the psychogram

1966

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

July 1967

The New Jersey State Hospital
Greystone Park

STATE OF NEW JERSEY

Department of Institutions and Agencies

the psychogram

Vol. 52, No. 1 July 1967

1966 ANNUAL REPORT

The New Jersey State Hospital at Greystone Park

Archie Crandell, M. D.

Medical Superintendent and Chief Executive Officer

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THE

NINETY-FIRST ANNUAL REPORT

OF THE

MANAGERS AND OFFICERS

OF THE

NEW JERSEY STATE HOSPITAL

AT

GREYSTONE PARK

FOR THE YEAR ENDED JUNE 30TH

1966

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Clinical Director

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HOSPITAL STAFF

Superintendent: Dr. Archie Crandell. Assistant Supt.: Dr. Theodore Gebirtig.

Clinical

Clinical Director: Dr. William H. Longley. Clinical Directors, Medical: Drs. Daniel G. Melvin, Edward I. Kessler and Frank D. Fenimore.

Clinical Psychiatrists: Drs. Joseph Donovan, Amedeo Esposito, Hubert Felger, Paul Valvo, *Alexander Petrides, Rafael Morales, *Lothar Varady, Donald McGill, Ralph Brandon, Aydin Uguralp, Evelyn P. Ivey and Eva Adler.

Senior Physicians: Drs. Aksel Pustroem, Anton Jurkans, Thomas Morton, Lionel Greco, Julio Lamela, Juan B. Pulido, *Fevci Ekinci; Pathologist, Dr. Abraham J. Gitlitz; Neurologist, Dr. Fred A. Mettler; Proctologist, **Dr. Marshall D. Hogan.

Physicians: Drs. Telesfor Jankowski, Miron Luhowy, Juan Perez, *Robert M. Yaeger, *George Kavallinis, Frank Cuellari, Zoila R. Viciedo, Irving M. Greenfarb, Louis P. Cardi, James E. Brown, Gabor Somjen, J. Paul Kelly, Zaida L. Calderon, Herman Weiss, Warren D. Clift and †Edmund V. Lynch.

Resident Physicians: Drs. Olga Rand, Nelly Nittel, Rosa Vilmanis and Ildefonso Esteban,

Visiting Physicians: Cardiology, Dr. Albert Abraham; Radiology, Dr. Oscar H. Cohen; Internal Medicine, Dr. Hillel Ben-Asher; Neurology, Dr. Joseph F. Zigarelli; Neurosurgery, Dr. Henry R. Liss; Surgery, Drs. Aaron Ruhalter and John E. Hughes; Ophthalmology, Dr. Seymour S. Van Wiemokly; Otology, Dr. Walter R. Talmage; Pediatrics, Dr. Robert E. Gordon; Podiatry, Dr. Frank J. Gasser.

Consultants: Anaesthesiology, Drs. Ben Hymes and Peter Carbone; Internal Medicine, Dr. George H. Lathrope; Neurosurgery, Drs. J. Lawrence Pool and Emanuel H. Feiring; Obstetrics and Gynecology, Drs. Robert E. Davis and Dominic Terreri; Ophthalmology, Dr. Anson Perina; Pediatrics, Dr. Alvin R. Mintz; Plastic Surgery, Dr. S. Donald Malton; Psychiatry, Dr. Lawrence C. Kolb; Forensic Psychiatry, Dr. Laurence M. Collins; Psychological Medicine, Dr. A. B. Monro; Surgery, Drs. Stuart Z. Hawkes, William E. Philip and Richard Raffman; Urology, Dr. Paul E. Wry. Administrative, Drs. Sing Bea Chang and Manuel Pueblitz.

Dentists: Senior, William J. Byatt, D.D.S.; Jacob Forman, D.D.S.

Pharmacists: In-Charge, John V. Callery, R.P.; Martin Dominguez, R.P., and Gary Gordon, R.P.

Clinical Psychologist: *Joseph N. DeLuca, Ph. D.

Chaplains: Protestant, the Rev. Paul W. Sparling, the Rev. Donald R. Scandrol and the Rev. Roy J. Hendricks; Roman Catholic, the Rev. Fr. Eugene R. Schweitzer and the Rev. Fr. Vincent McCluskey.

Social Service: Supervisor, Herman Carter. Assistant Supervisors, Lakshmi Bulusu, Betty Norfleet, Dorothy Palmer, Dorothy Wagar, Agnes Waldhausen and Bernice Williams; Social Workers, Marjorie Carlisle, Robert Cunningham, Elinor Golding, Jean Gragg, Eleanor Hawley, Evelyn Lyons, Betsy McKatten, Barry Moore, Susan Reeder, Ann Renz, Patricia Reynolds and Caroline Richardson.

Nursing

Director of Nursing: Laetitia M. Roe, R. N. Assistant Directors (R. N.): Mary Bindas, Ruth Connelly, Laura Davidson, William Johnson, Dorothy Krozser and Sophie Longley.

Instructors (R. N.): Ruth Beam, Jean Preblick, Judith Stephenson, Mary Patrick and Rita Tempia.

Supervisors (R. N.): Catherine Bloyd, Edith Brandt, Virginia Callahan, Bettie Dennis, Jeanne Florio, Anne Flynn, Dorothy Fuschetto, Dora Gessner, Gladys Green, Daisy Grunau, Bernice Havens, Jozef Kalwa, Ardath Koch, Kathleen Labick, Elizabeth McGovern, Marjorie McIntyre, Dorothy Minker, Helen Molnar, Doris Moore, Carolyn Obermiller, Joyce O'Reardon, Margaret Pauley, Gladys Poulos, and Peggy Wright.

Activity Therapies

Coordinator: Lucille Boss. Recreation Supervisor, Dorothy E. Johnson. Senior Librarian, Flora Bel Dayton. Volunteers, Enid Lathrop.

Occupational Therapy: Director, Virginia Bauer; Senior Occupational Therapists, John Fudge, Eleanor Norman and Mildred Wiener; Therapists, Ruth Eichlin, Peter Esposito, Ole Johnson, Josephine Sebelle, and Rhoda Wells; Print Shop Foremen, Thomas A. Beresford and Clarence Kreis. Music Therapist, Dora Kizun.

Secretarial Assistant, Harold M. Prettyman. Medical Records Librarian, Joseph Brown. Dental Mechanic, Patrick DeNapoly. Supervisor X-ray Technicians, Florence Marz. Laboratory, Senior Technician, Ralph G. Benitez.

Business

Business Manager: John T. Neal, Jr.; Assistant. Richard R. Gessner.

Accounting: Supervising Accountant, Alan T. Lavery; Senior Accountant, William Horan; Head Clerk Bookeeper, Thomas Adubato. Institutional Adjusters, Henry Reed and Harmon Steele.

Personnel: Director, Richard E. Winans; Assistants, Karl Marx, James G. Stevens, Alfred Pierce and Judith Barrowclough.

Engineering: Engineer-in-Charge, Maurice A. Chaillet; Assistants. Charles Corbishley and William Schaufelberger; Machine Shop Foreman, James Chapman; Electrical Shop Foreman, Wallace Johnson; Paint Shop Foreman, Harry Jarvis; Plumbing Shop Foreman, Erle Salomone; Carpenter Shop Foreman, Larry Krauss; Mason Shop Foreman, Henry Goehl.

Food Service: Supervisor, John Evans; Assistants, Jean Epstein and Alvin Washington.

Building Service Supervisor, Graham B. Tunis; Upholstery Foreman, John Savis. Farm Supervisor, Britton Koch. Laundry Supervisor, Floyd Evans. Garage Foreman, William Walton. Sanitarian, Milton Vreeland. Chief Securlty Officer, Sgt. Howard A. Nebel, NJSP. Institutional Fire Chief, Charles H. Acker. Service Unit Manager, Vincent VanInwegen.

*Resigned **Retired †Transferred

This hospital is

ACCREDITED

by the

JOINT COMMISSION ON ACCREDITATION OF HOSPITALS

of the

AMERICAN COLLEGE OF PHYSICIANS
AMERICAN COLLEGE OF SURGEONS
AMERICAN HOSPITAL ASSOCIATION
AMERICAN MEDICAL ASSOCIATION

and

APPROVED

by the

AMERICAN MEDICAL ASSOCIATION
Council on Medical Education and Hospitals

for

RESIDENCY PROGRAM IN PSYCHIATRY

TABLE OF CONTENTS

Financial Report
Cash Receipts and Disbursements
Fiscal Year Ended June 30, 1966

COUNTY	RECEIPTS
Atlantic	$ 1,392.40
Bergen	1,237,333.27
Burlington	2,257.99
Camden	6,670.39
Cape May	161.92
Cumberland	3,994.83
Essex	847,260.53
Gloucester	1,811.70
Hudson	264,402.32
Hunterdon	5,465.76
Mercer	5,419.97
Middlesex	36,671.23
Monmouth	21,424.77
Morris	489,904.92
Ocean	5,444.05
Passaic	1,417,860.86
Salem	2,636.67
Somerset	7,913.25
Sussex	108,156.91
Union	96,779.52
Warren	5,923.09
Total—County Patients	$ 4,568,886.35
Non-indigent Patients	531,650.61
State Contributing Patients	55,099.80
Excess Maintenance—Collected by Counties	85,044.41
Maintenance Recovery	563,988.27
Out-Patient Revenue	2,512.00
Miscellaneous Receipts	2,160.93
Receipts Credited to Appropriations	12,387.00
Sales of Fats, Bones, Calves, Coal	8,393.18
Telephone Call Tax	242.29
Grand Total	$ 5,830,364.84

DISBURSEMENTS

Amount of Collections Deposited with the State Treasurer and Division of Purchase and Property	$ 5,830,364.84

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-first report, together with the report of Dr. Archie Crandell, medical superintendent and chief executive officer, for the fiscal year ended June 30, 1966.

On July 1, 1965, there were 5,371 patients on the records of the hospital; on June 30, 1966, there were 4,717 patients, a decrease of 654 patients. At the close of the year there were 4,531 patients (including 4 special treatment cases and 82 carried on the family care program) resident in the hospital, a decrease of 295 patients. There were 109 patients on temporary visit, 53 were out of the hospital on convalescent leave, 23 carried as missing and 1 carried as medical-surgical. During the year there were admitted 1,928, a decrease 23, of which 1,106 were first admissions. The discharges numbered 1,926 regularly discharged, 645 recovered, 1,269 improved, 10 unimproved and 2 without mental disorder. The deaths numbered 563 and the total number under treatment was 7,299. The number transferred to other institutions was 76.

We are proud of our accomplishments during the past fiscal year, and call attention to replacement of gutters and leaders on the Main Building, dualization of electric lines, negotiation with the County of Morris to provide a new entrance to the hospital from West Hanover Avenue to Central Avenue, installation of new street lights about the grounds for protection of patients and employees, improvement to heating system in Main Building by installation of new return lines and risers and refurbishing of ward 54 in the Main Building.

The Committee on Planning submitted a report on sectionalization of the hospital in November 1965 and since that time members of this Board of Managers, Dr. Crandell and members of the hospital staff have

had several meetings with Dr. Davis. Present indications are that one of the sections, the children's unit, will be completely refurbished and ready for occupancy in about three months and that patients will be moved to their designated section about January 1, 1967.

We have faced problems in recruitment of personnel during the fiscal year. In November 1965 our hospital had a ratio of 1 employee to 2.3 patients which made us the most handicapped hospital in the Department of Institutions and Agencies. Through appeals for additional funds for advertising and generous assistance from the Central Office we have been able to maintain our employees and show an increase of 116 over last year, but we are still unable to increase the number of employees to a ratio of 1 employee to 2.0 patients. We feel that the increase in hiring rate granted this hospital in March 1965 for essential non-professional employees has been of tremendous assistance to us in our recruitment program in our area which is an industrial area with a highly competitive labor market.

Eleven regular meetings of the Board were held during the year with an attendance of 58; committee meetings and visits number 46 which makes 104 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 had perfect attendance. Mr. Hedden, Mrs. Gurtman, Doctor Barklis and Mr. Mintz attended 9 meetings. Mrs. Everett, on the advice of her physician, resigned in December 1965 and Mrs. Milton Wigder was appointed in June 1966 to succeed Mrs. Everett and attended 1 meeting.

