr. Marx and Mr. Gessner have assumed the full title of their positions.

Many serious problems were encountered throughout the year. Foremost was the survey of the hospital during the spring and early summer of 1969 which highlighted our lack of personnel for housekeeping functions, particularly in patient occupied buildings and related areas. Another problem was the lack of trained personnel to meet the changing needs to be met in various departments due to the discharge of many patients who previously made a considerable contribution to the accomplishment of our farm, grounds, dietary, laundry, housekeeping and janitorial services. The lack of adequate employee housing, combined with minimal entrance salaries, has been a handicap to recruitment of personnel who can be more readily trained and will make their career plans to remain on our staff.

Business Office

Mr. Louis Glaiel who joined our staff on May 20, 1968, replacing Mr. Alan Lavery as Accountant II, resigned on April 25, 1969 to return to his previous position in industry at a salary increase of $3,200. Mr. Glaiel had become a valuable person in our business management operation as he became oriented with the State of N.J. accounting systems and procedures and we were sorry to have him leave.

Mr. William Horan, Accountant III, who was in charge of our Payroll and Revenue Section was advanced to Accountant II and placed in charge of the Accounting Office on the departure of Mr. Glaiel. Mr. Adubato, Head-Clerk Bookkeeper, was placed in charge of the Payroll and Revenue Section, replacing Mr. Horan. Mr. William Giuliano, Principal Clerk-Bookkeeper, has done a commendable job in keeping our Accounting Office workload moving during the periods of training and changeover of accountants.

The Institutional Adjuster's Office continued under the supervision of Mr. Harmon Steele, assisted by Mr. Walter Stahle, both Supervisors of Patients Accounts. Total revenues collected for the year amounted to $9,684,316.05 from various sources.

Personnel

This department was transferred over to medical supervision under Unit VII in May 1969.

Police

S/Sgt. H. A. Nebel, N.J.S.P., Chief Security Officer, was replaced temporarily by S/Sgt. Wallace Poole in March 1969. Sgt. Joseph C. Bertalan was permanently assigned as Chief Security Officer in April 1969.

Our Police Department has worked efficiently under the guidance of a State Police Officer, and has conducted investigations and checked out general police complaints as required. We are requesting in our budget that appropriate salary revisions be made to more adequately compensate our policemen.

Fire Department

Our Department consisting of 1 Fire Chief, 3 Assistant Chiefs and 2 paid drivers are complemented by approximately 50 Volunteers. We have experienced difficulties in our fire prevention and protection due to Volunteers being off duty evenings and holidays and weekends, leaving minimal coverage at those times. We are hopeful that consideration might be given for free room and board for Volunteer Firemen so that a fraction of the group might be required to remain in quarters alternately for around-the-clock coverage, 7 days a week.

The Fire Department continues to give weekly orientation to all new employees and makes continuous fire inspections throughout all our buildings.

Garage

Mr. William Walton, Jr., Garage Foreman, while on vacation with his wife was involved in a serious automobile accident. His wife died as a result of injuries and Mr. Walton is slowly recuperating from extremely severe body injuries. Mr. Robert C. Walton, Garage Mechanic, has assumed the duties as Acting Garage Foreman and has done a fine job in conducting operations during the absence of his brother.

Our Garage has continued to be a local service center for State vehicles and we provided much assistance and dollar savings to the State Purchase Bureau which operates the Central Motor Pool in Trenton and from which cars are assigned to many nearby using agencies.

Laundry

Mr. Floyd Evans, Laundry Superintendent, continued in charge of our laundry and linen distribution throughout the hospital. Our laundry is processed at the Rahway State Prison Regional Laundry.

We are still experiencing problems due to poor sorting of clothing and a serious increase in torn linens and clothing as indicated by a greatly increased amount of rags returned. Despite efforts on the part of the top personnel at the Regional Laundry, we are still far from satisfied with the results we are obtaining.

