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TWELFTH ANNUAL REPORT  
OF THE  
NEW JERSEY STATE HOSPITAL AT ANCORA  
FOR THE PERIOD ENDING JUNE 30, 1966

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NEW JERSEY STATE HOSPITAL AT ANCORA

REPORT OF THE BOARD OF MANAGERS

To: Lloyd W. McCorkle, Ph.D.  
Commissioner  
Department of Institutions and Agencies

This is the Twelfth Annual Report of the Board of Managers of the New Jersey State Hospital at Ancora.

The members of the Board express deepest appreciation to the hospital's entire body of personnel whose unswerving loyalty and devoted efforts have brought continued development and growth to the hospital's programs.

Consistent with the hospital's perennial goal of providing the patient population with the best medical services possible, the dedicated work of the employees is symbolized by the hospital's reciprocity of full re-accreditation by the Joint Commission on Accreditation of Hospitals. Each Board member extends thanks to the staff for having again earned this award, which signifies that the hospital has continued to measure up to high standards of operation in every major respect.

The Board gratefully acknowledges, as well, the employees' remarkable teamwork, so vitally necessary to the success effected in the hospital's first full year of regionalization and decentralization. Their cohesive efforts, since the implementation of this organizational change, served to reduce the expected transitive period and, resultingly, to bring more quickly the sought-after benefits to the patients and the community.

A sizeable Board-sponsored project completed during the year was the air-conditioning of the hospital's two medical-surgical wards. After an extensively prolonged period fraught with both disappointment and delay in its installation, this cooling system has been affording the patients a more comfortable and healthy atmosphere in which to reside.

Completed and dedicated at the close of the year was another Board project, a concrete mall between the Anorage and the Service Building. With its fountain pool graced by an original sculpture and with its ground areas replete with appropriate plantings, the finished mall gives the patients the opportunity to therapeutically enjoy its relaxing beauty.

Always fully cognizant of the value of voluntary, community services provided the patients, the Board presented its fourth annual Humanitarian Award for the most outstanding contribution. Receiving this year's award was the hospital's own volunteer organization, the Ancora Volunteer Services, which has served the patients so selflessly and understandingly over the past decade.

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

Respectfully submitted,

Russ J. Madara  
President

John S. McQuade  
Vice President

John S. McQuade, D.S.

Mrs. W. Langston

Casimir

Eunice L. Jones

Levi W. Goldkett

NEW JERSEY STATE HOSPITAL AT ANCORA

ANNUAL REPORT \*\* 1965-66

Highlighting the hospital's activities during the past fiscal year was the maintaining of a high level of medical care and treatment for the patient population, despite a sharply rising admission rate and serious shortages in the number of professional personnel. A resulting highlight was the full accreditation of the hospital by the Joint Commission on Accreditation of Hospitals, following an inspection of the physical plant, its operation and its programs.

Certainly a very effective instrument in aiding the devoted staff to give a fine quality of care and treatment was the organizational change of "regionalization and decentralization". As hoped for, the first full year of this change facilitated a team-treatment concept which brought the sought-after results of improved and more individualized continuity of patient care and treatment. Also increased immeasurably by organizational change was the collaboration of the regionalized hospital units with community organizations and agencies, thus enhancing the hospital's total therapeutic results.

Consistent with the regionalization concept the hospital's Out-Patient Department was expanded during the year. Hospital Unit I opened a part time clinic in the Burlington County Memorial Hospital in Mt. Holly and Hospital Unit III started a similar clinic in the Salem County Guidance Center in Salem. The latter hospital clinic was temporarily discontinued near the end of the fiscal year, however, because of a staff shortage.

An outstandingly successful addition to the hospital's programs was the inauguration of the Suicide Prevention Telephone Service on February 3, 1966. In its constant endeavor to provide the people of southern New Jersey with as comprehensive a service as possible in the field of mental health, Ancora implemented this anti-suicide program and thus became the first State hospital in the nation to do so.

The brief history of this emergency service, functioning around-the-clock every day, has already proved the value of such a program. Lives have been saved on several occasions when each of the callers telephoned Ancora after the suicide attempt had been made and a community ambulance was dispatched to the caller's residence. Other callers were handled in such ways as successfully advising hospitalization; referring to out-patient clinics and community physicians; and referring to appropriate clergymen.

This Suicide Prevention Telephone Service exemplifies Ancora's striving to go beyond its obligations as a State hospital in providing a service to the community. In spite of its rather remote geographical location, Ancora has, through this program, actually placed itself right in the middle of every community in southern New Jersey.

In the area of federal grants, the hospital received one new one last year and awaits decision on two other applications. A \$28,000 per year educational grant was received for children through 20 years of age. A grant of approximately \$100,000 per year was applied for to implement an intensive treatment and rehabilitation program for geriatric patients. Additionally, application was made for a grant which would make it possible for experientially qualified physicians in general practice to become psychiatric residents at salaries higher than the usual salaries of residents. It is hoped that the two latter grants will be made available to the hospital in the ensuing year.

Many of the personnel spent considerable time during the past year in preparing for the hospital's participation in the Medicare program. Preparation for this new facet of hospitalization placed great demands on the staff in attending numerous informational and planning meetings in and out of the hospital. The limited staff, already overburdened with regular duties, is enthusiastically commended for having prepared the hospital as well as possible for the time-consuming details in connection with the Medicare program.

On the threshold of implementation, Medicare has tended to bring with it a fear that there will be increasing emphasis on treating the aged and resultingly less time to meet our obligations in actively treating the adult psychiatric population. It is earnestly hoped that, in these years of establishing priorities for treating the aged, the children and the medical-surgical cases, the State hospital system does not lose sight of its major purpose of treating the adult psychiatric patient.

A backward glance at the overall operation of Ancora during the past year points up the fact that it was a year of general success. Any evaluation of that period demands more than a glance, however, at some of the more glaring and growing problems which persist.

Certainly of prime interest are the low salaries offered physicians and the resulting critical shortage and turnover in the various categories of medical staff. Not only are the salaries low in comparison with those in general non-profit hospitals in this area and with private practice incomes, but they are also low in comparison with those in other State systems. It is stressed, as well, that these higher salaried systems are in states contiguous to the State of New

Jersey and in some states with low per capita incomes. The low salary factor alone resulted in Ancora's loss of three clinical psychiatrists and two physicians during the past year.