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

We have been kept informed and have carefully studied the budget requests and needs of the hospital in order to continue an active therapy program for our patients and can justify our budget. We have met with the management and staff of the hospital for the purpose of keeping informed and to determine the advantages of the proposed sectionalization program and its benefits to our patients.

This Board of Managers continues to feel, Commissioner McCorkle, that it is our foremost duty to keep ourselves informed of the needs of the hospital and to support the superintendent in his efforts to carry on a treatment program which will be a credit to you, the State Board of Control and the State of New Jersey. We therefore must take every

advantage to accomplish this end and we deeply appreciate the support given us by you, Doctor Davis and other members of your official family.

We close the fiscal year with the feeling that this hospital has continued to move forward and we contemplate progress during the present fiscal year. We express sincere appreciation to Dr. Archie Crandell, medical superintendent and chief executive officer, and his entire staff for their cooperation with this Board of Managers and for their devoted and efficient service given the hospital during the year.

Respectfully submitted,

SCRIVEN S. EVANS, JR., President
WILLARD M. HEDDEN, Vice President
MICHAEL A. DWYER
IDA GURTMAN
SAM S. BARKLIS, M.D.
T. LOUIS MINTZ
RHODA WIGDER

Report of the Chief Executive Officer

To the Board of Managers:

I have the honor to present this, the ninety-first annual report of the New Jersey State Hospital at Greystone Park, which covers the fiscal year ending June 30, 1966.

During fiscal year 1966 the inpatient population was reduced to a daily average of 4,616 and admissions were reduced to 1,928. Admissions were 23 fewer than last year and we closed the year with 654 less on the books, having had a decrease of 233 under treatment during the year. At the close of the fiscal year there were 4,445 patients resident in the hospital, 82 on family care, 53 on convalescent leave, 109 on brief visit, 23 missing, 1 on medical-surgical leave and 4,713 on the books.

The admissions included 1,106 first admissions, 791 readmissions, 15 transfers from similar hospitals in New Jersey and 16 special cases admitted for medical or surgical treatment from the North Jersey Training School at Totowa. There were no admissions under the Sex Offenders Act (Chapter 207, Laws of 1950). There were 1,926 discharges, 645 as recovered from their psychoses and 1,269 as improved. During the year 563 patients died, a death rate of 7.71 per cent, the age at death averaging 72.88 years. There were 7,299 patients under treatment during the year and our maximum census of 5,368 occurred July 9th and 11th.

We continue to be accredited as an approved hospital and also for three years of psychiatric residency training.

The medical staff gained 14 members and lost 7; 7 more doctors have been recruited and will arrive early in the new fiscal year. Male attendants and technicians are still critically in short supply. There were 845 persons hired and 729 employees terminated their services, so that at the close of the year there were 1,964 employees enrolled, an in-

crease of 116 over the previous year. However, of the 1,175 authorized positions in the nursing service, 117 were vacant; and of the 1,106 positions filled, only 279 were male employees.

In an effort to assist recruitment, Governor Hughes authorized an increase in the hiring rate for attendants at our hospital to $4,021 per annum, effective February 14, 1966. A vigorous recruitment effort by our personnel department in cooperation with I & A and Civil Service, as well as the increased utilization of advertising, resulted in a marked decrease in the number of vacancies, although the recruitment of male employees was still difficult.

The program for the treatment of sex offenders was revised and 25 of the special cases were discharged during the year—2 transferred to the Vroom Building at the Trenton State Hospital, 7 went to the special unit at Rahway, and 16 were discharged by expiration of their maximum sentence either while still in the hospital or on parole. Those remaining in the hospital constituted a smaller group more amenable to treatment and were continued on group therapy and special occupational assignments under close supervision.

The program for the care and treatment of the children in the hospital showed marked advances during the year. Dr. Evelyn P. Ivey was placed in charge of the service and she has had the assistance of a Board-certified visiting pediatrician, and also, for the last half of the year, the assistance of a physician who recently completed his pediatric residency training. Medical evaluations were completed on all the children; tuberculin testing, smallpox vaccinations and diphtheria tetanus boosters were given, and an immunization schedule set up. Assisted by a child psychiatrist on a part-time basis, the individual children were reevaluated for psychiatric diagnosis and treatment plans. Additional staff has been actively recruited and a federal grant, under Title I, Educational Funds, secured. The physical reconstruction of a building to house the children's section is approaching completion and will give them a four-ward, 75 - bed unit of their own.

Much time and attention of the entire staff was devoted early in the year to a series of investigations by a committee of the legislature, a committee for the State Board of Control and investigators for the county authorities. Concerned originally with the sex offender program and with the children's program, it expanded to include all aspects of patient care, staff conduct and many phases of organizational effectiveness and efficiency. When the reports were finally in and made public it was apparent that clear-thinking citizens had been able to brush aside exaggerations and rumors and to make recommendations concerning

problems that had been of serious concern to the hospital, particularly the extreme shortage of personnel and the low salaries responsible for this.

Occupational therapy has been provided to all patients referred by their physicians, including all age groups from the children to the older patients. Ward classes were conducted as well as activities in the large arts and crafts shops. Industrial assignments have been utilized throughout the hospital and many patients have assisted with housekeeping chores, food service, and activities on the farm and grounds.

Recreation programs, indoor and outdoor activities suitable to the season, have been enjoyed by the majority of the patients and many have participated in musical activities, including choirs for Catholic and Protestant church services. The three libraries have made available books and magazines to all patients and employees.

Volunteer services augmented the work of the staff in various departments, particularly occupational therapy, recreation and library, providing a total of 13,749 hours of service. The hospital auxiliary, the Greystone Park Association, has also contributed generously of funds to greatly improve the children's living quarters and to purchase furniture for the classrooms and activity areas, making a total expenditure during the year of almost $20,000. Through their supply rooms they distributed more than 19,000 items of wearing apparel, almost 55,000 good-grooming items and more than 5,000 items of clothing to the children.

An all-out effort in recruitment of nurses has shown some results: 2 psychiatric technicians successfully completed the associate degree program in nursing at Fairleigh Dickinson Uuiversity. Part-time workers have provided additional nursing hours and overtime continued to be utilized to cover evening and night shifts. The nursing department has decentralized through the assignment of the assistant directors of nursing to definite areas of the hospital for which they assume responsibility for nursing functions, and through the appointment of senior supervisors with responsibility for 24-hour coverage in each of the major services. An assessment of patient care and the workload of the nursing units has been compiled and a master staffing plan for the deployment of nursing personnel has been prepared.

In the nursing education program a total of 1,020 students were enrolled in courses which included 307 affiliate student nurses, 88 graduate nurses, 13 exchange-visitor nurses, 78 practical nurse students, 33 Level III students including 8 licensed practical nurses, 66 Level II students, 269 Level I trainees, 52 summer aide trainees and 21 occupational therapy and recreational therapy aides for orientation.

A chest disease service under Dr. Lionel Greco has consolidated all

patients of this classification, returning to the general population all those in a continued state of remission. Tuberculous patients have been separated from other pulmonary and chest cases and many physical improvements have been made in the unit so that morale of the staff is high and the treatment program excellent.

The amount of drugs and medical supplies handled by our pharmacy continues to grow, the tranquilizing and energizing drugs being two of the largest items. There is a trend toward greater use of disposable syringes and similar disposable items.

The social service department has expanded the family care program with the assignment of an additional social worker; placements were increased from 58 to 91 patients and the selective program was able to obtain employment for 30 of the 48 patients discharged from family care, while 10 were discharged who receive social security and other income. Group orientation of newly admitted male patients, in progress for six months, has proven most helpful in the initial adjustment of patients to the hospital. Three volunteers, under experienced social workers, assisted on the women's service in the Reception Building, particularly with the acutely ill. Three members of the social service staff were graduated from Rutgers School of Social Work and returned to the hospital to pursue their professional careers. Exploration of the feasibility of establishing a halfway house in Morristown is being conducted.

The outpatient department is responsible for post-hospitalization contacts with discharged patients as well as pre-hospital interviews with interested individuals and agencies. There were 383 patients who were interviewed by the psychiatrists and 2,967 interviews by the psychiatric social workers. Therapeutic group sessions were conducted for outpatients by members of the staff.

The religious program, conducted by our four full-time chaplains, has been of increasing value and effectiveness to our patients. In addition to formal worship services, the chaplains have been most active in visiting individual patients on the wards and in assisting in the educational and training program, as well as discussing the hospital and its work in various meetings outside the institution. We have also benefited by the regular visits to patients by Episcopal, Greek Orthodox and Jewish clergy.

The psychology department, under the new principal clinical psychologist, established a training program for interns in clinical psychology, rendered psychodiagnostic and psychotherapeutic service to over 265 patients and instituted research-oriented activity including the publication of six papers, two at an international level.

During the past year several conferences have been held to explore the possibility of geographic sectionalization, at which on several occasions the director of the Division of Mental Health and Hospitals was present to assist the hospital staff. It is contemplated that there will be three psychiatric sections caring for patients from Bergen County, Passaic County, and the other counties respectively; three additional sections will be the medical-surgical section including shock therapy, the geriatric section including the chest disease service, and the children's section. Further study of this project indicates that additional staff must be recruited and additional equipment supplied to properly carry out the contemplated sectionalization.

The continued drought in north Jersey has forced continuation of the severe restrictions on the use of water in the hospital so that much of the advantage of the new risers extending from the basement distribution system to the top floor of Main Building has not been utilized.

The lack of sufficient heat in the top floor of Main Building North during the severe winter weather has heen partially corrected and the wards again put into service. We have just received approval for $200,000 to continue the emergency revision, a part of the overall renovation of the complete heating system of Main Building.

Work on the remodeling of the building for the children's unit is nearing completion. Sun porch windows, protective screens and fire escapes are yet to be installed; also accoustical ceiling tile and acoustical flooring, partially under Federal grant.

The installation in the Clinic Building of a new central sterile supply area has been almost entirely completed.

New security screens and windows plus fire doors were installed in ward 58, Main Building North, and this work will be continued on wards 52, 54 and 56 during the coming year.

The installation of food tray conveyors was begun in Main Building North congregate dining rooms and both sides of the Dormitory Building serving areas.

Dualizing the electrical distribution feeders to Central Avenue housing and to the deep wells was begun; also dualizing the steam mains from the power plant to the Dormitory Building.

Repointing of masonry of the Main Building continued and nears completion, with necessary repointing of the Clinic Building and other buildings to follow. The program of repairs to roofs and gutters is also being continued.

Plans are under way to construct a high-pressure water loop around South Cottage and the nurses' home to provide added fire protection.

We have again requested a study to locate additional water source for the hospital.

Preparation of preliminary plans for the affiliate nurses residence and education building was begun, prior to the selection of an architect.

There is still an urgent need for more employee housing of the cottage and apartment types to assist in the procuring and holding of necessary staff.

Health

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

Statistical Resume

General Data: During the year ending June 30, 1966, there were admitted 1,928 patients (907 men and 1,021 women). This figure is 23 less than last year. The admissions included 1,106 first admissions (541 men and 565 women), 791 readmissions (362 men and 429 women), 15 transfers from other similar hospitals in New Jersey (4 men and 11 women), and 16 special cases, all women, admitted for medical or surgical treatment from the North Jersey Training School at Totowa. The above figures include 77 women transferred from the North Jersey Training School at Totowa for psychiatric treatment. The number of patients discharged, including deaths, was 2,582 (1,219 men and 1,363 women), making a decrease of 654 patients on the books at the close of the year.

There were under treatment 7,299 patients (3,400 men and 3,899 women), which was 233 less than the preceding year. The maximum census for the year was 5,368 obtained on July 9th and 11th, and the highest number actually in the hospital during the year at any one time, including temporary visits and family care, was 4,857 on July 9th. The average daily number in the hospital, including family care, was 4,616. At the close of the year there were in the hospital 4,531 patients (2,087 men and 2,444 women), including 82 patients (27 men and 55 women) carried on family care; 53 patients (28 men and 25 women) were carried on convalescent leave; 109 patients (45 men and 64 women) were carried on temporary visit; 23 patients (21 men and 2 women) were carried as missing and 1 patient, a woman, was carried on medical-surgical. This is a decrease of 359 patients outside the hospital and a decrease of 295

patients actually in the hospital at the close of the year.

