

THIRTEENTH ANNUAL REPORT
OF THE
NEW JERSEY STATE HOSPITAL AT ANCORA
FOR THE PERIOD ENDING JUNE 30, 1967

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Harry H. Brunt, Jr., M.D.
Medical Director and
Chief Executive Officer

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 thirteenth Annual Report of the Board of Managers of the New Jersey State Hospital at Ancora.

The members of the Board proudly point to the lofty level of devoted service given by the employees to the patient population of this hospital. Upholding the Ancora tradition of dedicatedly endeavoring to bring maximum benefit to the patient, the personnel have again effected a success-laden year. The members of the Board express profound appreciation to the entire staff of employees for so loyally and capably synchronizing their efforts to best meet the hospital's obligation to those it serves.

Over the past year considerable changes were made in the hospital's commissary, the Ancorage, as part of the Board's continuing endeavor to enhance this facility's service and profits. Intensive efforts were applied toward effecting a refinement of management, merchandising and accounting techniques, as well as toward providing a more attractive and comfortable setting for the patients, visitors and employees. This year also saw the installation of a badly needed air conditioning system for both the sales and stockroom areas.

Knowing how indelible an impression the admission office setting can make on the person being admitted to the hospital, the Board undertook the project of having this suite redecorated. Completed near the close of the year, the tasteful blending of panelled walls, drapes, carpeted floors and modern furniture has brought a note of introductory warmth to this site of the patients' first internal acquaintance with the hospital.

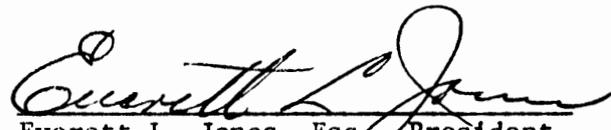
Aware of the proven value of the hospital's horticultural therapy program over the past several years, the Board augmented the physical facilities for this program by having an additional greenhouse constructed. The expansion of this therapeutic device will afford a broadening of benefits to an increased number of patients.

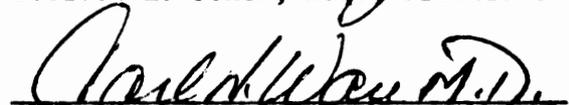
Throughout the year attention was given to beautifying The Mall, the Board-sponsored project completed last year to give the patients an opportunity to enjoy outdoor relaxation in a beautiful setting. Large shade trees, illuminated shrubs and flowers and colorful benches were added to this greatly used area.

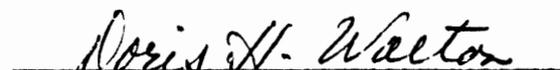
Fully recognizing the import of voluntary service for the patients provided from the community, the Board presented its fifth annual Humanitarian Award to Mrs. Louise DeBlois, an Ancora retiree, who made a sizeable contribution to the Board-sponsored redecoration of Ivy Hall Auditorium.

The close of the year brought the re-appointment of the following members for three-year terms: Everett L. Jones, Esq. of Camden; and Carl N. Ware, M.D. of Ocean City.

Respectfully submitted,

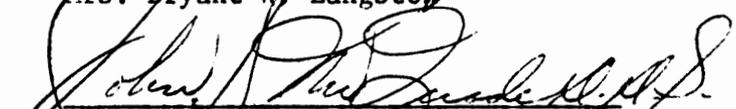

Everett L. Jones, Esq., President

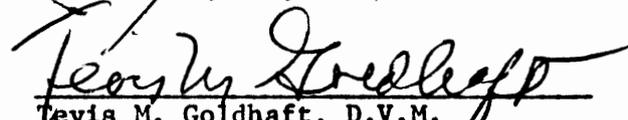

Carl N. Ware, M.D., Vice President


Mrs. Doris H. Walton


Mrs. Ruth J. Madara


Mrs. Bryant W. Langston


John S. McQuade, D.D.S.


Levis M. Goldhaft, D.V.M.

NEW JERSEY STATE HOSPITAL AT ANCORA

ANNUAL REPORT ** 1966-67

"In the face of a constantly growing population, the fifty states have accomplished a steady and substantial reduction in the numbers of persons in their mental hospitals. This decline, which began in 1954 and has continued in each succeeding year, has been accomplished both by increased expenditures by state governments and by new methods of treatment, improved staff-patient ratios, greater emphasis on prevention of mental illness, and the support afforded new community-based facilities that provide outpatient treatment and post hospital follow-up care.