Building Service

Mr. Graham Tunis, Housekeeping Supervisor assisted by Mrs. Violet Olsen and Mr. Martin Schweickhardt, continued in charge of our building services which only included employee non-housekeeping quarters and the center offices of the Main Building.

During the survey of the hospital, the lack of housekeeping in many patient occupied and related areas was most evident. During the summer we hope to recruit seasonal help while we develop a comprehensive housekeeping and laundry distribution program. We are not satisfied with present conditions and are taking a positive approach to correct them. Both Mr. E. J. McCann and Mr. V. J. Bittner of the Central Office have been most cooperative in assisting us in developing a new program.

It is hoped in the reasonably near future that all household, clothing, linen, laundry, trash removal and related functions will be handled by an organized team properly trained for this purpose.

Upholstery Shop

Mr. John Savis continued as Foreman of the Upholstery Shop. His staff worked effectively installing floor coverings, hanging drapes and shades, repairing shoes, remaking mattresses and re-upholstering furniture as required.

Tailor Shop

Mr. Frank DiPrimo continued as Tailor Shop Foreman and with his small crew met the various demands placed on them. They altered, repaired and pressed many items of patients clothing as well as manufactured camisoles, laundry bags, drop cloths, tarpaulins and other incidental items requiring their services.

Food Service

The Food Service Department continued under the direction of J. W. Evans, Food Service Supervisor, Grade I, assisted by Mrs. Jean A. Epstein and Mr. Alvin Washington.

During the past fiscal year the Food Service Department continued to serve satisfactory meals to both patients and employees, although it was handicapped again this year with a large turnover in personnel.

The department is centralizing wherever possible in an attempt to maintain this satisfactory service to both patients and employees caused by the dwindling staff and working patient shortage. At times this year we have reached as high as 20% in our outright vacancies, along with another 25% reduction in our working patient force.

The trayveyor, installed and functioning in our Main Building North side Dining Hall, was our first step towards centralization. After a series of breakdowns, it has settled down to being a highly effective feeding method for the department. The following has been observed in the use of the Trayveyor: more effective use and control of the working force, standard portion control can be achieved, more eye appeal, more effective control of equipment.

As a second step in centralization, we closed the Dormitory Building Kitchen on June 1, 1969. The food preparation has been incorporated with the Main Kitchen. The decision to use the Main Kitchen was decided upon because it is our largest kitchen. Its kettle area was recently renovated and can easily absorb the increased volume.

We no longer push food conveyors through underground tunnels. We now use motor trucks for delivery as needed.

The method of transporting food by motor truck is satisfactory. However, the equipment presently being used both in transit and in serving is most unsatisfactory. We are requesting immediate approval to divert funds already available to purchase portable insulated pan carriers and dollies—along with portable serving tables to improve this system.

The department is further looking towards centralization with the possibility of discontinuing the cooking in the Clinic Building Diet Kitchen. Instead, the food will be transported from our Employees' Cafeteria Kitchen and the personnel presently involved in the Diet Kitchen will be utilized in a Centralized Tray Make-up operation for the entire Clinic Building including special diets for the Reception Building.

The Nurses' Kitchen—Due to the general deterioration of the entire building it is felt that this area has become obsolete and unfit to prepare or serve food. Measures should be taken to close this building within the near future.

Several In-Service Programs were conducted for all levels of Food Service personnel with Mrs. Carolyn Y. Worthington, Senior Dietitian as instructor, under the guidance of Mr. Evans. These have been most helpful in coordinating standardized procedures in food handling operation.

Sanitarian

Mr. Milton Vreeland our Senior Sanitarian worked closely with various departments. He made continuous routine inspections of all food service areas, working closely with the laboratory in taking hand cultures of food service employees for Staph and other possible infections. On pest control he worked closely with the Extermination Department and our outside extermination consultant. He worked closely with our Chief Engineer, checking water and sewage samples and with our Grounds Department on refuse and garbage handling procedures. He attended related courses and meetings which were helpful in performing his assignments satisfactorily.