Discharges: The total number of those discharged was 1,926 (911 men and 1,015 women). Of this number 645 (319 men and 326 women) were considered to have recovered from their psychoses. A total of 1,269 patients (584 men and 685 women) were discharged as improved. The manner of discharge of the remaining patients was as follows: 10 (6 men and 4 women) unimproved and 2 men without mental disorder. In addition to those discharged, 76 patients (41 men and 35 women) were transferred to other similar hospitals in New Jersey; also, 17 special cases, all women, admitted from the North Jersey Training School at Totowa for medical or surgical treatment, were returned to that institution. The discharge figures include 25 men, committed under the Sex Offenders Act (Chapter 207, Laws of 1950), 2 of whom were transferred to the State Hospital at Trenton (Vroom Building), 7 to the State Prison Farm at Rahway and 1 whose term had expired was dropped as a sex offender only; also, 65 women, admitted from the North Jersey Training School at Totowa for psychiatric treatment, were returned to that institution and 1 died.

Deaths: During the year 563 patients (267 men and 296 women) died. This is a death rate of 7.71 per cent, based on the number under treatment.

The average age at death was 72.88 year, being .92 year less than last year.

Clinical Department

Dr. William H. Longley, clinical director, has supervised the entire operation of the treatment program of the hospital and has been responsible to the medical superintendent. During the year he was assisted by Drs. Frank D. Fenimore, Edward I. Kessler and Daniel G. Melvin. The clinical director's report, summarized, follows.

In fiscal year 1965-66 there were 1,928 admissions, of whom 907 were men and 1,021 were women, only 23 less than in the preceding year. Of the total, 1,106 were first hospital admissions (541 men and 565 women) and 791 were readmissions (362 men and 429 women). There were 4 men and 11 women transferred in from other hospitals and our medical-surgical service provided special services for 16 girls from Totowa as compared to 18 in the preceding year and 32 the year prior to that. The number of women among first admissions and readmissions remained practically static, but there were 66 fewer male first admissions and 65 more male readmissions.

During the year there were 1,926 discharges as compared to 1,431 in the previous year (911 men and 1,015 women). The large difference

was brought about by closing the cases of 398 patients carried on convalescent leave and also reflected the change of admission policy arising from the enactment of new legislation in August 1965 regarding admission procedures. Entering and leaving the hospital was facilitated and reflects progressive modern hospitalization practices throughout the United States. Since so many of the patients were being carried on convalescent leave rather than being discharged at the time of their release from the hospital, it is understandable that a comparison of 1965 to 1966 figures should show a drop from 39.5 per cent to 33.5 per cent in the group considered to be recovered, and a rise from 59 per cent to 66 per cent in the number felt to be improved. In each year there was a small number of patients (0.5 per cent) who were classified as unimproved at the time of discharge.

No sex offender was admitted from the courts in the period covered by this report. There were 25 special cases (sex offenders) who were discharged during the year. Two were transferred to the Vroom Building, 7 went to the special unit at Rahway and 16 were discharged by expiration of their maximum sentence either while still in the hospital or while on parole status; 1 of the 16 was retained in the hospital because his mental condition required civil commitment.

There were 43 fewer deaths (563) than in the preceding year. The average age at death was 72.88 as compared to 73.8 years in the last reporting period. Autopsies were performed in 154 cases, giving us a rate of 27.36 per cent.

At the beginning of the year a matter of primary concern to the entire staff was the series of ongoing investigations being conducted by the grand jury, the Brown committee for the State Board of Control, and the state police. Under scrutiny were all aspects of patient care, staff conduct and many phases of organizational effectiveness and efficiency. The scope of the inquiry was broad and the inquiry careful. We felt that everyone who had information to contribute was given an opportunity to be heard. When the reports were finally in and made public we were gratified to see that very clear-thinking citizens had been able to brush aside exaggerations and rumors, give a constructive critique with recommendations for the solution of problems that had been of serious concern to us, and give appropriate recognition to adventitious elements that continually crop up in large institutions.

This is a good hospital. People who bring their problems here are helped. We provide a real service to our community of fellow citizens. We know it, and we know we can do even better. Some of our problems are concrete and manageable; we are handling them one by one:

the housing of our children's unit, major renovation of old buildings, the maintenance and replacement of inadequate power and heating lines are examples of projects on which progress is being made. Manpower and its utilization is of equal or greater importance. We must recruit people and teach them to work together.

In the treatment disciplines recruitment has been better in the past year. Higher salary levels, advertising and increased efforts by the personnel department and other staff have improved our numbers. Male attendants and technicians are still critically in short supply. The medical staff gained 14 members (4 psychiatrists, 3 internists and 7 general practitioners) and lost 7 (2 psychiatrists, 2 specialists and 3 general practitioners). There have been 7 more doctors recruited who will arrive early in the new fiscal year—1 psychiatrist, 3 internists and 3 general practitioners. Negotiations with 2 more psychiatrists and 2 internists are still under way. One psychiatric resident is completing her third year of training and will stay on as a clinical psychiatrist. Staff losses were caused by 1 mandatory retirement, 1 with ill health, 1 death and 4 with personal reasons such as moving out of the state or entry into private practice. Recruitment of residents for training in psychiatry has been meager in recent years. The directors of training in other state hospitals have noticed a similar falling off of new applicants. It is hoped that a revision of the scale of resident stipends will improve the condition. Dr. Walter B. Seelye surveyed the residency training program on April 12, 1966, for approval by the Council on Medical Education and Hospitals of the A. M. A.

In-service training involving all medical disciplines has been active during the Fall, Winter and Spring months with a program that involved and crossed departmental lines. Weekly clinical case conferences in which specially selected cases were presented and discussed at length were attended by the residents, regular staff, nursing personnel, social workers, psychologists, chaplains, occupational therapists, rehabilitation workers and occasional professional visitors from outside the hospital. The regularly scheduled seminars and journal club meetings conducted primarily for the residents were also opened to interested persons from the nursing, social service and psychology departments. There were 85 first-line and middle management supervisors who attended the supervisor training conferences given by the Central Office personnel department throughout the year at the Trenton State Hospital. All hospital departments in both the medical and business divisions have sent representatives. The course is still being conducted and we have 25 to 30 more nominees for the program. It was noted that Greystone Park was the

first hospital to send all its medical unit chiefs for the training. These doctors both learned and contributed actively at the classes and the other hospitals are now following suit. The training experiences listed above are exclusive of the orientation classes for new employees supervised by the personnel department and the approved training programs of the nursing department. Medical staff gave assistance when requested in programs of the nursing department, the Greystone Park Association, volunteers and various visiting groups from the community and nearby schools.

Communications between the medical staff of the various services has continued to be good, promoted by continuance of the morning meetings of the chiefs of service with the clinical director and the assistant superintendent. In mid-winter it was felt that adequate consideration of mutual problems could be given by meeting three mornings each week instead of five, and that the time could more profitably be used on their own services on the mornings that had scheduled clinical case conferences and seminars. Attendance has been good, many points of information have been exchanged, problems large and small have been discussed, and major matters of Central Office and hospital planning have been made known to the group. Topics discussed ranged from interservice transfers, visiting policies and procedures, pharmaceuticals for the formulary and their costs, provision of medications for patients on brief visits and on outpatient status, admission procedures and interpretation of the new hospitalization statute, to the implications of Medicare, plans for sectionalization, utilization of hospital resources and services and the Utilization Review Committee. The matter of public relations has come up many times in connection with specific visitors, the conduct of certain escorts in bringing patients to the hospital, and relatives whose own complexes force them to make daily or very prolonged phone calls about patients whose condition is safe and stationary.

The treatment and service made available for the patients have always been given pre-eminence during the year. The recruitment of a principal clinical psychologist activated the psychology department and restored our capabilities in that field. We obtained four interns and three fully-trained clinical psychologists on a part-time basis to assist with testing, treatment, teaching and research. The Children's Unit has advanced toward its proper role as a major unit of hospital function with Dr. Evelyn P. Ivey as its head; since January she has had the assistance of Dr. Juan B. Pulido who completed his pediatric residency training and is now Board-eligible in his specialty. The physical reconstruction of the children's building is nearly completed and will soon give them a

four-ward unit of their own. The chest disease service under Dr. Lionel Greco and Dr. James E. Brown has had a major reorganization since they gave up their former convalescent unit. Patients with healed lesions have been transferred back to the general hospital population and have a special follow-up program to check on their continued state of remission. Those who came to us from Marlboro and whose treatment was completed have been returned. The tuberculous patients have been separated from the non-tuberculous pulmonary cases and the nursing staff reorganized in the building so that travel between contagious and non-contagious areas is minimized. Many physical improvements have made a remarkable change for the better in the appearance of the unit. Treatment is excellent and the morale of the group has never been so high. The outpatient department under Dr. Gebirtig's supervision has had a very busy and productive year as indicated elsewhere in the report. Dr. Morales and Mrs. Waldhausen have made a significant addition to the service, and have been doing excellent work with an evening group of patients who could not come during regular working hours and who respond exceptionally well to group therapy techniques in their post-hospital phase of treatment. Mrs. Theodora Calov was assigned to Greystone Park as a representative of the New Jersey Rehabilitation Commission during the year. She has been busy and most effective in getting many patients into a program of training that upgrades their skills and makes them either self-supporting or more productive as they leave the hospital and return to the community. At the end of the year Mrs. Calov was transferred and replaced by Mrs. Yetta Dougherty.

With the approach of a new fiscal year and the advent of Medicare on July 1st there was much preparation and education of the staff; we had to find out what our responsibilities were to be and make plans for their accomplishment. New definitions had to be learned: periods of entitlement, spell of illness, active treatment, certification and recertification were terms we had to study, and the relationship between the medical staff, business office and the intermediary. This has all been done and a memorandum issued outlining the required action at the time of admission as well as later. Coordination between the adjuster's office and the services has been worked out.

One of the major items met was the issue of proper utilization of hospital facilities and services. We have written our Utilization Review Plan and established our Utilization Review Committee.

Reorganization of the hospital to establish sectionalized Units allocated to serve specific geographic zones of our catchment area has been holding our attention since last Fall. Major problems encountered have

been the physical arrangement of the hospital and the provision of adequate staff. Although sectionalization has been discussed at staff meetings many times and several administrative conferences have been held with the director of the Division of Mental Health and Hospitals as well as among ourselves, there are still a great many points that need clarification and decisions.

Thus far we have submitted two applications for General Practitioner Training Grants (1964 and 1965) and had word that both were approved in principle but that funds had been exhausted before our applications were reached. Our Hospital Improvement Project application submitted last year for an evening clinic was rejected. The experience gained in this effort should be helpful when future applications are made.

Additional staff housing and free or low-cost malpractice insurance would be very helpful as a factor in recruitment.

This is the first time in several years that we have had more staff members at the end of the year than at the beginning. We are facing some major changes; the goals are constructive and we shall do our best to achieve them.

Shock Therapy

Supervision of the shock therapy service, where combined insulin and electroshock therapy is administered, was rendered by Dr. Amedeo Esposito, who has completed twenty-seven years on the staff of this hospital.

On ward 14, Clinic Building, the men's insulin service, treatments were completed on 80 patients during the year. Of these 80 patients, 63 (78.8 per cent) left the hospital on convalescent leave or discharge; 12 (15 per cent) remain in the hospital improved; 5 (6.2 per cent) remain in the hospital unimproved. There was only 1 patient who had been released on convalescent leave the previous year who returned to the hospital; this patient is currently in the hospital in an improved condition. Of the male patients remaining in the hospital, 3 are included in the figures but received no treatments as permission was refused.

On ward 15, the women's insulin service, treatments were completed on 122 patients. Of these 122 patients, 103 (84.5 per cent) were released on convalescent leave or discharge; 17 (13.9 per cent) remained in the hospital improved, and 2 (1.6 per cent) remained in the hospital unimproved. One patient, released the previous year, was returned.

During the year 1 patient died, cause of death being bilateral lobar pneumonia and not associated with either insulin or electroshock. There were no major fractures.

Treatments have been alternated from week to week, with the men

receiving three treatments and the women two during one week and the following week the men receiving two treatments aud the women three treatments each.