"These changes have so substantially altered the operating procedures of public mental hospitals that it is no longer possible to base their financial needs on the number of beds occupied by patients. Many mental hospitals have been actively involved in the planning and delivery of community-based mental health services. For many public mental hospitals the treatment of inpatients is only one part in a continuum of services which have as their aim the management of patients in the community. Many have initiated pre-admission screening programs which have obviated the need for hospital treatment, while others have supervised discharged patients and thereby have greatly reduced the number who suffer a relapse.

"These accomplishments are impressive. Yet when we view the decline in patient census in the face of a steadily growing number of admissions it becomes evident that more patients are in fact being served in these hospitals but are staying for a shorter time. This desirable result can come about only through intensive treatment, which calls for a staff larger and more skilled than that needed in custodial programs.

"The demands of progress make it essential that the momentum already gained be continued. The evidence is ample that public mental hospitals are operating more effectively today than ever before in their history. The American Psychiatric Association urges all citizens with concern for the mentally ill and the mentally retarded to press for continued and increased support for these programs in order that this enlarged mission may be fulfilled."

Passed by the Council of the American Psychiatric Association in May 1967, the foregoing statement is that organization's RESOLUTION ON THE IMPORTANCE OF SUSTAINED OR INCREASED SUPPORT OF MENTAL HEALTH PROGRAMS. It is quoted here because it so fittingly applies to the background and nature of Ancora's success to-date and because it so suitably serves as a back-drop of general justification for the hospital's request for continued and increased support.

It is not unusual for Ancora to have the highest admission rate among the State hospitals of New Jersey. Increasing again last year, the hospital's admissions totalled 2,621 patients. Despite this record number of admissions, the hospital at the same time effected through its multi-faceted program shorter hospitalization-stay and the lowest resident population since starting its full operation. With a decrease of 279 patients over the past year, the resident population was 1,629 patients as of June 30, 1967. As stated in the above resolution, "This desirable result can come about only through intensified treatment which calls for a staff larger and more skilled than that needed in custodial programs." Again this year, Ancora urges that budgetary support be given to its expression of need for added staff, for "The demands of progress make it essential that the momentum already gained be continued".

Staff members must certainly be increased if the hospital is to maintain and develop its programs of service to the patients entrusted to its care. Present inadequacy can best be pointed up, perhaps, through statistical information concerning services provided by the physician and by the ward personnel of the nursing department. Reflecting a rather bleak picture of professional-time per patient has been a study indicating that during the past year it was possible for the patient to receive merely an average of less than five minutes per day from the physician. Present, as well, is inadequate staffing on the wards and the resulting inability to provide the average daily nursing care needed per patient, as formulated by Central Office. Upon using these prescribed standards, it is apparent that the number of 1968 budgeted positions can meet the minimal nursing needs of approximately 250 patients less than the number in residence.

Additional needs for staffing in the many hospital areas cannot be appropriately expressed without emphasizing the accompanying need for increased salaries. For the effective recruitment of personnel to properly carry out the hospital's programs there must be an increase in the salaries for all employees, especially for professionals. Without a doubt, it is indicated that those providing professional services must be elevated to the same salary basis as those doing similar work in educational settings and community clinics.

Support for increased staffing and salaries must be complemented by similar support for greatly needed expansion of employee-training programs. Ancora's success as a hospital can be largely attributed to its adherence to a concept of implementing as much training as is budgetarily possible. The hospital's budgetary requests reflect that only through appropriate training programs for all personnel can the hospital expect to gain the skilled and understanding employees essential to successful programs.

It is Ancora's recognition of the dire need for more intensified recruitment and training that bring an urgent request for the establishment of a two-year School of Professional Nursing with a new class of

15 students annually. The establishment of such a program would provide the widened avenue of nursing recruitment that the hospital must have as a base for better meeting its nursing-care obligations to the patient. By conducting its own school of nursing the hospital not only could gain a greatly needed source of recruitment, but also could build a nursing staff trained in a psychiatric setting to better understand and serve the nursing needs of the psychiatric patient. The implementation of such a program would undoubtedly result in the reduced hospitalization stays and costs which invariably accompany better nursing care.