Urgently needed, too, is greater emphasis on support for training programs in the State hospital system. The psychiatric residency program has perennially been the prime recruitment area for trained psychiatrists for the State hospitals and the State must do the utmost to give added support and strength to the program not only through providing excellent teaching facilities, but also by raising the salaries of the residents and the quality of the teachers. The low-salary factor resulted not only in a very low number of residency applicants, but also in the loss of a third-year resident this year.

Essential, as well, to help meet the hospital's expanding needs in the area of training is an Associate Director of Training. It is just impossible for the Director of Training alone to properly administer the hospital's extensive and diversified training programs for which he is responsible.

Certainly meriting the attention of those involved in the eventual shaping of budgets is a continuing problem of a budgetary nature which was discussed in Ancora's annual report last year. Referred to is the ever-growing need for closer scrutiny of budgetary costs related to patient-turnover rather than to average daily population. It must be re-emphasized that particularly at Ancora, where admissions and discharges continue at a very high rate, it seems not only fair but essential, as well, that the State budgetary personnel be aware of these costs. Prepared for this purpose is the following "Comparison of Parameters Amongst the State Mental Hospitals".

(The above-mentioned "Comparison"  
is on the next five pages.)

COMPARISON OF PARAMETERS AMONGST THE STATE MENTAL HOSPITALS

Since the full twelve months statistics for Fiscal Year 1966 are not available, we have taken the eleven months from July 1, 1965 to May 31, 1966 and have added to this the statistics for June 1965. All of these figures come from the monthly statistical reports from the Bureau of Social Research of the Department.

The figures for "Total Additions to Census" include "Admissions", "Transfers" and "Returns from Non-Resident" (which includes returns from Convalescent Leave, Unauthorized Leave, Family Care, etc.).

The figures for "Total Release from Census" include "Transfers Out", "Discharges" and "Release to Non-Resident" (which includes release to Convalescent Leave, Unauthorized Leave, Family Care, etc.).

	<u>Greystone Park State Hospital</u>	<u>Trenton State Hospital</u>	<u>Marlboro State Hospital</u>	<u>Ancora State Hospital</u>	<u>Neuro-Psychiatric Institute</u>
Admissions-Transfers	1,937	2,383	2,244	2,593	1,108
Returns From Non-Resident	183	292	523	112	76
Total Additions to Census	2,120	2,675	2,767	2,705	1,184
Transfers Out	171	505	31	91	54
Discharges	1,339	1,329	1,680	2,170	969
Release to Non-Resident	276	718	935	195	148
Total Release from Census	1,786	2,552	2,646	2,456	1,171
Deaths	564	287	316	380	23
Admissions (only)	1,823	1,894	2,059	2,529	1,090
Discharges (only)	1,339	1,329	1,680	2,170	969

Comparison of Parameters Amongst the State Mental Hospitals

These raw data are now related to the Average Daily Population figure assigned to each hospital by the Bureau of the Budget for fiscal year 1966, which is as follows:

	<u>Greystone Park State Hospital</u>	<u>Trenton State Hospital</u>	<u>Marlboro State Hospital</u>	<u>Ancora State Hospital</u>	<u>Neuro-Psychiatric Institute</u>
Average Daily Population (FY'66)	4,800	3,250	2,150	2,050	890
Total Additions to Census per 100 Average Daily Population	44.16	82.30	128.69	131.95	133.03
Total Releases from Census per 100 Average Daily Population	37.20	78.52	123.06	119.80	131.57
Total Admissions per 100 Average Daily Population	37.97	58.27	95.76	123.36	122.47
Total Discharges per 100 Average Daily Population	27.89	40.89	78.13	105.85	108.87
Deaths per 100 Admissions	30.9	15.2	15.9	15.0	2.1

These statistics were then related to Physician Staffing Patterns of the 1965 Ratio Book. The positions for Resident Psychiatrists, Visiting Physicians and Consultants were not included since by definition, Resident Psychiatrists should not be included in Staffing Ratios for providing service and Visiting Physicians and Consultants do not have responsibility for providing daily care for patients. Thus, the Physician titles included here and those of Clinical Psychiatrist IV through II; Physician Specialist III and II and Physician IV through I. The positions for medical staff providing daily care is as follows:

Staff Providing Daily Care	48	34	34	32	15
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The Total Additions, Total Releases, Additions and Discharges were then related to the numbers of positions for Physicians providing daily care:

Total Additions/Staff Physician	44	78	81	84	78
Total Releases/Staff Physician	37	75	77	76	78
Admissions/Staff Physician	37	55	60	79	72
Discharges/Staff Physician	27	39	49	67	64

Comparison of Parameters Amongst the State Mental Hospitals

The following recommendations for Budget Appropriations were taken from the Governor's Budget Message for Fiscal Year 1967 and these figures were related to the statistics.

	<u>Greystone Park State Hospital</u>	<u>Trenton State Hospital</u>	<u>Marlboro State Hospital</u>	<u>Ancora State Hospital</u>	<u>Neuro-Psychiatric Institute</u>
Total Budget (Fiscal Year 1967)	\$12,725,457	\$9,969,098	\$7,952,144	\$6,632,131	\$4,506,703
Per Admission	6,980	5,263	3,862	2,622	4,134
Per Discharge	9,503	7,501	4,733	3,056	4,650
Per Addition	6,002	3,726	2,873	2,451	3,806
Per Release	7,125	3,906	3,005	2,700	3,848

The salary portion of this Budget, when compared to the statistics, shows the following:

Per Admission	\$ 5,461	\$ 4,267	\$ 3,089	\$ 2,073	\$ 3,503
Per Discharge	7,435	6,081	3,786	2,416	3,940
Per Addition	4,696	3,021	2,298	1,938	3,225
Per Release	5,574	3,167	2,404	2,134	3,260
Salaries per Average Daily Population	2,212	2,607	3,533	2,723	4,389

The availability of funds in certain other accounts directly affects the treatment program of the hospital. We have, therefore, prepared the Recommended Appropriations in:

A. Medical Account (230)

Per Admission	\$ 160	\$ 114	\$ 62	\$ 54	\$ 50
Per Discharge	218	163	77	63	57
Per Addition	137	81	46	51	46
Per Release	163	85	48	56	47