Roentgenology and Electrotherapy

Dr. Daniel G. Melvin, who has been on the staff since 1930, has continued to supervise the roentgenology and electrotherapy department in the Clinic Building as well as the smaller unit in the Tuberculosis Building, now known as the chest disease unit.

Dr. Melvin reported a total of 10,530 exposures made in the Clinic Building, of which 1,484 were of the mandible and maxillae and 1,011 of the head, 4,254 of the chest, 1,000 of the shoulder, 395 of the spine, 201 of the pelvis, 1,094 of the abdomen, 192 of the hip and 899 of the lower extremity. There were 198 electrotherapy treatments given during the year.

Dr. Albert Abraham, cardiac consultant, reported that of the 419 cardiograms read, there were 207 with abnormal findings. There were 144 abnormal heart cases found in the 305 x-rays reviewed. There were 91 consultations held, and 47 patients were found to have abnormalities of the heart; 331 new cardiac cases were discovered during the year.

Dr. Oscar H. Cohen, consultant radiologist, reported that a total of 67 deep x-ray therapy treatments were given to patients. There were 57 radiologic consultations on patients and 3 on employees, and 2,423 films were read.

Chest Disease

The chest disease unit continued under the immediate supervision of Dr. Lionel Greco, with general supervision being provided by Dr. Daniel G. Melvin.

Dr. Greco reported that 30 men and 21 women were admitted to the unit, 2 men and 1 woman from other hospitals, and 28 men and 20 women by transfer from other wards of our hospital. In addition to these 51 new cases in the chest disease unit, 3 patients were returned from other buildings. There were 6 patients discharged, 21 were transferred to other buildings within the hospital, 15 were returned to Marlboro State Hospital and 1 sex offender was placed on parole. Of the 43 deaths that occurred during the year, only 1 man and 1 woman died of active pulmonary tuberculosis.

The year-end census was 246 patients (128 men and 118 women); of these, 48 patients had active tuberculosis; 170 patients were considered inactive and on convalescent regime.

Medications given included 189,608 doses of INH, 17,810 of PAS and 8,675 of Streptomycin; in the tranquilizers, 47,691 of Thorazine,

12,267 of Compazine, 9,857 of Stelazine, 6,109 of Taractan as well as smaller numbers of other tranquilizing drugs.

During the year many advantageous changes within the unit have been made. Four rooms, one on each ward, were converted into double bedrooms, allowing for a total of eight more beds. Other space has been utilized for the storage of patients' clothing, and an area now provides facilities for scubbing and changing by staff attendants who work exclusively in the active area. The nurses' stations on the two convalescent wards have been converted to sitting room, library and reading room for the patients. Utility rooms have been adapted for waiting rooms for visitors. Rubber tile flooring has been installed and all walls and woodwork have been completely painted. Two wards now have new drapes, a gift from the Greystone Park Association.

Surgery

Supervision of the surgical service was continued by Dr. Edward I. Kessler, F.A.C.S., who was assisted in special surgical problems by Dr. Stuart Z. Hawkes, F.A.C.S., consultant in surgery, and by two part-time surgeons, Dr. John Hughes and Dr. Aaron Ruhalter.

Dr. Kessler reported that 196 surgical procedures were performed during the year; there were 163 fractures treated.

In the gynecological clinic a total of 328 patients were examined and 99 consultations were held, under the supervision of Dr. Julio Lamela. The diagnostic clinic has continued to function as an integral part of the surgical service and 191 patients were examined in this department during the past year. Proctoscopic and sigmoidoscopic examinations were carried out whenever indicated and therapy recommended.

The ear, nose and throat department was under the direction of Dr. Robert Talmage, and 243 cases were treated.

Valuable service in both diagnostic and therapeutic fields has been rendered in the neurosurgical service headed by Dr. Henry Liss.

The podiatry clinic, under the guidance of Dr. Frank Gasser, was very busy during the year; 2,107 patients were examined and treated and, in addition, 24 surgical procedures were performed on 17 patients.

In the eye department, directed by Dr. Seymour VanWiemokly, 2,375 examinations and treatments were given.

During the fiscal year a visiting nurse anesthetist continued to work on a part-time basis. Every effort is being made to obtain the services of a full-time anesthesiologist.

There was 1 infant born during the year.

Neurology

The department of neurology continued under the direction of Dr.

Fred A. Mettler, who reported that 232 regular consultations on patients were conducted. In addition, a number of conferences with relatives and associates of patients in our outpatient department were held, and patients from Totowa were seen as well as individuals sent in by the New Jersey Department of Motor Vehicles.

During the year Dr. Mettler contributed to the ongoing education of medical staff members. Those planning on taking the State Board examinations were given specific information and source material. Candidates for certification by the American Board of Psychiatry and Neurology were supplied with microscopic preparations, and given instructions in the gross dissection of the nervous system. In addition, instruction in the physiology of the nervous system has been provided. Dr. Mettler has also functioned as a preceptor, selecting and presenting cases as teaching aids in the staff educational program. On-call service has been rendered during the year in emergencies such as suspected cases of meningitis and the ever-recurring instances of status epilepticus.

Several proposals for research, including those from outside agencies as well as those originating from regular staff members, were reviewed and evaluated.

Dentistry

The department of dentistry was under the continued supervision of Dr. William J. Byatt, senior dentist, who was assisted by Jacob Forman, D.D.S. Dental technician was Patrick DeNapoly and 2 dental aides gave assistance in the department.

There were 4,686 patient-visits to the dental clinic; 1,472 fillings were made and 356 intra-oral x-rays were taken. There were also 1,714 extractions, 221 surgical removals of teeth and 147 alveolectomies.

The dental laboratory processed 303 dentures, constructed 21 crowns and repaired 273 dentures.

Pathology and Bacteriology

The laboratories of our hospital continued under the supervision of Dr. Abraham J. Gitlitz, pathologist. Determinations necessary for the evaluation of new admissions and for diagnosis and treatment of patients, and tests required for periodic survey of patients in specific wards were performed in the laboratories, as well as periodic checks of infection control of our water supply and sewage disposal system. Worn equipment has been replaced during the year and new equipment for the performance of new procedures recently developed and for more efficient performance of other tests has also been obtained.

Urinalyses performed totaled 6,138.

Hematology included 1,975 red cell counts, 3,986 leukocyte and

differential counts, 3,986 hematocrits and a like number of hemoglobin determinations. Sedimentation rate was determined in 523 cases. Blood typing and Rh factor tests numbered 2,615.

Blood chemistry determinations included 4,119 blood sugar, 2,619 urea nitrogen, 145 bilirubin, 64 protein, 96 serum potassium, 43 albumin, 41 globulin and other special determinations in smaller numbers.

Immunological tests included 3,392 VDRL tests, and 30 complete examinations of cerebral spinal fluid. Bacteriological tests included 979 smears of sputum for tuberculosis and 217 smears for other organisms. Fecal examinations included 186 for ova and parasites and 186 for occult blood.

Among other examinations were 112 cephalin cholesterol flocculation liver function tests, 24 bromsulphalein liver function tests and 55 protein bound iodine determinations. There were 154 autopsies performed from which 1,477 pieces of tissue were examined; 740 pieces of surgical tissue were also examined. For transfusions 57 units of blood were drawn. The total of all tests performed during the year was 46,262.

Eye, Ear, Nose and Throat

During the year the eye clinic was headed by Dr. Seymour Van Wiemokly and the ear, nose and throat clinic by Dr. Robert Talmage, both under the general supervision of Dr. Edward I. Kessler.

Dr. VanWiemokly reported that at the eye clinic there were 2,375 examinations and treatments given.

Dr. Talmage reported that 243 patients referred to him were treated, including 10 patients with carcinoma of the larynx and 4 patients with carcinoma of the nose.

Pharmacy

John V. Callery, R. P., continued to supervise our pharmacy and was assisted by Martin Dominguez, R. P., and Gary Gordon, R. P. The pharmacy was responsible for the efficient ordering and handling of many thousands of medical items, totaling $285,000 during the year.

The pharmacy department checked all medicine cabinets on the various wards and departments and returned to the pharmacy all outdated or discontinued drugs. The narcotic and sedative records were checked for accuracy and all records and inventories were found in order, as confirmed by inspection by agents of the State Board of Pharmacy as well as the alcohol records by federal agents.

A total of 43,562 individual prescriptions and 24,544 individual ward orders were filled during the year. There were 14,299 units of packaged goods supplied on order, and 3,876 Fenwal sterile solution units prepared.

The refitting of the pharmacy was completed, including new flooring, cabinets and sink.

Mr. Callery served on the hospital Formulary Committee, and the Pharmacy Committee and Standardization Committee in Trenton and represented our hospital pharmacy at the monthly meetings of the New Jersey Society of Hospital Pharmacists.

Podiatry

Frank J. Gasser, D.S.C., conducted the podiatry clinic on Tuesday and Friday mornings throughout the year. He reported that 2,107 patients (951 men and 1,156 women) were examined and treated, an increase of 158 patients over the previous fiscal year. Referrals to other departments for x-rays and laboratory examinations were made as required. In addition, 24 surgical procedures were performed on 17 patients, including 7 hammer-toe resections and 7 bunionectomies. All newly admitted patients were examined and given necessary treatment and care by Dr. Gasser.

Staff Matters

During the past year Dr. Theodore Gebirtig continued as assistant superintendent, Dr. William H. Longley as clinical director, and Drs. Daniel G. Melvin, Edward I. Kessler and Frank D. Fenimore as clinical directors, medical.

In the Reception Building, Dr. Aksel Pustroem, physician II, was in charge of the Men's Admission Service, assisted by Drs. Donald E. McGill, Irving M. Greenfarb, and Herman Weiss who was appointed on April 4th. Dr. Robert M. Yaeger continued to serve on that Service until he resigned on December 3rd for reasons of health. Dr. George Kavallinis continued as part-time physician on weekends until he resigned on June 12th. Dr. Hubert Felger, clinical psychiatrist II, continued as chief of the Women's Admission Service, assisted by Drs. Ralph F. Brandon, Aydin E. Uguralp and Gabor Somjen. In October Dr. Brandon was assigned the additional duty of assistant director of professional training and served very capably until the end of the fiscal year when he resigned to go into full-time private practice.

In the Clinic Building, Dr. Edward I. Kessler continued as chief of the Medical-Surgical Service, assisted by Dr. Julio R. Lamela and Dr. Myron Luhowy on a part-time basis. Dr. Louis P. Cardi continued on leave of absence for military duty. Dr. Fevzi Ekinci assisted on medical duties from November 22nd to February 11th when he resigned to accept an appointment elsewhere. Dr. Joseph P. Kelly was appointed to the Medical Service on January 3rd. Dr. Kessler had over-all supervision of the Clinic Building and the consultant staff. Dr. Amedeo Esposito

was assisted on Shock Therapy Service by Dr. Rafael G. Morales as in the preceding year. Dr. Joseph Donovan was in charge of Employees Health Service, Dr. Fred A. Mettler continued as staff neurologist, and Dr. Daniel G. Melvin was in charge of Roentgenology and general supervision of the Dormitory and Chest Disease areas. Dr. Abraham J. Gitlitz continued during the year to supervise the activities of the pathological and clinical laboratories. In April Dr. Sing Bea Chang was transferred from the Main Building North to the Medical-Surgical Service to assist with administrative duties.

In the Main Building, Dr. Alexander J. Petrides served as chief of the Men's Continued Treatment Service until tne illness of his mother necessitated his resignation and return to Greece in November, at which time his duties were assumed by Dr. Thomas V. Morton, assisted by the reassignment of Dr. Frank Cuellari from the Dormitory Building and Dr. Edmund V. Lynch who was appointed on July 6th and served until his sudden death on duty June 21st. Dr. Sing Bea Chang assisted with administrative duties until April when his services were requested in the Clinic Building. Dr. Paul D. Valvo, clinical psychiatrist III, was in charge of the Women's Continued Treatment Service, assisted by Dr. Zaida L. Calderon, assigned to general medieal duties, and Dr. Manuel Pueblitz assigned to help with administrative activities. Dr. Evelyn P. Ivey was appointed assistant medical director in charge of the Children's Service on September 27th and had the assistance of Dr. Juan B. Pulido, board eligible in pediatrics, who was appointed and assigned full time on January 3rd. Dr. Eva Adler, diplomate in child psychiatry, was added on a part-time basis on April 17th.