More staff, higher salaries, expanded training -- these are essential factors in the hospital's constant endeavor to maintain a high level of patient care and treatment. These are necessary factors, as well, for intensifying our efforts in treating the adult psychiatric patient. Recent years have seen high budgetary priorities given to staffing for treating the children, the aged and the medical-surgical cases. Certainly a major area of program deficiency, as a result, is the treatment of the mentally ill adults, who make up the majority of the patient-population. To effectively combat this problem there must be considerably augmented support for providing the needed numbers of trained staff, so that the adult psychiatric patient can derive maximum benefit from hospitalization.

An integral part of this hospital is the Outpatient Department, the staff and functions of which must be expanded to meet the psychiatric needs of the southern New Jersey community. The full-time facilities in Camden and Atlantic City, combined with part-time clinics in Millville and Mount Holly, cannot begin to provide the services needed. With high case-loads of after-care patients, these units find it almost impossible to take referrals from the community. Support is greatly needed to expand outpatient services in Atlantic City and to establish Outpatient Departments in Burlington and Salem counties. With proper staffing each of these facilities could provide pre-hospital screening and intake evaluations, as well as therapeutic and follow-up services.

Providing the staff to meet the psychiatric needs of the hospital's population is exceedingly important. Our obligations do not stop there, however, in bringing progress to the total therapeutic programs. Much attention must be focused on the patients' needs in the area of physical environment, food, clothing and the amenities enjoyed by the community. The severe "hospital look" must be replaced by attractive, colorful and interesting decor. The limited program of converting dormitories into smaller rooms must be extended to many hospital areas. Better and more comfortable residential settings with more privacy must be afforded the patients, not only to make the hospitalization more pleasant and enjoyable, but also to enhance the therapeutic atmosphere in which they live.

Demanding high priority of attention is the clothing provided the patient. Presently supplied clothing, for the most part, brands the patient with an unmistakably "institutional" appearance. Oft-times ill fitting and unattractive, the State-provided clothing has left much to be desired in encouraging the patient toward neatness and

good-grooming. The purchase of attractive and practical clothing available on the market today could bring to our patients a wave of renewed enthusiasm for maintaining a good appearance. Of special significance is that relatively new variety of press-less clothing, which stays neater longer and would place greatly diminished demands on the hospital's laundry. Prime interest must be given to the broad spectrum of clothing purchases, especially in the area of reducing the purchase of State-made clothing, too often as expensive as superior clothing manufactured by private industry.

Increasingly imperative is the need for widening the vistas of the hospital's food-service program for the patients. As evidenced by the shortage of funds to meet food needs during the past year, the insufficient budgetary allowances for food have posed a serious and pressing problem. These allowances must be liberally stepped up to cover the rising costs of food and to bring the diet up to recognized minimal standards of both quantity and quality. Budgetary support must go beyond this, however, and must provide such items as are basic to any dining table. Tablecloths, napkins, plate settings -- these must be afforded the patient to increase his dining pleasure and to remove demeaning aspects of his present dining environment. This hospital, furthermore, cannot rule out the need for having condiments on the dining tables and for having at least a limited choice of entrees available to the patient.

As indicated in the hospital's Capital Budget requests, Ancora has critical needs, many of which have been annually justified over the past decade. Dormitories for patients must be converted into smaller units for 4 to 6 patients. A measure of privacy for the patients is highly therapeutic and must replace the obsolete concept of having huge dormitories for continual observation of large numbers of patients.

Urgently requested is the construction of two additional buildings for the residence of geriatric patients, who represent over 40% of the patient population. Present facilities for this annually increasing group of patients are very inadequate and many necessarily reside in areas where the quarters and staff should be utilized for active treatment of younger adults.

Air conditioning is sought for the health and comfort of our patients. No longer can air-conditioning be considered a luxury. It is a vital component of any modern, health-producing environment and would contribute greatly to the well-being of psychiatric patients. Highly significant, as well, is the increased efficiency of personnel working in air-conditioned areas.

This year, as in preceding years, the hospital requests that a chapel be built to provide an appropriate setting for the patients' religious worship. With the major faiths having services in the gymnasium over the years, it is understandable that the hospital

stresses the need for a multi-faith chapel where the patient can worship in an atmosphere of devotion and dignity.

Asked for every year is budgetary support for construction of a firehouse on the hospital grounds. Equipped to house the expensive fire-fighting equipment and to provide quarters for some employees, such a facility would assure better fire-protection for the lives and property entrusted to the hospital's care.