Comparison of Parameters Amongst the State Mental Hospitals

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	<u>Greystone Park State Hospital</u>	<u>Trenton State Hospital</u>	<u>Marlboro State Hospital</u>	<u>Ancora State Hospital</u>	<u>Neuro-Psychiatric Institute</u>
<u>B. Household and Security Account (225)</u>					
Per Admission	\$ 72	\$ 57	\$ 36	\$ 26	\$ 30
Per Discharge	98	81	44	30	34
Per Addition	62	40	26	24	28
Per Release	74	42	28	27	28
<u>C. Clothing Account (228)</u>					
Per Admission	\$ 89	\$ 59	\$ 37	\$ 27	\$ 29
Per Discharge	121	84	45	31	33
Per Addition	76	41	27	25	27
Per Release	91	43	28	28	27
<u>D. Education and Rehabilitation Account (240)</u>					
Per Admission	\$ 7.13	\$ 7.91	\$ 7.28	\$ 6.06	\$ 8.53
Per Discharge	9.70	11.28	8.92	7.07	9.59
Per Addition	6.13	5.60	5.42	5.67	7.85
Per Release	7.27	5.87	5.66	6.25	7.94
<u>E. Subscriptions and Memberships Account (308)</u>					
Per Admission	\$ 1.20	\$ .73	\$ .48	\$ .47	\$ 1.00
Per Discharge	1.64	1.05	.59	.55	1.13
Per Addition	1.03	.52	.36	.44	.92
Per Release	1.23	.54	.37	.48	.93

Comparison of Parameters Amongst the State Mental Hospitals

	<u>Greystone Park State Hospital</u>	<u>Trenton State Hospital</u>	<u>Marlboro State Hospital</u>	<u>Ancora State Hospital</u>	<u>Neuro-Psychiatric Institute</u>
<u>F. Medical Account (350)</u>					
Per Admission	\$ 5.21	\$ 6.28	\$ 18.66	\$ 3.63	\$ 9.63
Per Discharge	7.09	8.96	22.88	4.23	10.83
Per Addition	4.48	4.45	13.89	3.40	8.86
Per Release	5.31	4.66	14.52	3.74	8.96
<u>G. Staff Training Account (365)</u>					
Per Admission	\$ 5.38	\$ 7.39	\$ 7.66	\$ 7.75	\$ 6.42
Per Discharge	7.33	10.53	9.39	9.03	7.22
Per Addition	4.63	5.23	5.70	7.24	5.91
Per Release	5.49	5.48	5.96	7.98	5.97
<u>H. Additions and Improvements As A Whole</u>					
Per Admission	\$ 22.20	\$ 32.52	\$ 33.28	\$ 21.56	\$ 38.80
Per Discharge	30.23	46.35	40.78	25.12	43.64
Per Addition	19.09	23.02	24.76	20.15	35.72
Per Release	22.66	24.13	25.89	22.20	36.11

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TRAINING AND RESEARCH

During the past year in the Training Division there were numerous new developments of significance. Broadened and enriched were the Psychiatric Residency Training, Nursing Education and the training of administrative and clerical personnel. Additionally, the reorganized Research Committee resumed its work.

The administration took a dramatic step in developing new ties with the community with the establishment of the Suicide Prevention Telephone Service, coordinated by the Director of Training. This step carried great educational impact upon the medical staff of the hospital and it also resulted in increased exchange of information with the community of South Jersey. The medical staff was carefully prepared for this service by guest lecturers, films, in-service training programs and readings from selected bibliography. The community has been continuously informed about the S.P.T.S. and the problem of suicide and depression by members of the staff lecturing to community groups. The public information media has been used extensively to reinforce our efforts.

The Psychiatric Residency Training Program, striving to parallel the general tendencies of the hospital, has moved the preceptorship for the therapy of the neuroses into the private office of the preceptor (Camden), thus giving the resident an opportunity for close observation of the handling of ambulatory neurotics in a community setting. In the area of theoretical instruction the residency program was enriched by the added affiliation with the Post Graduate Center of Mental Health (New York), where the techniques of interview and therapy are being taught by most modern methods.

In Nursing Education, the department had to overcome the loss of the Assistant Director of Nurses(Education), who passed away after a short illness. In spite of this, all programs continued to be functional and the Psychiatric Technician course was resumed with a class of ten students after a year's pause.

Eight workshops of one-week duration were held for professional nurses under the guidance of Rutgers University instructor, Miss Suzanne Lego. Forty-six nurses participated in this course encompassing the dynamics of nurse-patient relationship with the emphasis of the Sullivanian School of Thought. The professional student nurses from West Jersey Hospital, Cooper Hospital, as well as from Our Lady of Lourdes Hospital, continued their psychiatric courses and only two students failed, both because of language barrier.

The U.S.P.H. In-service Grant continued the program of educating our institutional attendants. Four courses of nine weeks duration graduated sixty-seven trainees. These courses are considered

to be preparatory to the Psychiatric Technician Program. The Orientation Program for new aides graduated 124 new clinical attendants. This three-week course, in addition to its educational aspect, is an effective screening device for unsuitable candidates. Thus, during the past year 29 persons were eliminated as candidates for the position of institutional attendant.

In an effort to improve the quality of the nursing personnel and to reward the loyal, capable and ambitious individuals, the administration has approved a special educational leave with full salary for one psychiatric technician, one practical nurse, and one institutional attendant. These individuals passed the entrance examinations and were accepted to nursing schools; they will keep their ties with the Ancora State Hospital by working here 16 hours a week. The hospital will pay their tuition. It also pays the tuition of a nurse taking evening courses in working toward her B.S. degree.

This year a 16-week medical terminology course was held for our clerical personnel and seventeen secretaries successfully completed this course. In addition to sending personnel to the very effective Supervisory Development Course in Trenton, two courses were organized within the hospital for the top administrative personnel. One was a 9-week Speed Reading Course for a mixed group of administrative personnel and the other was a course in administration given to the heads of medical divisions by the Medical Director and the Deputy Medical Director.

In the area of research, there are two projects currently under way. A long-term study of the treatment of depression was resumed on Unit II in collaboration with Rutgers University. In addition, a study on Schizophrenia is being conducted on Unit II by a Rutgers University psychologist. This psychologist began his study during his employment at Ancora State Hospital.