In the Dormitory Building, Dr. Anton Jurkans continued as chief of the Geriatric Service, assisted by Drs. Telesfor Jankowski, Warren D. Clift and, until December, Dr. Irving M. Greenfarb. The Chest Disease Unit has continued under the supervision of Dr. Lionel A. Greco, who had the welcome assistance of Dr. James E. Brown, appointed on October 4th.

Covering various wards in their training activities as residents were Drs. Olga Rand, Ildefonso Esteban, Nelly A. C. Nittel and Rosa Z. Vilmanis.

This past year Dr. Crandell completed thirty-six years of service. He continued his active membership in many professional organizations and participated in various civic matters. He was active at the annual meeting of the American Psychiatric Association in Atlantic City and served on the A. P. A. Committee on Ethics as well as on the council of the Association of Medical Superintendents of Mental Hospitals. Dr. Cran-

dell worked on the A. P. A. Committee on Certification of Mental Hospital Administrators in New York City and attended the A.P.A. committee meetings in Washington, D.C. He gave assistance in local planning on community mental health and attended the regular meetings of the Morris County Medical Society as well as the annual symposium in psychiatry sponsored by the Carrier Clinic. As chairman of the I. & A. Committee on the proposed nurses education building, he consulted on the plans for this new facility at Greystone Park. Dr. Crandell addressed a meeting of the state mental hospital chaplains and spoke to various other professional groups during the year.

Many of the staff have been active in professional societies and community mental health work in the past year. Dr. Mettler has been attending and participating in several international events as is his custom. Members of the staff have been serving on committees of the County Medical Society, the New Jersey District Branch of the A.P.A., the State Mental Health Association, the Medical Society of New Jersey and the Northwest Area Tuberculosis and Health Association. Numerous speakers have been provided for community groups interested in psychology and mental health, and medical service has been volunteered for local groups of Boy Scouts of America and the U. S. Army Reserves. Several members of the staff have attended professional conventions and meetings such as the American Psychiatric Association, the Mental Hospital Institute, the American Group Psychotherapy Association, the American College of Psychiatrists, the Medical Society of New Jersey, the New Jersey Welfare Council, the New Jersey Mental Health Association, Surgeon General's Conference, the meetings of the New York Academy of Medicine, the New Jersey Academy of Medicine and the Technical Assistance Project on Psychiatric Services for Children in State Hospitals. Such participation is welcomed as a means of maintaining closer relations with the public we serve and of keeping abreast of current professional knowledge and community views.

Resident Training

On April 12, 1966, the hospital was visited by Dr. Walter B. Seelye representing the Council on Medical Education and Hospitals of the American Medical Association and the American Board of Psychiatry and Neurology to survey the training program for psychiatic residents. As a result of the survey, full three-year approval of the program was continued.

Recruitment of residents has fallen off noticeably in the past 2 years. This experience has been felt at other hospitals in the state as well. Consequently there has been considerable attention given to increased

recruiting efforts such as advertising, personal effort on the part of our medical staff, and by increasing the scope of the training program to include additional training in therapeutic techniques. Coordinated by Dr. Paul Haun, director of professional training in the Central Office, Division of Mental Health and Hospitals, negotiations are under way to establish a program of twelve Saturday sessions twice a year at the Postgraduate Center for Mental Health in New York City. Under this program our third-year residents will have an opportunity for training experience in group and individual interviewing and therapy techniques under the guidance and supervision of Dr. Lewis R. Wolberg and his capable staff. Attention is also being given to the matter of liaison between the operation at State Hospital level and the services of mental health agencies in the community. We seek to prepare future psychiatrists whose training is in our hands with an overview of preventive and therapeutic modalities operating for the benefit of an entire community and in which the State Hospital plays an active treatment role coordinated with other community resources rather than merely serving as a custodial repository of incurable cases.

The training program is designed to give residents in training a well-rounded exposure to a variety of diagnostic procedures and therapeutic experiences which will assure their competency to work with psychiatric patients either in an institutional setting or in private practice in the community. Under a preceptor type of personal supervision, the residents are given increasing degrees of responsibility for the care of their patients and they participate in the teaching of nurses, psychiatric technicians and residents junior to themselves. In the intra-mural part of the program, the residents are required to participate in scheduled seminars, conferences, clinical case presentations, journal club meetings, brain cutting sessions and resident-preceptor conferences together with a variety of job assignments to acute and chronic services throughout the hospital. They are assigned to the outpatient department one day each week in the second and third years, make a special study of epilepsy and mental deficiency, and and are encouraged to work at a research project. Extramurally, we have a three-month affiliation in child psychiatry, experience in psychosomatic and somatopsychic interaction in the wards of the Morristown Memorial Hospital, and a series of didactic lectures by members of the faculties of prominent medical schools in the New York-Philadelphia area, offered on a two-year rotational basis, covering the basic sciences and giving a wide sampling of the special interest fields in psychiatry. This latter part of the program has been organized and developed as the product of joint efforts by the directors of training

of the four state hospitals, the New Jersey Neuro-Psychiatric Institute and the V. A. Hospital at Lyons, under the guidance of Dr. Paul Haun, director of professional training of the Division of Mental Health and Hospitals.

Appointments and Resignations

Physicians Appointed	
Louis P. Cardi, M. D.	July 6, 1965
Edmund V. Lynch, M. D.	July 6, 1965
Ralph F. Brandon, M. D.	September 13, 1965
Evelyn P. Ivey, M. D.	September 27, 1965
James E. Brown, M. D.	October 4, 1965
Fevzi Ekinci, M. D.	November 22, 1965
Zaida L. Calderon, M. D.	January 3, 1966
Juan B. Pulido, M. D.	January 3, 1966
Joseph P. Kelly, M. D.	January 3, 1966
Warren Clift, M. D.	February 21, 1966
George Kavallinis, M. D.	March 19, 1966
Aydin Uguralp, M. D.	March 23, 1966
Herman Weiss, M. D.	April 4, 1966
Eva Adler, M. D.	April 17, 1966
Physician on Educational Leave	
Juan DeDios Perez, M. D.	January 15, 1966
Physicians Resigned	
Lothar M. Varady, M. D.	October 8, 1965
Alexander Petrides, M. D.	November 5, 1965
Robert M. Yaeger, M. D.	December 3, 1965
Fevzi Ekinci, M. D.	February 11, 1966
George Kavallinis, M. D.	June 12, 1966
Physician Retired	
Marshall D. Hogan, M. D.	October 22, 1965
Physician Deceased	
Edmund V. Lynch, M. D.	June 21, 1966
Other Staff Appointment	
Joseph N. DeLuca, Ph. D.	
Principal Clinical Psychologist	August 9, 1965

Health Service for Employees

The health service for employees was under the continued supervision of Dr. Joseph Donovan, who completed forty-two years on our staff. He reported 1,115 physical examinations of new applicants and 10,365 physical rechecks and treatments including tetanus toxoid to 129 employees. There were 36 employees sent from the employees health service to various hospitals in the community; 11 visitors to our hospital were given emergency treatment here.

Nursing

On June 30, 1966, 1,058 of the 1,175 authorized nursing positions were filled. Additional nursing hours were supplied by part-time workers

including 15 nurses, 1 licensed practical nurse and 32 attendants. The complement of nursing personnel included 1 director of nursing, 1 assistant director of nursing education, 4 assistant directors of nursing service, 6 instructors, 25 supervisors, 22 head nurses, 42 graduate nurses, 131 psychiatric technicians, 15 licensed practical nurses, 203 charge attendants and 608 attendants. Overtime continued to be utilized for supervisors, head nurses and graduate nurses to cover the evening and night shifts and by psychiatric technicians, charge attendants and attendants to meet the need for men employees.

In an effort to decentralize within the nursing department and to plan for staffing of nursing units, the major building services were designated as: 3 Psychiatric Services including Reception Building, Main Building North and Main Building South; Medical-Surgical Service in the Clinic Building; Geriatric and Chronic Disease Service including the Dormitory Building, Units A and B, Abell Building and the Chest Disease Unit. One supervisor in each area was appointed senior with the responsibility of planning 24-hour coverage for continuity of patient care.

In April, when 2 supervisors qualified for promotion to assistant directors of nursing and 1 instructor was appointed to a temporary assistant position in the Children's Service, it was possible to assign an assistant director to each of the 3 psychiatric services and the service for geriatric and chronic disease. The medical-surgical service has been operating under the supervision of an assistant assigned to the Reception Building.

A committee of the assistant directors was formed to formulate administrative procedures and policies and to plan reorganization of the nursing service department. The functions of the assistant director have been explored but a job description has not been developed sufficiently. The assistants are responsible for nursing functions in each of their services.

An overall assessment of patient care and the workload of the nursing units has been compiled, and a master staffing plan for the deployment of nursing personnel, using the revised N-02 Formula for ward staffing of nursing service personnel, has been prepared. As other changes in planning sectionalization take place, the present pattern may be adapted. The nursing personnel requirements have been projected for budgetary purposes.

In the educational unit, there has been continuous effort to upgrade programs and to develop ongoing inservice programs. In the past year, a total of 1,020 students were enrolled in courses which included 307 affiliate student nurses, 88 graduate nurses, 13 exchange-visitor nurses,

78 practical nurse students, 33 Level III students including 8 licensed practical nurses, 66 Level II students, 269 Level I trainees, 52 summer aide trainees (Level I), 21 occupational therapy and recreational therapy aides orientation.

Job descriptions and specifications for instructors have been revised and rewritten. Orientation programs were outlined and planned for new instructors. The instructors manual for clinical teaching has been revised and distributed to nurses on teaching wards. The contracts for the student nurse and the student practical nurse affiliate programs have been revised and renewed. Job descriptions have been written for the psychiatric aide program for Levels I and II.

During the year a detailed monthly report has been written by the supervisors and an annual report has been submitted from each building service on the various nursing activities.

The need for qualified professional nurses is urgent. An all-out effort in recruitment of nurses has shown some results. The lack of key nursing administrative personnel for most of the year has hampered the further development of the orientation program for nurses. In the nursing scholarship program, 2 psychiatric technicians successfully completed the associate degree program in nursing at Fairleigh Dickinson University. There are 2 technicians qualified for entrance to the September class. A technician has returned from an educational leave upon completion of the diploma program at Bellevue and Mills School of Nursing. In order to compete for the services of nurses, immediate attention needs to be given to salaries, personnel policies, i. e., annual vacation of one month, differential in pay for eveniug and night assignments and nursing patients with tuberculosis, stipends for education, and possibly considering nursing positions as unclassified.

Religious Services

The religious services at this hospital were maintained at a full schedule throughout the year. The Reverend Eugene R. Schweitzer and the Reverend Vincent McCluskey continued as full-time chaplains in charge of the program for Catholic patients, and the Reverend Paul Sparling and the Reverend Donald Scandrol as full-time chaplains in charge of the services for Protestant patients. Rabbi Abraham Schnitzer officiated for those of the Jewish faith and weekly Greek Orthodox services were provided by the Reverend George Mamangakis. Local readers provided Christian Science services each Wednesday.

In the Catholic religious program, daily masses were offered at 12 noon and 4:25 p.m. and on Saturdays at 6:30 a.m. and 12 noon. Devotions were held each Monday at 7 p.m. and, on the first Sunday of each

month, Holy Hour at 2 p.m. followed Exposition of the Blessed Sacrament. Confessions of patients were heard each Saturday morning and of employees before each mass, after Devotions and each Saturday at 4 p.m. There was total attendance of 20,457 at the 104 Sunday masses offered for patients and 4,076 at the 104 Sunday masses for employees. There were 4,075 confessions of patients heard and 1,204 had the Sacrament of Penance and 355 Conditional Absolution administered on the wards; in addition, 1,201 Holy Communions and 1,759 other visits to patients, as well as 858 Anointing of the Sick rites, were performed. There were 224 burial permits issued, 36 burial services held and 9 funeral masses said for patients. A mass for all deceased patients was offered on the first Saturday of each month.