Because of the remote location of the hospital and its relative inaccessibility by public transportation, the hospital has a distinct need for added housing facilities for professional staff. Requested is the construction of ten garden-type apartments which will enhance the recruitment of competent professionals in disciplines where critical shortages exist. Additionally requested for the same reason is the conversion of several two-bedroom houses to four-bedroom houses, thereby making these Edgewood housing units liveable for professionals with larger families.

Major consideration must be given to having a new facility for the hospital's repair shops and mechanical storeroom, which are presently located in the basement of a patient-occupied building. The present location poses a threat to the safety of approximately 300 patients in the building, since the shops in this setting are a serious fire-hazard. A possibility of solving this problem would be the relocation of the shops in the present laundry building if the laundry could be done at Leesburg Prison, which daily sends more than 60 inmates to work in our laundry.

Another capital need is the construction of a Vehicular Garage for the maintenance and repair of some 57 vehicles at the hospital. The surplus Quonset Hut now used will not even accommodate the larger vehicles, which resultingly have to be repaired outdoors. There is a great need for a garage which will add immeasurably to the safety and efficiency of this operation.

The foregoing are but general highlights of the budgetary support sought by Ancora to more effectively meet our obligations to the citizenry we serve. "The evidence is ample" that this hospital is operating "more effectively today than ever before." Ancora urges "all citizens with concern for the mentally ill.....to press for continued and increased support for these programs in order that this enlarged mission be fulfilled."

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Consistent with the gradual decrease effected in the hospital's rated-capacity over the past decade, there was a further decrease in this capacity over the past year. Originally rated for a capacity of 2500, the hospital last year cut the figure from 2436, as of June 30, 1966, to 2014, as of June 30, 1967.

Further reduction is planned for the next year to bring the hospital to a true rated-capacity of 1900 in order to meet the minimal standards of the Joint Commission on Accreditation of Hospitals and of the American Psychiatric Association.

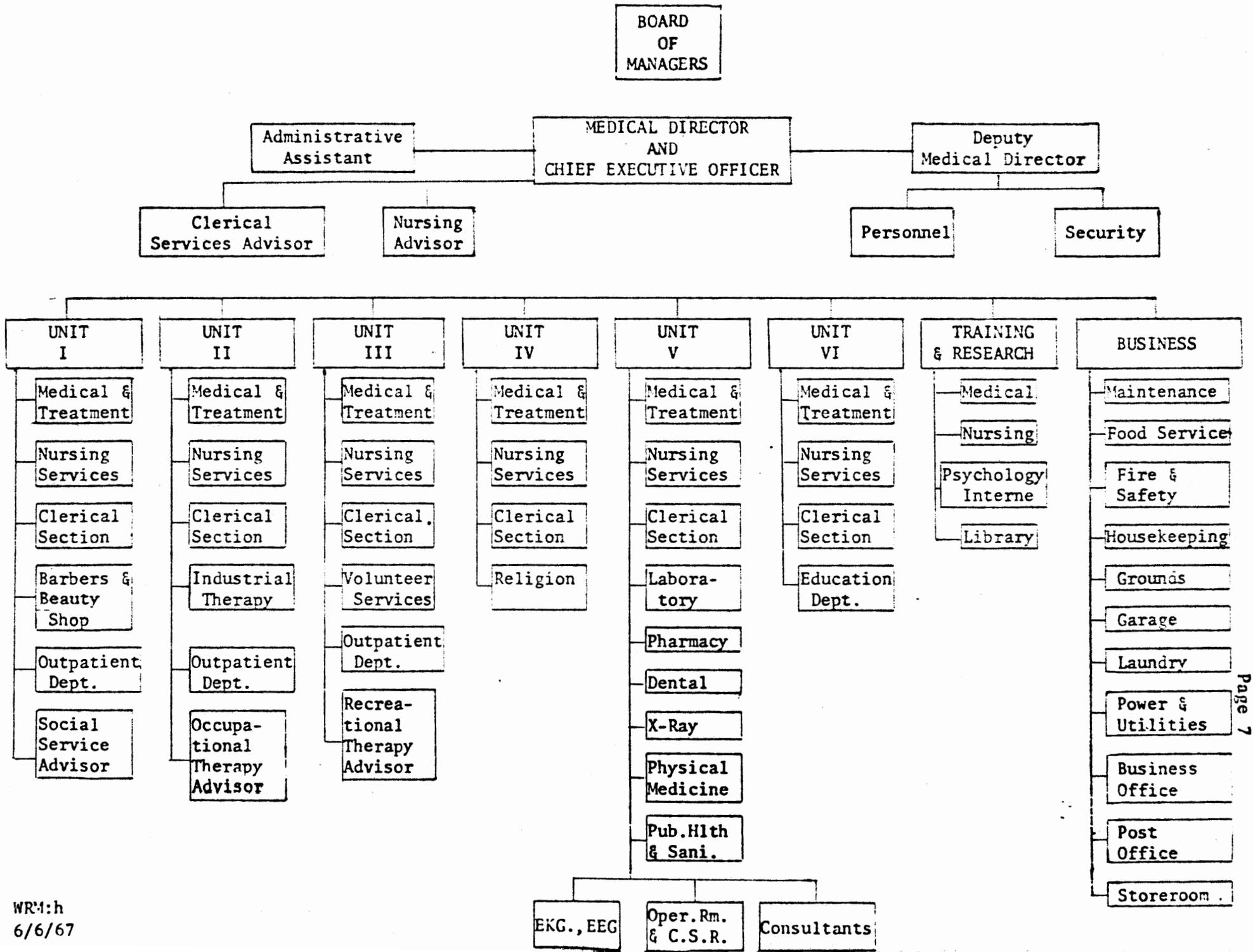
As stated in the previous year, a standard treatment capacity of 629 reflects the maximum number of patients who can be accommodated at this hospital by present-day treatment standards. It is based on an allotment of 600 square feet per patient of usable space in all patient buildings. In a recent survey of modern, well designed, adequately programmed psychiatric hospitals in this area it was found that square-footage per patient varied from 600 to over 1,000 square feet per bed. Taking the lower square-footage per bed possible to support its modern treatment program, Ancora's capacity is 629.