Developed and employed by the members of the staff on Unit II, special tactics in treating paranoid conditions were discussed in a taped conference published March 15, 1966 in "Frontiers of Hospital Psychiatry" (Roche Laboratories). The Director of Training and some of the residents have studied during the past year some 20 volumes of the American Journal of Insanity and have compiled notes on the history of American Psychiatry. The American Journal of Psychiatry will publish the selected items periodically, as space permits. The Director of Training has also put together a recruitment brochure for the Residency Training Program. This brochure contains, in a condensed form, the necessary information about the training and it is particularly suitable for mailing and distribution at professional meetings. Two-hundred forty-one samples were mailed individually to the interns in the State of New Jersey and over one-hundred samples were distributed at the A.P.A. Annual Meeting and on other occasions.

During the past year a number of outside groups participated again in seminars related to Community Psychiatry (Police Trainees, Superintendents of Schools, Public Health Nurses) and prominent lecturers spoke to our staff. Because of the caliber of the speakers, some of whom are true pioneers in psychiatry (J. Rosen, J. Moreno, J. Wolpe), the auxiliary services and nursing personnel, including students, attended in considerable numbers.

The Medical, Patient and Nurses Libraries continued to expand and it has become increasingly difficult for our librarian to perform her duties adequately within the prescribed working hours. Additional space was obtained for the Medical Library when book shelves were put into the former meeting room of the Board of Managers. There are now 2,626 books in the Medical Library, 440 books in the Nurses Library and 6,545 books in the Patients Library. Five-hundred forty-six are on special loan.

The Residency Training Program, as well as the Department of Psychiatry in general and the Nursing Department, continued to be plagued with the problem of recruitment of suitable candidates. There were 5 residents in training during the past year. Two successfully completed their training; two resigned for personal reasons; and one recently entered training. One new resident was accepted and has joined our staff. Since the shortage of candidates is state and nation wide, the definitive solution to the problem possibly lies in a concerted effort on the part of the Training Directors who should coordinate their recruitment efforts and present concrete suggestions to the State Educational Department.

#### HOSPITAL UNIT I

During the fiscal year 1965-66, Ancora State Hospital admitted 2,612 patients, which represents an increase of 269 over last year's total. Of this total, 1,553 were first admissions, representing an increase of 92 over last year's total. There were 966 readmissions, representing an increase of 176 over last year's total. Sixty-two patients were transferred from other institutions and there was one birth during the fiscal year.

New admissions	1,553
Readmissions	996
Transfers-In	62
Births	1
Returned from C.L.	15
Returned from F.C.	65
Returned from U.L.	30
Returned from M.S.T.	4
Total	<u>2,726</u>

Patients released from all Units, excluding deaths:

Discharged		2,226
Released to F.C.		129
Released to U.L.		60
Released to M.S.T.		5
Released to C.L.		8
Transfers-Out		<u>91</u>
	Total	2,519
Released on T.V.		4,161

Regional breakdown for the Psychiatric Units shows additions to census as follows: (includes new admissions, readmissions, returned from C.L., F.C., and U.L.)

Unit I	447	16.7%
Unit II	1,047	39.0%
Unit III	1,188	<u>44.3%</u>
		100 %

Unit I continued to be responsible for Burlington County and out-of-catchment area patients. This Unit continued to operate an After Care Clinic in Mt. Holly at the Burlington County Memorial Hospital. All Unit I personnel developed closer contact and cooperation with agencies and mental health people in Burlington County, thus leading to better care for the patients. Hospital personnel continued their community visits, lectures and participation in seminars to enhance liaison with Burlington County. Dr. Leo L. Sell has been added to the staff. Doctors Judith Uray and E. Guzman resigned. The administrative and medical records' offices of the Unit were physically relocated on the first floor of Main Building during the year.

The Children's Unit continued to grow toward an autonomous unit. Physical reconstruction and program remodelling were started as 40 additional positions became available at the end of this fiscal year. Through the Federal Elementary and Secondary Education Act, \$28,000 was made available to further augment the Children's Unit program.

In the Burlington County Clinic 287 appointments were scheduled during the year and 222 patients were seen.

During the fiscal year, the Assistant Medical Director was elected president of the Active Medical Staff of this hospital, assuming chairmanship of the Credentials Committee. He also continues as Chairman of the Medical Record Committee. He was elected councilor of the New Jersey Neuropsychiatric Association and chairman of their

membership committee. He was elected Deputy Moderator of the newly formed Southern Chapter of the New Jersey Neuropsychiatric Association.

The Assistant Medical Director served as chairman of the Committee of Tours and Miscellaneous Sub-committee for the annual meeting of the American Psychiatric Association in Atlantic City, May 1966. He gave various lectures on Suicide Prevention, Mental Health and Mental Retardation, and attended various conferences including; the Interstate Mental Health Compact, the Community Mental Health Program in Burlington County, and the first meeting of the Directors of Children's Services of the State hospitals. He completed a one-month course in Executive Development in Psychiatric Administration at the University of Wisconsin.

The Social Service Advisor was in attendance at many of the committee meetings of the hospital and participated in monthly meetings of Social Service Directors of other institutions in the Division of Mental Health, serving as recording secretary. He also participated in meetings outside of the hospital with agencies relative to Medicare, Family Care, Boarding Home and other activities, as well as training programs and conferences pertinent to patient care. His contacts were as follows: Patient: 58; Collateral: 106; Inter-agency: 132. Lectures: In-service: 18; Community: 12. Applicants interviewed for employment in Social Work: 16. Seasonal Assistants (Social Work Aides) hired for employment for the summer through the New Jersey Association for Careers in Social Work and assigned to the hospital Units: 9.

The Social Service worker in the Unit had 362 interviews and collateral contacts with patients, relatives and agencies. She also completed 9 social histories, placed 10 patients on Family Care and discharged one patient from Family Care to Welfare. Eight patients are currently on Home Care, and 7 patients have been discharged to boarding homes in the community.

The Clinical Psychologist, Dr. Hugh Carberry, assumed duties on a consulting basis in the Unit in March 1966 on a half-day basis per week and performed 21 psychological evaluations.

Occupational Therapy as applied in the Main Hall O.T.(F-12) setting is based upon the use of skills centered mostly around the arts and crafts to provide a therapeutically supportive program for selected patients. Individual visits either with or without the use of craft media were employed to stimulate interest and general participation of ward patients not assigned to other programs. The following represents occupational therapy patient participation relative to Unit I: Average daily attendance: 17.6; Patients accommodated: 190; Total patient hours: 9,788.