Both Father Schweitzer and Father McCluskey maintained much activity in the community and in various religious and civic groups. Father Schweitzer served as coordinator for New Jersey and Pennsylvania in the mid-eastern regional convention of the Association of Mental Health Chaplains; he also participated in three sessions on pastoral counseling at the interfaith meetings held in Trenton, and was chairman of the annual convention of the Association of Mental Health chaplains in Atlantic City. In September the annual conference of the New Jersey State Institutional Chaplains was held at Greystone Park, at which the keynote address was delivered by the superintendent. Both Catholic chaplains addressed affiliate nurse groups and new volunteers at Greystone Park.

There were 52 Protestant worship services held in the main chapel on Sundays, with a total attendance of 11,402; in addition, there were 52 Episcopal Communion services held on Wednesdays at 9:30 a.m., attended by 717 patients. Three special services were held, with a total of 274 attending; 68 ward services were conducted, at which there was a total attendance of 2,656 patients; and 48 Sunday School classes were attended by a total of 679. There were 41 funeral services conducted; 1,775 patients were visited, 966 general ward visits were made and 32 group sessions were held with a total attendance of 242. The Protestant chaplains also had 660 consultations with staff members and 148 consultations with families and clergy regarding patients.

Chaplain Sparling and Chaplain Scandrol continued their active participation in religious and civic organizations, attending the monthly meetings of the Morristown Ministerial Association, the annual meeting of the Association of Mental Health Chaplains in Atlantic City, and addressed 11 different church groups. The Lutheran pastoral conference was held at Greystone Park in March, with Chaplain Sparling as host, and the assistant general secretary of the New Jersey Council of Churches was conducted

about our hospital and the religious programs for the patients explained. Both Protestant chaplains participated in the clinical pastoral conferences with 19 seminarians from Drew Theological Seminary, held during the Spring under the direction and supervision of Chaplain Keith Keidel. Gifts of altar paraments and a preaching stole were made and presented by the Lutheran Altar Guild and new choir gowns, caps and stoles were obtained during the year. The purchase of a film strip projector and several films added greatly to the Sunday School program. The bell choir of the Community Church in Mountain Lakes participated in one of the Sunday worship services and young people from Trinity Lutheran Church in Morris Plains sang carols on some of the wards during the Christmas season.

Social Service

Mr. Herman Carter, M.S.W., continued to supervise the social service department during the year. He reported that several trial programs undertaken by the department have shown considerable progress in providing better therapeutic experience for our patients. There were 3 members of the staff who graduated from the Rutgers School of Social Work, bringing the total of professionally qualified social workers to 11, or 50 per cent of the total staff.

With the assignment of a second social worker, the family care program made substantial strides. Its value as a method of patient rehabilitation has been convincingly demonstrated, and family care placements increased from 58 to 91 patients. Separations from family care rose from 40 to 48, but it is to be noted that 30 of these patients were employed at the time of discharge as compared with 19 last year ;only 2 patients were discharged directly to Public Assistance, a decrease of 4 from the previous year; 10 patients were discharged who received social security and other income. Patients returning to their own families after a period of residence in family care decreased from 6 to 4 this year. Despite the greater number of patients in family care, totaling 155 compared with 129 a year ago, an equal number, 25 patients, required return to the hospital for additional care, 13 for exacerbation of illness and 12 for physical and other reasons.

Such attention as given to placements was equally given to patients ready for discharge from family care. During the last six months 57 patients were placed in boarding homes but there were also 28 patients discharged. During the same period 14 patients were returned to the hospital. At the end of the year there were 82 patients on family care, an increase over the total of 64 a year ago.

The utilization of family care as a means of providing specialized

residential care for a promising adolescent proved highly satisfactory. She was graduated from high school as salutatorian of her class; she also received the award for student who made the most overall achievement and greatest personal growth, and immediately secured a clerical position with an insurance company.

In addition to the 48 patients separated from the hospital through family care, an additional 43 patients were placed directly into a variety of community situations by the social service staff; most of them went to live-in job situations and sheltered mission settings, and a smaller number were helped to return to their families out-of-state or to their native country.

Group orientation sessions with patients on the men's admission ward in the Reception Building were initiated for the purpose of giving correct information about the hospital policies and procedures as well as answering specific questions. These sessions have been helpful in alleviating the apprehension patients usually have upon admission and have helped them to make a better hospital adjustment; it was also noted that the patients who participated in these sessions were better prepared to utilize the services of the social worker.

Three volunteers were assigned to assist experienced social workers in the department. In the few months this trial program has been in operation it has generated considerable optimism relative to its potential value.

Mrs. Theodora Calov, rehabilitation counselor assigned to Greystone Park by the New Jersey Rehabilitation Commission in June 1965, resigned June 3, 1966, and was replaced by Mrs. Yetta Dougherty, a recent graduate of Seton Hall University with a Master's degree in rehabilitation.

The feasibility of the establishment of a half-way house in the community is being explored and many preliminary discussions have been held on this project.

Our social workers have continued to participate in the extended study program, Rutgers Graduate School of Social Work. There were 4 employees engaged in the advanced degree program and 3, Mrs. Elinor Golding, Mr. Barry Moore and Mrs. Ann Renz, were awarded the Master of Social Work degree in June 1966. All 3 of these graduates have returned to the hospital to pursue their professional careers. Mrs. Susan Reeder completed the first year of the extended study program.

As in the past few years, this hospital served as a field work placement for Rutgers School of Social Work. During the year 2 graduate students completed their field work assignment at Greystone Park.

Two of our most experienced social workers pursued an advanced course at Columbia University School of Social Work.

Statistics for the year also show 101 patients released on convalescent leave, 114 returned; 403 patients discharged from convalescent leave and 286 discharged from brief visit. There were 12,331 interviews held, 11,259 in the hospital and 1,072 in the community. A total of 740 histories and 60 interim histories were obtained in the office, requiring interviews with 1,015 persons, and 467 histories were obtained by questionnaire. There were 803 pre-release evaluatians and 104 special investigations made, with 98 group meetings held with patients and relatives preparatory to release. A total of 4,180 hospitalized patients received direct casework services.

Outpatients

The outpatient department has been under the continued supervision of Dr. Theodore Gebirtig, assistant superintendent, who reported the department had a busy and gratifying year. Dr. Morales developed two group sessions, one meeting during the day and one during the evening. Staff psychiatrists, psychiatric social workers and second- and third-year residents in psychiatry have provided consultative and therapeutic services on an appointment basis. Continued emphasis has been placed on continuity of care from inpatient to outpatient status. With the discontinuance of convalescent leave, there was a marked increase in demand for outpatient service.

In the department 383 patients were seen, compared to 353 last year. There were 339 outpatient applications received, 245 from former hospital patients; 273 were accepted for service, the others being referred to community resources or for hospitalization. There was a total of 1,917 psychiatric interviews, 2,967 psychiatric social worker interviews, and a total of 2,949 letters and reports were sent during the year.

Activity Therapies

Mrs. Lucille Boss, M.A., O.T.R., has continued in charge of the special services, coordinating the various patient activity programs and the volunteer services to patients. Occupational therapy has been provided to all patients referred by their physicians, including all age groups from the children to the older patients. Supplies have been furnished to the nursing service for ward activities. Industrial assignments have been provided throughout the hospital for patients who assisted mainly with housekeeping chores, food service, and work about the grounds. Indoor and outdoor recreational activities suitable to the season have been scheduled for all groups; patients have participated in music experience at the Catholic and Protestant church services. Three libraries have been

maintained for patients. Volunteer services augmented the staff in various departments, notably, occupational therapy, recreation and libraries, as well as social service, psychology and the chaplains' offices. The Greystone Park Association has provided many hours of personal service and donations, especially of toiletries and cosmetics, as well as providing money for extra services to patients.

In occupational therapy regular daily programs for referred patients were carried on in the 6 special therapy areas throughout the hospital as well as in 3 prevocational shops. Special programs were also maintained for children. Occupational therapy personnel assisted in special events such as picnics, dinner parties and the Christmas activities. In-service training was provided for members of the department's staff as well as volunteers and orientation given to nurses and other department members; tours were given for various student and church groups.

Industrial assignments were maintained for a daily average of 1,345 patients, of which 731 were in housekeeping, 229 in food service and 127 in greenhouse and grounds.

The recreation program included winter and summer class activities, physical fitness classes, softball, basketball and tennis, as well as indoor games, bowling and table tennis.

Full library service has been maintained in the three general libraries, with a total circulation of 110,420 items, and there were 17,015 visits during the year.

Volunteer services placed 41 new regular in-service volunteers during the year and the total number of hours served increased to 13,749 hours of service. Community groups participated in many activities.

Greystone Park Association

Mrs. Richard R. Hough, president of this hospital's auxiliary, in her annual report stressed the four teas for the new affiliate student nurses, the regular publication of the newsletter and the sponsorship of patients' parties throughout the hospital. The supply room was most active in furnishing wearing apparel and cosmetic articles; the preparation for Christmas, including the wrapping of individual Christmas gifts for almost 5,000 patients, required a thousand hours work by many individuals. The Association made a total expenditure for the hospital of $19,608.71, the money being raised largely through the Fall festival, the Christmas appeal and the Spring fashion show.

Psychology

Joseph N. DeLuca, Ph.D., principal clinical psychologist, came to Greystone Park August 9, 1965, and during the fiscal year just completed established a training program for interns in clinical psychology as well

as rendering psychodiagnostic and individual group psychotherapeutic services to over 265 patients. In addition, he presented six research papers in the field of experimental psychopathology, two on an international level, and rendered 400 hours of consultation to professional staff on a variety of patient problems.

He was assisted on a part-time basis by Dr. Herbert Potash and Dr. Marcella Baldwin, and to a lesser degree, by Dr. George Bolles and Dr. George Victor. Clinical psychology interns included Robert Rogers, Daniel Diamant, Katsumi Yamamoto and Louis Siegel. Volunteers who assisted in the psychology program included Mrs. Sam Barklis and Mrs. Garret Goodbody.

Children's Service

Since Dr. Evelyn P. Ivey joined our medical staff early in October 1965 as director of children's services, intensive efforts have been made evolving a strengthened program for 92 children in the Main Building. The strengthening of the program involved re-evaluation of individual children; refining the treatment plans and adjusting such plans to the needs of the patients, and planning for discharge or transfer of the patients as indicated. The director of the children's service was substantially assisted in accomplishing this by Dr. Eva Adler, a child psychiatrist who worked two days a week since the latter part of April in diagnostic evaluations; by Dr. Juan Pulido who, in his capacity as a full-time pediatrician since January 5, 1966, completed medical evaluations on all patients, established routines and immunizations for laboratory testing at specific intervals, made ward rounds daily and served as a family physician for the children in treating their illnesses and counseling them and their families in special situations.

Program development necessitated inter-disciplinary staff conferences to assist in diagnostic determination, evolving of plans for each individual child, defining the roles of each staff member in relation to the children, securing effective teamwork and the necessary in-service training to accomplish this teamwork. In addition to inter-disciplinary conferences, intra-disciplinary conferences have been held, sometimes with the senior individual in the discipline and sometimes jointly with the psychiatrist and the pediatrician present. Mrs. Connelly, who served as assist director of nursing since the latter part of November 1965, and Mrs. Norman, the senior oceupational therapist in the children's program, served as competent members of the team in giving leadership to their staffs in the adaptation of programs to the needs of the children and in providing in-service training to their personnel. The program has felt the absence of social worker or psychologist on the team, and we have

had problems in recruiting adequate nurses and activities personnel. Dr. Ivey expressed her debt to Mr. Carter, Dr. DeLuca, Mrs. Boss, Mrs. Bauer and Miss Roe for their very valuable assistance in making additional time of other personnel available when necessary.

The director of the children's service found it necessary to give additional time to the demands of this program in order to perform the many tasks required. In addition to program development, it was necessary to devote time to planning for remodeling and furnishing of the new building, to the recruitment of personnel, to meeting with the parents of the children, in giving psychotherapy as crisis intervcntion to the children, in screening prospective patients, and in contacts with the community in the interest of developing continuity of care and public relations. An application for a Federal grant under Title I, Educational Funds, was also prepared.

The experience of this developing program emphasized to Dr. Ivey the need for a self-contained, separate unit; for defining of specific programs for psychotic, non-psychotic and brain-damaged children; and for education on the necessity for continuity of care as well as the relationship of the children's service to other services throughout the hospital.