The above discussion reflects the following:

Rated Capacity	-	2,014
True Rated-Capacity	-	1,900
Standard Treatment Capacity	-	629

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TABLE OF ORGANIZATION - NEW JERSEY STATE HOSPITAL AT ANCORA



HOSPITAL UNIT I

(Burlington County and outside Ancora catchment area)

During the fiscal year 1966-67 Ancora State Hospital admitted 2,621 patients, which represents an increase of 9 over last year's total. Of this total 1,451 were first admissions, representing a decrease of 102 from last year. There were 1,160 readmissions, which reflects an increase of 194 over last year's number. Additionally, there were 10 patients transferred in from other State institutions. There were no births during the year.

Of the hospital's 2,621 admissions there were 15% admitted to Hospital Unit I (Burlington County and outside catchment area); 37% to Hospital Unit II (Atlantic, Cape May and Cumberland counties); 47% to Hospital Unit III (Camden, Gloucester and Salem counties); and 1% to Hospital Unit VI (Children's Unit). The last figure reflects six month's admissions, since the Children's Unit was made a separate Hospital Unit at the beginning of January 1967. Admissions to the Children's Unit during the first six months of the fiscal year are included with those of Unit I, of which the Children's Unit was then a part.

Total additions to the hospital census during the year were 2,723, as follows:

New Admissions	1,451
Readmissions	1,160
Transfers-In	10
Births	0
Returned from H.F.C.	75
Returned from U.L.	24
Returned from M.S.T.	3
TOTAL	2,723

Total releases from the hospital census during the year, excluding deaths, were 2,737, as follows:

Discharged	2,360
Transfers-Out	17
Released to H.F.C.	219
Discharged from H.F.C.	75
Released to U.L.	57
Released to M.S.T.	5
Released to Parole	4
TOTAL	2,737

The year's total number released on Trial Visit was 3,557.

As of June 30, 1967 there was a resident population of 1,629 patients reflecting a decrease of 279 compared to June 30, 1966.

The 1,629 patients were in residence in the 6 Hospital Units as follows:

<u>Hospital Unit</u>	<u>Number of Residents</u>	<u>Percentage of Resident Population</u>
I (Regionalized)	127	7%
II (")	425	26%
III (")	373	23%
IV (Geriatric)	583	36%
V (Med.-Surg.-Neuro)	79	5%
VI (Children)	42	3%
TOTAL	1,629	100%

During the year the admission office suite and activities were given much attention to effect a more attractive setting and a more efficient operation. This department was remodeled and redecorated and was outfitted with new furniture. As the result of a study of admission procedures, the time utilized in the admission of a patient was considerably reduced. Particularly significant, too, has been the favorable comment this diminished delay has drawn from community members accompanying those being admitted. Studies of this important facet of the hospital operation will continue and present plans call for increased correlation of activities of the Admission Office with those of the Central Record Room and the Central Steno Pool.