Farm, Dairy, Greenhouse and Grounds

Our Farm and Grounds complex continues to be under supervision of Mr. Britton Koch.

Our dairy was completely phased out on June 26, 1969 when the last 50 cows were transferred to the Neuropsychiatric Institute at Princeton.

Our Farm Department has sowed our fields in orchard grass and alfalfa which will be cut and distributed to other institutions for feeding and bedding hay.

Our Piggery has done well in the production of pork. This year we slaughtered 520 pigs, resulting in 147,500 lbs. of pork. Many physical plant improvements have been made at the Piggery so that we have a good operation there. We are obliged to keep our Piggery as we have no other satisfactory means of disposing of swill which is cooked and fed to the hogs.

Our greenhouse continues to grow many plants and flowers which were liberally distributed to our patients' wards throughout the year. Our Grounds Department continued to do an exceptional job in maintaining our extensive lawns, shrubs and trees.

During the year approximately 2 miles of deteriorated fencing was removed along the Old Dover Road leading to the rear of the hospital. Approximately 18,000 yards of fill were carted in to build up the road shoulder where the fence had to be removed.

Many other jobs were done by our Grounds Department both here and at other State Institutions which were most graciously acknowledged by all concerned.

Storehouse

Mr. Lawrence E. Merkel, Storekeeper I, continued in charge of our Storehouse and with his staff handled an ever increasing quantity of materials, supplies and requisitions in a very efficient manner. He has been handicapped by lack of available working patients and we have requested additional paid personnel in our budget request to supplement his small staff.

Service Unit

Mr. VanInwegen retired as manager on September 1, 1968 and was continued on a consultant basis throughout the year. Mr. Arthur Potora was hired as manager, served 4 months and had to resign for health reasons. Mrs. M. Richards was appointed Acting Manager on January 1, 1969 and continues in that capacity. She is a capable person but needs more experience in the food field.

The Service Unit continued to make a profit which has been turned in to the Patients' General Welfare Fund.

Engineering

The Engineering Department continued under the direct supervision of Maurice A. Chaillet, Engineer in Charge, Grade I assisted by Charles Corbishley and William Schaufelberger, Assistant Engineers in Charge, Grade I.

During the year they conducted satisfactory operations in providing heat, gas, light, power, water and sewage control for the hospital. However, during the survey of the hospital definite criticism was made on areas of our physical plant maintenance.

Our plumbing, painting and electrical maintenance was not considered up to standard. The inadequacy of staff in these departments appeared to account for much of our failure. However, it is felt that with more added direct supervision there can be a definite improvement in the production from our existing staff. The addition of more personnel would also reflect more accomplishment.

During the year we completed the installation of 2 new Rotary Trickling Filters at our Sewage Treatment Plant. We also completely renovated the cold storage elevator in the Main Building. Continued work was done on correction of electric code violations and improvement to inadequate lighting. Other new installations and major replacements included many kitchen repairs and miscellaneous other jobs. Considerable painting was done throughout the hospital during the entire year.

General

We are still experiencing shortage of personnel, especially in our Food Service, Building Maintenance, and Business Office. Despite salary improvements we are unable to recruit. We hope that additional fringe benefits such as improved housing, free meals, free uniforms and complete family medical and health insurance, would help to attract more personnel.

Conclusion

Our accreditation by the Joint Commission on Accreditation of Hospitals is in its third year and we anticipate a new survey in the coming few months.

The Psychiatric Residency Training Program is also due for resurvey and our major concern in this area is to maintain an adequate number of residents in the training cadre. The presence of Dr. John Smith on our staff this year has greatly improved our teaching and preceptorial capability.

We need to overcome personnel shortages in nursing, food service, housekeeping and maintenance forces. A realistic review and revision of wage scales, especially in the ranges of the lower-paid employees, appears to be imperative if we are to attract reliable help in the increasingly competitive labor market of our area. Clerk-typists and secretaries also find higher pay offered freely elsewhere as our county grows industrially.