Business Department

John T. Neal, Jr. completed nineteen years service as business manager and has been responsible for the operations and functions of the hospital not directly clinical. Richard Gessner, assistant business manager, has shared the responsibility, being immediately in charge of budget preparations and general supervision of the business office, food service, building maintenance, linen and clothing supplies, upholstery and tailor shops and related duties; Mr. Neal retained personnel, fire and police, engineering, maintenrnce, and farm and grounds departments as well as reconstruction and new construction as his own immediate areas of concern.

Business Office

Alan Lavery, supervising accountant, continued supervision of accounting, assisted by William Horan, senior accountant, and Thomas Adubato, head clerk. Mr. Horan directly supervised the payroll department, cashier's office, patients' trust accounts and non-appropriated accounts, while Mr. Adubato headed the accounting section dealing with purchase requisitions and allotments.

Total receipts during the fiscal year were reported by Mr. Lavery as $5,924,672.83; more than 5,100 purchase orders and 6,000 invoices were processed on 1,097 schedules. Personnel turnover caused increased work loads and necessitated overtime; more competitive salary ranges

are urgently required.

Institutional Adjuster

Henry Reed continued as industrial adjuster, assisted by Harmon Steele. The first stage of medicare program required checking records and filing applications for approximately 1,200 of our patients over 65. Other work included the completion of 15,510 claim forms, 2,095 court orders and 69 leins; 329 personal calls were made; $538,773 was collected from social security and $60,157 from the Veterans Administration. Total receipts from patient revenues were $5,795,455.10, compared with $6,119,275.28 last year.

Personnel

Richard Winans, M.P.A., continued as personnel director, assisted by Karl Marx, M.A., assistant personnel director, and Judith Barrowclough, B.S., Alfred F. Pierce, B.S., and James G. Stevens, B.A., personnel assistants.

At the beginning of the fiscal year there were 1,848 employees enrolled; 845 persons were hired during the year and 729 employees terminated their services. The recruitment program required 3,128 interviews as well as a large number of phone calls, letters and applications, many of which did not result in interviews. On June 30, 1966, there were 1,964 employees enrolled, an increase of 116 over the previous year. The annual employee turnover rate was 37.1 per cent, an increase of 2.0 per cent over the fiscal year 1965.

The recruitment of personnel for our hospital is not only a difficult problem but constitutes an extensive activity of the personnel department. There were 109 field trips made to schools, training camps, public and private employment agencies and various other recruitment sources. Advertising increased greatly during the year; 609 ads were placed in 25 different publications, covering 30 different titles of positions available, at a cost of almost $11,000. Continuous contact was maintained with the Department of Institutions and Agencies and the Department of Civil Service recruitment units.

A very heavy load was carried by the clerical force of the department. There were 458 employee accident summary forms as well as 1,857 personnel action forms and 729 employee termination forms submitted to the Department of Civil Service.

As part of its employee services, the personnel department counseled employees, prepared various forms relative to pension enrollment, loans and retirement, and rendered assistance in regard to the Health Benefits Plan, including Blue Cross, Blue Shield and Major Medical Insurance.

In April the personnel department carried out an extensive campaign to enroll employees in the U. S. Savings Bond Payroll Deduction Plan with excellent results, doubling the number enrolled prior to the drive.

A total of 188 disciplinary actions including warnings were processed. Absences constituted the principal reason. In the personnel department 14 hearings were held, in accordance with Civil Service procedure, resulting in the removal of 1 employee, the demotion of another and 12 employees received suspensions.

During the year 30 employees were provided at their request with grievance forms and given counsel and guidence; 16 employees did not pursue their complaint. Of the balance, 10 were resolved with the department heads, 2 resolved at the third step with the assistant medical director and 2 were referred to the Department of Institutions and Agencies for further review. The professional staff of the personnel department conducted 70 orientation sessions with employees.

Police

Sgt. Howard A. Nebel, New Jersey State Police, continued to head our police department as chief security officer. The force consisted of 5 head patrolmen and 14 patrolmen; in addition to one in charge of each shift, 1 head patrolman was assigned as investigator, and 1 head patrolman was assigned to the day shift to direct all outside activity of the patrolmen.

Our police department enforced all motor vehicle regulations, investigated all motor vehicle accidents which occured on hospital grounds and regulated parking and traffic flow on the grounds. Two new parking lots were laid out and put into use during the year; and all parking lots, pedestrian crossings and restricted areas were re-lined.

During the year 6 men of our police department received formal training at the New Jersey Police Academy at Seagirt; they included Head Patrolman Flammia and Patrolmen Brown, Kleso, Porter, Pyle and Pompey. The total number of men who have attended the police academy is now 8 and the remaining 5 will be scheduled as time permits.

The varied activities of our police department are indicated in the following statistics: Crimes investigated, 16; criminal arrests, 9; general police investigations, 307; other arrests, 7; motor vehicle accident investigations, 18; motor vehicle summons issued, 140; motor vehicle arrests, 148; co-operations with hospital authorities, 239; co-peratoions with outside agencies, 290; patients returned to proper hospital area, 83; miles covered by police cars, 67,989.

Fire Prevention

The fire department continued under the direct supervision of Chief

Charles H. Acker with the assistance of 2 assistant fire chiefs, Frank Y. Neer and Paul Horning; there are also 3 uniformed firemen drivers. In addition to the above paid employees, the department included 57 active volunteer members from other departments of the hospital.

The motorized equipment continued with no change, consisting of one Ward LaFrance 750-gallon-per-minute pumper, one Chevrolet 500-gallon-per-minute pumper, one American LaFrance 85-foot aerial ladder truck, and one Ford half-ton pick-up truck.

There were 160 routine tours of inspection made throughout the institution; 23 semi-monthly drills were held and weekly fire safety orientation lectures were given to all new employees during the year.

Statistics for the year show that there were 33 fire calls, 29 fire investigations and 5 false alarms; included in the above were 44 class A fires (wood, paper, cloth, etc.) 5 class B fires (oil, fats, gasoline, grease), and 9 class C fires (electrical). The estimated fire loss for the year was $264.77.

Garage

William Walton, Jr., continued to supervise the main garage, where excellent service was given to our passenger and truck fleet and to vehicles of many other state agencies.

Our greenhouse garage, under the immediate supervision of Britton Koch, continued to give excellent service in keeping our heavy-duty equipment in operation, as well as that of other state agencies as requested.

Laundry

A regular schedule of trailer-truck pick-up and deliveries was maintained between Greystone Park and Rahway State Prison Regional Laundry, where our laundry is now done.

Floyd H. Evans, in charge of all laundry and linen distribution throughout the hospital, reported that 5,335,233 pounds of soiled linen were processed during the year.

Building Maintenance

Graham Tunis continued to give excellent supervision of the building maintenance department, assisted by Mrs. Violet Olson, head housekeeper, Martin Schweikhardt, foreman in charge of housemen and janitorial services, and Anthony Gangemi, foreman of the bed shop.

The entire department was severely hampered by the large number of vacancies and high turnover rate.

There were 970 mattresses and 797 pillows delivered to the wards; 982 mattresses and 596 pillows sterilized; a total of 1,724 beds were refinished and delivered to the wards, 1,790 bed springs repaired and refinished, 3,440 bed ends stripped and refinished and 157 bed springs

repaired on the wards. Housekeeping services were provided to 644 employees quartered on the grounds.

The upholstery department continued under the direct supervision of John Savis, foreman, who reported the following activities: 323 pieces of furniture reupholstered; 1,053 mattresses, 1,075 mattress ticks, 900 hair pillows, 701 window shades and 795 rubber mattress covers were made; a total of 3,136 pairs of shoes were repaired. There were also 15,493 square yards of linoleum, vinyl and rubber tile installed.

Frank DiPrimo, head tailor, continued to give direct supervision to the tailor shop and reported the following: 470 patients' suits, 505 patients' trousers and 385 patients' overcoats were repaired and pressed; 440 patients' suits, 2,764 patients' new trousers and 1,057 patients' dresses, skirts and coats altered; 4,833 patients' overalls and trousers repaired; also, 646 new laundry bags were made and 561 new blankets made from surplus material, as well as 668 laundry bags repaired.

Food Service

The food service department was under the direction of John W. Evans, food service supervisor I, with the assistance of Mrs. Jean Epstein and Alvin Washington, assistant food service supervisors I. Mrs. Epstein served as administrative assistant in charge of all menu planning and food requisitions as well as giving general supervision to the bakery and butcher shop. Mr. Washington was in charge of the Dormitory, Hill and Abell dining rooms and kitchens.

Otto Schumacher, head baker, continued in charge of the bakery and reported the following production: 449,090 loaves of bread, 1,033 dozen biscuits, 8,668 dozen buns and rolls, 2,223 dozen cookies, 16,718 cakes, 26,529 coffee cakes, 56,197 dozen doughnuts, 11,065 pies and a miscellaneous assortment of cup cakes and muffins.

Our head butcher, Gus Leshefka, was in charge of the butcher shop and reported the following meat processed by his department: 539,722 pounds of purchased meat and 232,625 pounds of hospital-produced meat, totaling 772,347 pounds.

We were again fortunate in obtaining the following food commodities through the Federal Surplus Commodities program: Pea beans, 25,000 pounds; butter, 48,736 pounds; cornmeal, 7,950 pounds; bread flour, 597,500 pounds; hominy grits, 12,240 pounds; lard, 16,482 pounds; margarine, 15,900 pounds; powdered milk, 39,906 pounds; fresh onions, 2,500 pounds; fresh peaches, 20,104 pounds; green split peas, 10,920 pounds; plums, 21,450 pounds; rolled wheat, 16,932 pounds; sweet potatoes, 30,800 pounds; rice, 32,700 pounds; shortening, 8,880 pounds; and bulgur wheat, 6,864 pounds, having a total value of $98,924.24.

A four-week menu plan was utilized, which was very well received by patients and employees, and periodic analyses were made to meet the nutritional needs of our patients.

During the year we experienced growing personnel problems in the food service department due to the gradual disappearance of trained employees such as cooks, bakers and butchers. Many of our working patients were discharged or placed in the family care program. With the rapid turnover of employees, which reached approximately 50 per cent during the year, we had very few employees available, almost none eligible in the ranks to train for advancement.

Sanitarian

Milton Vreeland, senior sanitarian, reported his activities as follows: Routine inspection of all food service storage, preparation and serving areas were made, followed by recommendations. Pest control programs were continued. Monthly inspections of the pasteurizing plant and the dairies were made, with samples submitted to the State Department of Health found to be well within standards. Frequent checks for possible stream pollution were made with no abnormal findings. The sewage treatment plant was periodically inspected. Water samples were submitted monthly. Refuse and trash collected was removed to a sanitary landfill; edible garbage was cooked for hog feeding; material that required incineration was disposed of in a sanitary manner. One possible rabid animal was found to be negative.

The senior sanitarian continued as a member of the hospital safety committee and infections control committee. He attended various courses and institutes in his field.

Farm

Following the transfer of William Bacorn to Annandale, Britton Koch assumed supervision of the dairy, assisted by John Zeis, head farmer, Edward Ader, head dairyman, and James Horst, head farmer in charge of the piggery and poultry.

The dairy, consisting of 219 milking cows, 45 dry cows and 107 heifers, a total of 371 animals, produced 1,488,930 quarts of milk valued at $178,671.60; beef and other products, valued at $12,034.50, with a total production of $190,706.10, an increase over last year's production of $1,677.10.

The piggery, with a census of 577 animals, produced 183,918 pounds of pork; total production was valued at $46,154, an increase of $10,628 over last year.

The poultry plant was closed down during the year, having produced 2,310 dozen eggs and 8,592 pounds of poultry; total value, $2,901.

The large dairy barn was painted by contract, other dairy buildings painted by farm personnel. The piggery area was rebuilt with concrete-block houses, and new cement aprons and feeding troughs.

Greenhouse and Grounds

Britton Koch, in addition to general farm supervision, continued to direct the operation of the greenhouse and maintained our attractive grounds and lawns. The greenhouse supplied 176,220 cut flowers and plants, issued to the wards of the hospital throughout the year; flower beds were planted, which added greatly to the beauty of the grounds. The grounds crew did an outstanding job during the winter, keeping our roads free of snow.