In addition, 54 male patients were contacted and visited 328 times with a maximum time of 45 minutes with each, on the ward. As feasible, small craft projects were introduced as were trips to O.T. F-12 as a means of stimulating the patient toward more participation generally and possibly assignment to the O.T. F-12 program. This represented an innovation in the program. The number of patients and accompanying patient hours in the program were lower than what is normally expected in the O.T. F-12 program. The reduction has been due to a complete turn-over and lack of female personnel in that setting during the year. The resignation of the male therapy aide in November, followed by the resignation of the female therapy program assistant in December, and the hiring of a new male aide, paved the way for implementing an improved schedule for male patients referred to the program. The plan has worked sufficiently well that it has been projected that the female therapy program assistant employed on June 13 will follow the same schedule. Occupational Therapy employees are beginning to participate in the special Main Hall recreational events. In addition, the male aide, a member of the Unit Open House Committee, contributed time, effort and energy to the planning and assembling of exhibits.

In the Children's Unit 38 patients were treated in Occupational Therapy; 4 adolescent males and 34 children. Total patient hours: 1,331. Daily average attendance in this program: 14.4%. In November 1965, a female Senior Occupational Therapist fully qualified to work in the Children's Unit was employed. Following a period of orientation and some in-service education, she established a fully, carefully worked out and fluid program in an effort to meet the needs of those referred. In addition, she has offered support, suggestions and help to other occupational therapy personnel in Unit I.

The school program showed a total of four teachers with 70 children and adolescents scheduled for classes during the year with an increase of 15 participants over last year. A total of 15 professional meetings were attended by the teachers to further their own training.

In Recreational Therapy, the Children's Unit is participating in indoor and outdoor recreational and social activities including bus trips, picnics, monthly birthday parties, fishing outings, softball, walks, tennis, movies, rhythm band activities, etc. Approximately 4,800 children in attendance. A scouting program is being developed along the lines of a community scouting program for children who are able to participate, including swimming instructions.

Active and lively participation of patients in recreational and social activities is reported; namely, bus trips to County and State Parks, historic areas and other places of interest; shopping trips, picnics, monthly birthday parties, walks, scouting, barbeques, fashion shows and good-grooming classes. Patient attendance at these events totalled 7,800. Swimming instructions are also in progress and being conducted.

Of prime importance this year to the Central Record Department was the completion of the final phases of reorganization by the inclusion of the Medical Record Department in the hospital's sectionalization plans. Closely aligned in importance to the operating aspects presented by such reorganization was the physical relocation of the remaining portion of this department, its equipment and records. Eleven years of inactive drawer files were converted to shelf files. With the use of open shelf files in the basement storage area, it was decided to move all of the hospital records from M-33 to F-2 to provide more space for the hospital's Civil Defense Unit. Twelve files of commitment papers were regrouped so as to establish and maintain a current numerical file in the Central Record Room of active patients' commitments. The following is the current distribution of all inactive patients' charts and records assigned to Central Record Department's jurisdiction:

1. Fiscal years 1955 to 1963 - F-2 basement.
2. Fiscal year 1964 - Elevator shaft room, Main Floor.
3. Fiscal year 1965 - Central Record Room, Main Floor.
4. First 6 months of fiscal year 1966 - Central Record Room, Main Floor.
5. Last two years of death charts - teaching file - Dr. Brunt's special file - Central Record Room, Main Floor.
6. All death chart lists - F-2, Basement.
7. All inactive commitment papers - F-2, Basement.

A major change in Ancora's commitment procedure was effected in January with the hospital's acquisition of a Xerox copying machine. Using this machine to make copies for the County Adjusters, instead of typewriting them, the copying of commitment papers became primarily a Central Record Department, rather than a Unit record room function as originally defined under the decentralization plan.

Throughout the year, record room personnel has continued to work on two long-range projects; the conversion of the numerical card file to a numerical register to conserve space, and the creation of a new and more comprehensive Master Patients' card file.

That Medicare will place additional emphasis on medical records and record keeping procedures seems inevitable at this time. The multiplicity of requirements for continued eligibility of patients will undoubtedly result in increased responsibility and workloads for record room personnel. By virtue of their work, they are strategically situated to serve as coordinators in helping the physician and hospital carry out many of their obligations under the program. Because of the anticipated impact of Medicare, much of this department's activity in the past three months, other than routine work, was directed toward obtaining the latest data on Medicare and in helping to formulate record room procedures to facilitate implementation of the program here. There has also been the need to consider revisions of existing statistical reports and procedures so as to supply Trenton with additional data they will need to meet Medicare requirements.

Mrs. Dorothy Halacki, Senior File Clerk, successfully completed a two-year accredited correspondence course for medical record personnel and has made arrangements to take her examination this Fall. The Medical Records Advisor attended several nationally sponsored meetings pertinent to medical record consultants and hospital records. She also conducted a 20-hour medical terminology course at this hospital with 24 employees participating.

Ediphone discs transcribed by the Central Steno Pool represent dictation of admission notes, mental status reports and physical examinations by physicians of all patients entering the hospital Units: Approximately 1,500. Teletype dispatches received: 599. Sent out: 1,455.

Effective June 1, 1966, in accordance with the Utilization Review Committee's requirements, Unit Record Room and Steno Pool personnel have been active in maintaining records of patients' length of stay upon entering the Unit, according to diagnoses, and routine checking of these records to notify of normal length of hospital stay.

## HOSPITAL UNIT II

The total number of patients on assignment in Industrial Therapy during the year was 1259 - 727 male and 532 female.

There was a total of 1947 patients seen in the three clinics -- 551 in Ancora, 718 in Atlantic City and 678 in Millville. Out-patient clinics were held each week in Ancora Hospital on Monday, Tuesday and Friday; in Atlantic City on Wednesday; and in Millville on Thursday. The full-time clinic for the Atlantic City area will be in operation in July 1966.

The Out-Patient Department in Ancora gave student professional nurses an opportunity to observe, learn and share the function and services offered to out-patients.

During the last fiscal year the following personnel changes occurred. Dr. Moonay, psychologist, resigned and his position remains open. Following the resignation of Mr. Macalaster, psychiatric social worker, the position remained open until Mrs. Shulman, Assistant Social Work Supervisor, was hired in February 1966.