Plant maintenance has been an acute problem for years now and has become critical in that our engineering department is being overwhelmed with repair jobs to the extent they cannot attend properly to preventive maintenance. Major costly renovation work is the inevitable outcome when preventive maintenance is perennially deferred, and the day of reckoning appears to be upon us. Working in such conditions of disrepair affects employee morale and adds to our problem in that staff and employees are disinclined to exert their greatest effort in a cause which appears to rouse less than maximum energy from higher echelons.

My gratitude is extended to those many people here at Greystone Park with vision to see the problem and the heart to dedicate their efforts to the service of the patients in spite of difficulties. We certainly appreciate the support always shown by Commissioner McCorkle and the many others of the Central Office staff who know us and our problems. Our needs are many, as one would expect in an enterprise the size of ours, and many of them are quite adequately satisfied. Some, however, require action in our behalf at the very highest level of State Government. I believe that the better we are known by those at the highest levels the more realistic, within the limits of available resources, would be the reaction to our unmet needs. The so-called "Red Carpet" tours in an institution are designed to show a team's capabilities rather than its problems. I think a straightforward visit to inspect ongoing operations and discuss obstacles is more productive even though sometimes one is surprised and embarrassed. A little prodding is often good for anyone, and the organization doesn't exist that never makes mistakes.

In the meanwhile we shall continue our effort to provide good psychiatric service within the range of our resources guided by our own skills and observations and the executive policies of the Department. We do need relief however for major plant renovation and wage scale revisions adequate to attract sufficient numbers of workers and good middle management supervisors. The words of the prophet, Isaiah, reflect the spirit of many of our people in saying, "How long, Oh Lord—how long?"

Respectfully submitted,

William H. Longley.

William H. Longley, M.D.
Acting Medical Director

Movement of Patient Population

Fiscal Year 1969

	TOTAL	MEN	WOMEN
Patients on books 7-1-68—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
Other	0	0	0
Admissions during the year—Total	1935	1022	913
First admissions	1114	608	506
Readmissions	810	405	405
Transfers from other hospitals for mental diseases	11	9	2
Total on books during the year	6282	3039	3243
Discharged during the year—Total	1656	871	785
As recovered	496	257	239
As improved	1136	600	536
As unimproved	19	12	7
As without mental disorder	5	2	3
Discharged directly from this hospital	1289	708	581
Discharged while on temporary visit or otherwise absent (excluding deaths)	367	163	204
Deaths on temporary visit or otherwise absent from the hospital	0	0	0
Sex offenders transferred to Rahway Diagnostic Unit	1	1	0
Sex offenders—paroled and transferred to jurisdiction of Menlo Park Diagnostic Unit	1	1	0
Transferred to other hospitals for mental diseases	33	28	5
Died	526	229	297
Total removed from books during the year	2217	1130	1087
Patients on books 6-30-69—Total	4065	1909	2156
Resident	3801	1802	1999
In family care	140	39	101
On brief or temporary visit	111	56	55
Missing	13	12	1
Medical-Surgical	0	0	0
Other	0	0	0

Movement of Patient Population, contd.

	TOTAL	MEN	WOMEN
Average daily resident population	3966	1871	2095
Average daily population on books	4232	1973	2259
Total placements on absent status	7745	3903	3842
Total returns from absent status	7373	3744	3629
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, first day of the year	4	0	4
Admitted for special care	4	0	4
Discharged from special care	4	0	4
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 6-30-1969

AGE	UNDER 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	80-84	85-OVER	TOT
Men	5	32	63	71	70	86	95	112	128	183	214	233	174	143	116	85	48	185
Women	1	16	28	44	62	53	94	112	174	205	197	219	217	216	193	137	90	205
Total	6	48	91	115	132	139	189	224	302	388	411	452	391	359	309	222	138	391

THE NEW JERSEY STATE HOSPITAL
AT GREYSTONE PARK


LIBERTY &
PROSPERITY