Sawmill production was 4,239 board feet of lumber, valued at $773; there was no production in the cinder-block plant, which was kept in operating condition.

Bulldozers, cranes, backhoes and other heavy-duty equipment were supplied to other institutions, with operators, to meet emergencies, and this heavy-duty equipment was maintained in good operating condition.

Storehouse

Lawrence E. Merkel, storekeeper I, continued to supervise the storehouse, whose operations were hampered by a shortage of personnel, both employees and working patients.

Service Unit

Our service unit, a commissary and store operated for patients, visitors and employees, continued under the direct supervision of Vincent VanInwegen, manager, assisted by Mrs. Florence Reed.

Total net sales were $198,690.21; vending machine sales, $19,032.05. Net income for the period was $38,192.41, which was 17.54 per cent of sales. All the profits from this unit went into the Patients Welfare Fund.

Engineering

The engineering department continued under the direct supervision of Maurice A. Chaillet, engineer-in-charge I, assisted by Charles Corbishley, and William Schaufelberger, assistant engineers-in-charge I. George Coscia also served on temporary appointment as an assistant engineer-in-charge I.

During the year our coal-burning boilers were taken completely out of service and thus no coal was consumed, but our four oil-burning boilers consumed 3,521,695 gallons of oil to produce 429,133,922 pounds of steam needed to heat all our major buildings and to generate 1,890,954 k.w.h. of electricity. In addition, we purchased 6,330,500 k.w.h. of electricity from Jersey Central Power & Light Company.

Our water consumption for the year was 377,701,000 gallons as

compared with 465,434,700 gallons consumed last year, a decrease of 87,733,700, largely due to the closing of our laundry operations and a strict water conservation program.

The water table at our well-field continued to drop, and since this condition was prevalent throughout the entire northern part of the state, we were unable to purchase water from the Town of Morristown system. We would have been in a very serious condition had we not closed our laundry and had the full cooperation in our water conservation program. Approval has been granted to explore the possibility of drilling additional wells.

Construction

All major construction work was under the supervision of Dominic De Marco, inspector for the Bureau of Construction.

All major construction projects were divided into two categories: under Force Account, all work is performed by union labor hired and supervised directly by Mr. DeMarco, while all contract jobs are supervised by assigned architects or engineers, but all work is checked and inspected by Mr. DeMarco. He has been most cooperative with the authorities of this institution.

Force Account work: The repointing of masonry, Main Building, continued and less than 10 per cent remains to be done.

The renovation of ward 7, Reception Building, was completed and is now in full use by our psychology department, chaplains and adjusters; an excellent conference meeting room is provided for 75 people and has proved most useful.

The water improvement program continued throughout the year with the Force Account plumbers completing the risers in tier I, Main Building North, which completed this section of the project. Work was started on the installation of control cabinets throughout the Main Building for the safing of hot water, and remains to be completed.

Work continued on the renovations of the building, built as the Senile Building and later known as Pavilion II, for the use of the Children's Service. All work will be completed in fiscal year 1967, giving us a model installation with all dormitories, day rooms and corridors equipped with acoustical ceilings, rubber based nylon washable carpet, colorful partitions to divide dormitory rooms into individual patient cubicles, each with wardrobe, chair and bed; and occupational therapy rooms equipped with electric range, refrigerator, ceramic kiln, jigsaw, sewing machine, and the like.

New green mastic Selbatex flooring was installed in both our pharmacy and new sterile supply department, located in the basement of the

Clinic Building.

The lack of sufficient heat in certain portions of the Main Building, housing over 2,000 patients, especially the upper floors on the north side and the four section wards, created such a serious problem that on January 27th we had to evacuate all patients from wards 52, 54, 56 and 58, and emergency funds were approved and work was started to replace defective risers and install temporary unit heaters. These wards were reactivated during April 1966.

A new employee lavatory was installed on the second floor of the Clinic Building.

Contract work: The fireproofing and modernization of the Dormitory Building Center was completed during the year. The library was placed in operation after being equipped with new shelves and furniture, provided by funds from our Patients Welfare Account.

New closed-deck bleachers and basketball backstops were installed in the new gymnasium; also in the Dormitory, visiting halls, vending machine room and offices were completely equipped with new furniture.

A bridge between the North congregate dining hall and first floor of Main Building North was completed and placed in operation.

Repairs were made to the tunnels between the Chest Disease Unit and the Children's Building and between the Clinic and Reception Buildings.

Work on the removal of the third-floor gutters and replacement of fourth-floor gutters and leaders for the entire Main Building was started during the year and will be completed in fiscal year 1967.

During the year the entire Clinic Building was rewired and all new fluorescent lighting installed throughout.

New 6-inch high-pressure water lines with fire hydrants were installed in the greenhouse garage and piggery area, providing fire protection in these areas.

During the year the Edgar Hill Contracting Company installed all new metal windows and detention screens throughout ward 58.

Recommendations

Affiliate Nurses Residence and Education Center: $2,114,000. This is a top priority since it is most essential to replace and augment our present inadequate training facilities with a building especially designed as an education center.

Improvement Main Building Heating: $1,174,000. The extremely severe winters which we experienced in recent years emphasized the need for consideration of this project.

Eight Staff Cottages: $475,000

Due to lack of adequate houses it is almost impossible for us to recruit new doctors under the present housing situation.

Garden Apartments for Employees: $2,906,000.

Housing of this type is required to overcome the critical shortage of apartments to house married couples and families. We now have to turn away many good prospective employees. Accommodations in the adjoining communities are beyond the financial reach of our employees.

Improvement Electric High-Voltage System: $375,000.

Present obsolete inadequate high-voltage switchboard and distributor station need replacement; also replacement of a motor generator.

Intensive Care Units: $3,750,000.

Additional space and facilities are required to keep abreast of modern concepts of intensive treatment for newly admitted patients. These three units would assist in our sectionalization, one unit being assigned to each of the geograghical psychiatric units.

Renovation of Existing Patient-Occupied Buildings: $9,272,000.

We must renovate and modernize our present buildings to the standard of our recently renovated areas.

Extension to Main Building North and South Dining Rooms: $820,000.

This would care for the feeding of patients in the sections furthest removed from the congregate dining rooms.

Renovate Voorhees-Knight Graduate Nurses Residence: $250,000.

Complete renovation of this building to provide two-room apartments with connecting bath facilities is necessary.

Loss of Employees by Retirement or Death

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

Phillip Stephanak, truck driver, 1929-1965
Marshall D. Hogan, M.D., physician II, 1930-1965
Jennie May Essing, head nurse, 1928-1965
Edward Hilton, head cook, 1953-1965
Frederick A. Roth, baker, 1956-1966
Olga Miller, senior food service worker, 1953-1966
Thomas J. Walsh, farm hand, 1952-1966

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

Bessie I. Kreis, occupational therapist, 1924-1965
Margaret C. Graham, institutional attendant, 1952-1965
Emma Belle Wilkins, institutional attendant, 1961-1965

Lois B. Decker, charge attendant, 1948-1965
Vincent E. Dier, institutional repairman, 1961-1966
William Duggan, food service worker, 1951-1966
Daniel H. Zimmerman, food service worker, 1965-1966
Myrtle Roberts, occupational therapist, 1949-1966
Robert Wright, truck driver, 1953-1966
Charles Abbate, barber, 1950-1966
Edmund V. Lynch, M.D., physician III, 1965-1966

Conclusion

We continue to be accredited as an approved hospital and also for three years of psychiatric residency training.

The medical staff has been augumented somewhat but further recruitment is needed. Physicians and psychiatrists are far too few; nurses are also below the desired number. Male attendants and technicians are still critically in short supply. There is also a serious personnel shortage in food service and building maintenance; and a general increase in salary is essential to improve our personnel situation.

Additional housing is urgently needed. We cannot recruit either professional staff or other employees since rental charges for apartments and houses in this area are much too high for the salaries we pay our employees.

We urge the construction of an affiliate nurses education building so that we may have adequate classrooms and living quarters for these students.

I am personally appreciative of the cooperation and service of the doctors, nurses and other devoted members of our hospital staff in furnishing such excellent care and treatment of our patients, and for the loyal and untiring assistance of all our personnel who have carried on the operation of our large institution in spite of personnel shortages, which at times have been extreme. I acknowledge and am most appreciative of the helpful support of the Board of Managers and the assistance and advice of Commissioner McCorkle, Dr. Davis and the Central Office staff.

Respectfully submitted,

Archie Randell

Medical Superintendent and
Chief Executive Officer

Administrative Staff in Service

Fiscal Year 1966

	FULL-TIME		PART-TIME	
	M	W	M	W
Grand total, 6-30-66—1,964	812	1091	46	15
MEDICAL ADMINISTRATION—Total	345	961	45	15
Superintendent and Chief Executive Officer	1			
Assistant Superintendent	1			
Clinical Director	1			
Assistant to the Clinical Director	3			
Other Physicians—Total	33	5	11	
Ward duty	28	5		
Specialists	4		11	
Pathologist	1			
Dentists	2			
Chaplains	4		1	
Pharmacists	3			
Graduate Nurses—Total	9	93	2	13
Supervisory or administrative duty	4	56		
Ward duty	5	37	2	13
Other nurses, psychiatric technicians and attendants, excluding 19 affiliate nurses, on ward duty	236	721	31	2
Occupational therapists and assistants	12	32		
Professional	6	9		
Occupational therapy aides	6	23		
Recreational therapists and assistants	7	8		
Medical clerical employees	4	63		
Other employees	26	21		
Social Service Director and social workers	3	18		
BUSINESS ADMINISTRATION—Total	467	130	1	
Business Manager	1			
Assistant Business Manager	1			
Personnel Director and assistants	5			
Clerical employees	11	32		
Food service employees	160	63	1	
Building service employees	31	24		
Farm employees	74			
Engineering employees	114			
Other employees	70	11		

Movement of Patient Population

Fiscal Year 1966

	TOTAL	MEN	WOMEN
Patients on books 7-1-65—Total	5366	2493	2873
Resident	4757	2228	2529
In family care	64	19	45
On convalescent leave	470	204	266
On brief or temporary visit	48	18	30
Missing	25	22	3
Medical-Surgical	0	0	0
Other	2	2	0
Admissions during the year—Total	1912	907	1005
First admissions	1106	541	565
Readmissions	791	362	429
Transfers from other hospitals for mental diseases	15	4	11
Total on books during the year	7278	3400	3878
Discharged during the year—Total	1926	911	1015
As recovered	645	319	326
As improved	1269	584	685
As unimproved	10	6	4
As without mental disorder	2	2	0
Discharged directly from this hospital	1175	643	532
Discharged while on convalescent leave or otherwise absent (excluding deaths)	745	264	481
Deaths on convalescent leave or otherwise absent from this hospital	6	4	2
Transferred to other hospitals for mental diseases	76	41	35
Died	563	267	296
Total removed from books during the year	2565	1219	1346
Patients on books last day of the year—Total	4713	2181	2532
Resident	4445	2060	2385
In family care	82	27	55
On convalescent leave	53	28	25
On brief or temporary visit	109	45	64
Missing	23	21	2
Medical-Surgical	1	0	1
Other	0	0	0

Movement of Patient Population, contd.

	TOTAL	MEN	WOMEN
Average daily resident population	4245	2118	2427
Average daily population on books	5037	2335	2702
Total placements on absent status	9335	4118	5217
Total returns from absent status	8925	3994	4931
In addition, the following were transferred from other state institutions to receive special surgical or medical care of a general hospital nature.			
Receiving special care, 7-1-65	5	0	5
Admitted for special care	16	0	16
Discharged from special care	17	0	17
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, 7-1-65	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, and returned, discharged or died	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	0	0	0

Age of Resident Population

Fiscal Year To 6-30-1966

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	TOTAL
Men	6	27	59	62	69	96	124	135	171	214	254	243	188	159	140	103	55	2105
Women	2	13	43	61	54	88	118	178	219	212	235	253	269	244	217	137	110	2453
Total	8	40	102	123	123	184	242	313	390	426	489	496	457	403	357	240	165	4558

THE NEW JERSEY STATE HOSPITAL
AT GREYSTONE PARK


LIBERTY &
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