A total of 903 patients participated as new admissions to the Occupational Therapy program during the year. There were 355 males and 548 females.

The philosophy within which the Occupational Therapy Advisor worked was that of helping both the Assistant Medical Directors and

the occupational therapy personnel in the hospital complex to develop projected plans and programs to improve current ones and to coordinate various activities which were a part of the program. Incorporated also was education, consultation and the offering of advice to help elevate and maintain the quality of the therapeutic endeavor.

### HOSPITAL UNIT III

During the year efforts were carried forth to extend our services into the community even further. First of all, an out-patient clinic was established using the facilities of the Salem Guidance Center and staffed by Dr. Daniels on a one day a week basis. This program was highly successful in maintaining people in the community who formerly tied up a hospital bed. Regretfully, we had to abandon this program as of the middle of June 1966 due to the resignation of two physicians. It is hoped in the future that when staff can be obtained this very worthwhile program can be reinstated and expanded.

The staff of Unit III, including the Assistant Medical Director, physicians, the recreation assistant, volunteer director and psychologist spoke on many occasions to community groups about Ancora and especially about our new Suicide Prevention Telephone Service. These presentations were received well wherever given.

During this year Unit III has had two groups of student nurses from Our Lady of Lourdes Hospital. These nurses were assigned in Cedar and Holly Halls three days a week during their affiliation at Ancora.

Two physicians joined the staff of Unit III, Dr. Haluk Bulay and Dr. Andrew Naryauckas. Dr. Bulay and Dr. Daniels resigned as of July 1, 1966.

Monthly meetings of the staff of Unit III and the staff of the Camden Out-Patient Clinic were instituted whereby they are able to attend our staff meetings and mutual problems can be discussed; this is an on-going program.

The Department of Fire and Safety had 53 fire calls and performed 263 investigations of employee-accidents.

Psychology reported a total of 281 diagnostic examinations; group counseling with a total of 181 patients and 614 individual counselings.

Centralized Recreational Therapy activities such as swimming, tennis, softball, Field Day, gym classes, exercise groups, basketball, bowling, dances, ward activities, bus trips, picnics, poppy project, movies, bingo, concerts and shows were held during the past year.

Total number of meetings - 1,733; patient attendance - 88,963. Recreation is also being conducted on individual unit basis.

The Ancora Volunteer Services provided a total of 6,111 hours of service to our patients. Their Canteen Cart earned \$9,120.51 on 134 trips to the wards. The clothing room served 1,338 patients from both the hospital and home family care program. Among the other various types of service provided were patients' library, good-grooming course, cooking courses and in the Children's Unit provided birthday parties, dances and 22 scouting sessions. Ten new volunteers were recruited during the year. Volunteer students from the Moorestown Friends School performed services for approximately 150 patients in 13 visits to the hospital.

#### HOSPITAL UNIT IV

There were 421 patients transferred to the Geriatric Unit from other areas.

The Recreational Therapy Department conducted activities in which 17,723 patients participated. The Occupational Therapy personnel provided supportive programs for selected male and female patients in the Unit; the average daily attendance was 40. Media used were a variety of small general crafts, various kinds of needlework and woodworking which included the assembling of pre-cut items and finishing.

The Department of Public Health and Sanitation started formal inspections of the Units in October and reported markedly improved sanitation. There was nothing unusual to report in the area of reportable diseases. Insect and rodent control programs have been successful.

The Hospital Chaplains conducted the usual services and continued to administer to the religious needs of the patients. Social Service personnel arranged for the release of 58 patients. The Unit Record Room and Steno Pool remained on a current basis.

#### HOSPITAL UNIT V

This Medical-Surgical-Neurological Unit had a total of 223 patients admitted to its wards and the total number released from this Unit amounted to 37. There were 8 two-way transfers returned to New Lisbon; 2 two-way transfers sent to Trenton State Hospital (M.S.T.); one patient was transferred to Kessler Memorial Hospital (two-way - maternity). One patient was transferred to Jefferson Hospital from September 2 to September 8, 1965 and from September 13 to September 16, 1965 for installation of Radium Seed treatment. On September 20, 1965 this same patient began attending Jefferson Hospital daily for deep x-ray therapy, which continued for one month. Another patient started radiation therapy treatment

at Jefferson Hospital on June 20, 1966 and will continue five days a week for about five weeks.

The Laboratory reported a total of 87,700 tests performed. There were 380 deaths during the year; 152 autopsies performed including 88 coroner cases; and the year's autopsy rate was 40%.

There was a total of 136 operative procedures, of which 70 were major and 66 minor operations. A total of 666 anesthetics was administered and 2,900 patients were seen by consultants in the various medical specialities. Central Supply sterilized and prepared 105,350 syringes of all types, 5,580 trays, 5,456 cans of dressings, 3,168 catheters and 5,104 gloves (in pairs).

The Pharmacy filled 12,880 prescriptions and the X-ray Department registered 13,102 exposures. The latter figure included 6,149 patients and 637 employees. The Dental Department registered 6,746 patient-visits.

The Physical Therapy Department treated 583 patients for various physical impairments. During the past year the Electroencephalography Clinic performed the following: 4,907 Electrocardiograms, 366 Electroencephalograms, 2 Basal Metabolism Rates and 4 Vital Capacity tests.

The Ophthalmology Clinic serviced 1,073 patients and 255 patients were seen by the Optician.

#### PERSONNEL DEPARTMENT

The Sixth Annual Employees' Night was attended by approximately 400 employees and guests. Awards were made for service, attendance, humanitarianism and athletic achievements. Special awards went to Employees of the Year and to Psychiatric Aides of the year. One hundred-forty-four employees - 15% of our employees - were eligible for ten-year service awards.

In December, primary responsibility for the administration of disciplinary action was transferred from the Personnel Director to the Division Heads. The Personnel Department furnishes aid, advice and counsel, in addition to maintaining over-all surveillance in order to insure equal or appropriate treatment to employees throughout the hospital.

The Suggestion Award Program while fairly active is still hampered by delays in processing at higher levels. An analysis of the program shows some increase in the number of suggestions submitted and approved over the past two years.

The recreational program for employees included a mixed bowling league, a bowling tournament, a summer swimming program and a softball team.

Employment Management Relations -- In September, an office was reserved for use by employee organizations for the purpose of employee representatives discussing matters with individual employees privately.

In April, the hospital commenced the first of administration scheduled Employee-Management meetings; known representatives of all employee groups are invited. Employee problems and personnel policies and procedures are discussed and worked upon. This allows the representatives to have an advisory voice in matters of immediate concern to them.

The number of grievances presented by employees maintained a similar pace with previous years. A comparison follows:

<u>Year</u>	<u>No. of Grievances Settled at</u>			<u>In Process</u>	<u>Total</u>
	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>		
1965-66	1	2	6	2	11
1964-65	2	2	3	3	10
1963-64	3	5	0	3	11

During the year, recruitment problems continued in the professional areas of Medicine and Psychiatry, Nursing, Social Work, Psychology and Occupational Therapy. The increased turnover in the attendant and food service worker positions presented problems in replacement to the extent not experienced heretofore in the hospital's history. New approaches to recruitment brought only limited success.

Continued success in filling clerical positions can be partially attributed to the affiliating Commercial Department students from Hammonton High School.

Annual physical examinations were given to 261 employees. Tetanus toxoid inoculations and flu vaccine were made available to employees. The Employees' Blood Donor Program once again met its quota with the American Red Cross and qualified all employees and their families for blood supply coverage for another year.

In the area of employee safety, there was a total of 129 accidents reported, of which 61 were lost time accidents resulting in 364 working days lost. This indicates a sizeable decrease in days lost due to service-connected accidents in comparison with last year.

During the past fiscal year, a total of 307 permanent, temporary and seasonal employees were hired and 292 separated. This movement of employees resulted in an accession rate of 21.45%, a separation rate of 23.80% and a voluntary quit rate of 18.67%. These figures reflect the employment of all personnel, including some 40 summer seasonal assistants, to give a true picture of the departmental work load involved in placement and processing seasonal employees. Turnover rate, however, shows an upward trend over last year and while we compare favorably with other state institutions, our turnover and recruitment problems have been obvious in the decreasing number of male employees in the Food Service and Nursing Departments available.

The reasons for this increased turnover apparently lie in our inability to offer a higher salary scale to remain in competition with expanding industry in the area.

Additionally, 66 employees were promoted last year; 21 were reassigned to other positions and seven positions were reclassified to higher titles.

The Ancora Combined Charities completed its eighth year of operation. A hospital policy was published in June to guide and direct the activities of the Ancora Combined Charities Committee. Contributions during the year to charities are listed below:

March of Dimes	\$ 550
Camden County Heart Association	660
American Cancer Society	1,000
N.J. Mental Health Association	1,500
Salvation Army (Atlantic City Branch)	100
Salvation Army (Camden Branch)	100
Multiple Sclerosis	250
Patients' Welfare Fund	1,000
Hammonton Rescue Squad	100
Atco Ambulance	100
United Fund of Camden County	350
Muscular Dystrophy	325
Cerebral Palsy	275
	<u>\$6,310</u>

#### SECURITY DEPARTMENT

The hospital grounds were policed on a 24-hour basis by the Security Department.

Investigations: Criminal Investigations - 29  
 General Police Investigations - 456  
 Traffic Investigations - 59  
 Traffic Warning Tickets - 254

Identification: 2,734 patients, 309 employees and 190 professional and practical student nurses were fingerprinted, photographed and processed. Current files of patients, employees, vehicles, sex-offenders, drug addicts and investigations were maintained throughout the year.

Communications: Radio contact was handled for police and fire department vehicles and radio logs maintained according to FCC regulations.

Patrols: Security Department patrol car covered 42,180 miles and the State Police Sergeant's car covered 15,238 miles.

Special Activities: Special functions and activities were policed and security measures were put into effect. Directional signs and dismantled posts by Security personnel were utilized during these affairs.

#### BUSINESS DIVISION

The daily average population for the year ending June 30, 1966 was 1,964 in the hospital and 110 in Family Care homes. This total is a decrease of 87 compared to the previous year. The per capita cost of operating the institution was \$8.21, with a total appropriation expenditure of 5.88 million dollars. The county rate of maintenance was increased to \$4.69 and the private rate to \$9.38 per day. A total of 2.9 million dollars was collected and credited to the State Treasurer. All fiscal records were maintained in the prescribed manner and the State Auditor is currently auditing the records for the period July 1, 1964 to March 31, 1966. The new Mental Health Law became effective on August 25, 1965 and changes in procedures were made where necessary. Extensive preparations were made to provide necessary records for the new Medicare insurance and the new State Sales Tax effective July 1, 1966. The Anchorage Commissary continued to provide valuable service to patients. New equipment and improvements were added, and the vending machine business was awarded a new contractor by the Purchasing Department as a result of competitive bids. The profits of this store as well as interest earned in the Patients Trust Fund were transferred to the Patients Welfare Account according to statute. Welfare Funds were used for purchase of tobacco, movies, air conditioning of third floor Main Hall, and construction of a Mall between Ivy Hall and Patients' cafeteria.

The Food Service Department was staffed by 105 employees including four qualified dietitians. A critical shortage of Food Service Workers during the past spring was corrected temporarily by filling vacancies with students who will be available for the summer vacation period. The daily budget allowance for patient meals was increased during the year from .55 to .56 due to the increased cost of raw food supplies. All supplies were purchased by the State

Purchasing Department except fruit and vegetables which were purchased directly by competitive bidding and with Federal inspection at the time of delivery. Surplus farm items such as milk, potatoes, pork, etc. were purchased from other institutions. The budget was supplemented by donations of fruit and produce from local farmers and monthly allotments from the Federal Surplus Commodity Agency. Forty per cent of the patients were served in the Service Building cafeteria and the remainder on the wards with heated food trucks. Special refreshments were provided for patient parties on request. Employees were provided meals in the cafeteria on the payroll deduction plan. All volunteers, guests, and Leesburg inmates were also served in this dining room. A new 900 lb. ice cube machine was purchased and installed. The bakery continued to supply Woodbine with 2,325 loaves of bread per week.

The Building Service Department operated the ward linen rooms and provided clothing and linens required on a closet level system. The Sewing Room repaired items as needed and manufactured sheets, pillow cases, and dresses. Patients were supplied with new or repaired shoes as needed by the Shoe Shop. Nineteen mattresses were repaired by State Use and 389 new foam rubber mattresses were purchased as replacements. Wooden furniture was repaired routinely by the Carpenter Shop. All beds in the hospital were repainted with the new electro-static painting equipment. Four hundred sixty-two Fiberglas chairs were purchased as replacements and surplus wooden furniture was transferred to other institutions. Thirteen new gas stoves were purchased as replacements for Edgewood homes; new back stage curtain and teasers were made for the auditorium from Federal Surplus materials; seven new battery operated floor scrubbing machines were purchased and issued to each unit. An outside contractor was employed to termite proof the 117 staff homes. The terrazzo floors in the patient buildings were stripped and treated with a sealing preservative by temporary help last summer, and we plan to continue this work during the next few months. Janitorial service was provided for all offices, tunnels, etc.

The Laundry continued to operate with 64 Leesburg inmates under the supervision of one prison guard and three institution supervisors. This plant provides services to Vineland State, Vineland Soldiers, and Leesburg Prison in addition to Ancora. A part of Vineland State and Leesburg work was transferred to other institution laundries, but this decrease was offset by an increase at this institution. A total of 5,265,000 lbs. was processed during the year; 68.24% of this amount was for Ancora. Equipment was serviced daily as needed and major repairs were made by the institution Maintenance Department evenings and weekends in order not to interfere with daily operations.

All vehicular and other gasoline operated equipment was serviced routinely and repaired as necessary. Trucking and passenger service was provided to all institution departments for on grounds and off grounds transportation. The vehicular fleet includes three buses, 17 passenger cars, and 29 trucks. A new 12 passenger limousine was purchased and is used to transport rehabilitation patients daily to the

Camden area. Three new pickup trucks, one Tudor, and one station wagon were also purchased as replacements. A new five ton truck and three snow scraper blades are on order. All transportation activities increased, especially bus transportation for patient activities. Two buses are used to transport Leesburg inmates daily. The vehicular transportation headquarters and repair service continued to operate in the quonset hut building which is not adequate for these activities.

The institution grounds received proper maintenance, and the trees and shrubs are showing good growth. Soil samples were tested by the New Brunswick Experiment Station and fertilizer and lime applied in the spring and fall according to their recommendations; liquid fertilizer was applied on a part of the lawns and if future tests show satisfactory soil improvements, this type fertilization will be expanded. A spray schedule was maintained to control plant diseases and insects. The lake development continued and one side was planted with lawn grass and will be used as a picnic area for patient outings. The patient therapy activities increased in the greenhouse; and in addition to cut flowers and plants for patient wards, the following plant items were propagated for institution grounds: holly, yews, azalea, rhododendrons, and pyracantha. Controlled burning of wooded areas was continued during the winter to discourage undergrowth and prevent forest fires. The sanitary landfill was continued for disposal of institution refuse. There were twelve burials in the institution cemetery. The State Highway Department provided patching service for institution roads, and the Grounds and Garage personnel were responsible for snow removal from roads, parking lots and sidewalks. A large quantity of donated wood shavings was hauled from a local sawmill and placed around all plants to conserve moisture. The Welfare Fund financed the development of a Mall on the lawn area between the Ivy Hall Recreation Building and the Patients Cafeteria. This barren lawn area was improved by the construction of elevated shrub and flower beds protected by low matching brick walls, and concrete and brick walkways. A fountain and statusis located in the center and all plant areas are equipped with piping for irrigation and electric service for night lighting effect.

The three 500 h.p. boilers in the Power House provided continuous service for steam and heat to all institution buildings. One boiler was used during the summer and two during the heating season, with the third as a reserve. All Power House equipment was serviced and repaired as needed and inspected periodically by the insurance carrier. A contract was signed with the South Jersey Gas Company to purchase gas for boiler fuel during the off season at a low rate, and alterations are now being made to the boiler feed equipment. Electric service was purchased from the Atlantic City Electric Company and the emergency generators were used on two occasions while repairs were made to the main feeder cable which burned out. A total of 1,601,614 gallons of #6 fuel oil was used at a cost of \$92,347.94. The four wells produced a normal supply of water. The pump in Well #4 developed

mechanical trouble and was removed and repaired by the well contractor. A new pump was installed in the well at the farm. The water was tested periodically by the State Department of Health and the New Brunswick Experiment Station, and changes in treatment were made where indicated. New chlorine feed equipment has been ordered for the four wells in order to meet new requirements of the State Department of Health.

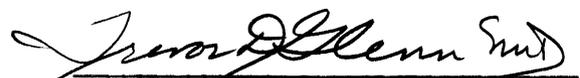
The sewage plant equipment was serviced and repaired as needed. A borrowed generator from Greystone Park provided electric service for three months while the transformer was being repaired by the Westinghouse Company. Major repairs were made to the mechanical equipment on the clarigester. This plant was inspected periodically by the State Department of Health and the New Brunswick Experiment Station. The preventive maintenance program was continued and all buildings and equipment are in good condition. All services and repairs were performed by the Maintenance Department except repairs to elevators, public announcing system and the televisions which are done by outside contractors. Annual inspection of all utilities and equipment was performed by the Middle Department Association of Fire Underwriters and corrections made where indicated. The following major repairs or improvements were completed: installed five air conditioners and one ice machine in Maple Hall; installed approved emergency stop control on elevators in Spruce and Willow Halls; installed tile partition wall and toilet in large dayroom in Maple Hall; new transformer for street lighting system; new exit door and stairway O.T. room, Main Hall. During the summer of 1965 the exterior doors and windows of twelve buildings were painted and the interior painting of patient areas was continued with the patient paint detail. Many changes such as partitions, lighting and plumbing were also required due to the division of services into five units. The basement of Holly Hall continued to house the maintenance shops and a request for a separate building is included in the Capital Budget.

The following improvements were provided by outside contractors during the year:

Air Conditioning 3rd. Floor Main Hall - This installation which was financed by Welfare Funds was completed in May 1966. The original contractor defaulted and the work was completed by the next lowest bidder. The Bureau of Construction has filed a claim with the Bonding Company for the added cost.

Purchase of Electric Utilities - Edgewood Homes - A new electric power line was installed and electricity is now purchased through the institution bulk meter at a lower cost.

Adolescent Unit - The contractor has started installing partitions for classrooms in Birch Hall and making changes to the living quarters in Willow Hall.



Trevor D. Glenn, M.D.  
Acting Medical Director