For the first time the "Open Door" program was extended to the wards of Hospital Unit I. Accomplished, thus far, has been the participation of patients on three of the Unit's four wards, thereby affording these patients much greater freedom of movement and activity in the hospital environment. As in other implementations of this program, this move has proven highly therapeutic to the participating patients, as well as morale-heightening both to the patients and the employees. Expansion of this concept within the Unit is contemplated for inclusion during the coming year.

The Burlington County Clinic has continued to function on a semi-monthly basis at the Burlington County Memorial Hospital. Served by a clinical psychiatrist on the Hospital Unit I staff, this clinic had 397 scheduled appointments and 304 patients were seen during the year. These figures reflect a 40% increase over last year's activities and the workload has become much too great for the present part-time operation. It is urged that prime consideration be given to budgetarily supporting the establishment of a full-time Outpatient Department in Burlington County with a staff of clinical psychiatrist, social worker and clerk stenographer. Only through such a course can the hospital approach meeting community needs and the demands for screening new patients for the community, intake evaluations, follow-up and therapeutic services.

In the first six months of the fiscal year the Children's Unit was a part of Hospital Unit I. In January 1967 this unit for children

and adolescents was separated and was made Hospital Unit VI in the hospital organization. During the six-month period in Hospital Unit I there were 26 children participating in occupational therapy, with an average daily attendance of 16 patients. The total program-hours for the group was 899. During the same half-year the children's participation in the widely varied recreational therapy program reflected a total patient-attendance of 4,159 in 539 scheduled activities.

In the central occupational therapy setting of Hospital Unit I, 154 adult patients were accommodated for a total of 11,415 program-hours. The Unit's occupational therapy program on the wards showed that a total of 1,024 patients were contacted, both individually and in groups. with the visits ranging up to 45 minutes each. The Unit I recreational therapy program for adult patients had a total patient-attendance of 9,410 in 235 scheduled activities.

In addition to performing in his advisory capacity, the Social Service Advisor had 190 patient, collateral and inter-agency contacts during the year. Contacts of similar types by Unit social workers numbered 852. The part-time psychologist performed 51 psychological evaluations, in addition to numerous interviews with patients.

The Central Record Room continued to remain current in its work, although expanding its role by providing a more comprehensive central service and by increasing assistance to the Hospital Unit record rooms. The Central Steno Pool, however, shows a considerable backlog, undoubtedly reflecting the heavy workload caused by the hospital's high admission rate. The Hospital Unit I Record Room and Steno Pool continued in a current status in all clerical and filing duties.

HOSPITAL UNIT II

(Atlantic, Cape May and
Cumberland Counties)

Despite critical staff shortages and a mounting admission rate, Hospital Unit II was able to reduce the average daily census by 35 this year, compared to last year. Aiming to minimize the patients' stay and avoid complications often resulting from prolonged hospitalization, the Unit had an average hospitalization-stay of 38 days per new admission. It is significant, as well, that the Unit maintained its program of having 75% of the wards on an "open" basis.

On July 29, 1966 the full-time, hospital-based Outpatient Department was moved to Atlantic City, where quarters were provided by the Atlantic County Association for Mental Health. In addition to the 2,525 patient-appointments in Atlantic City, there were 651 in the Millville Clinic where services are rendered one day per week at the Cumberland County Guidance Center. Further indicating the workload of these two centers of the Hospital Unit II Outpatient Department are the following statistics for the past year:

Total active cases - July 1, 1966	-	282
Cases added during the year	-	418
Total active cases - June 30, 1967	-	387

Envisioned is expansion of the scope of the Outpatient Department to include considerable pre-admission screening and evaluation.

Gaining a new social worker, Hospital Unit II functioned with two social workers during the year and the addition resulted in, among other augmented services, increased utilization of the Home Family Care program. Showing an increase of about 100% in Home Family Care placement, there were 80 patients placed compared to 42 during the previous year. The social workers had 1,079 patient-interviews, 112 with relatives and 364 collateral contacts. Psychological evaluations performed by the Unit psychologist numbered 66 for the year.

The Occupational Therapy Advisor devoted effort toward elevating occupational therapy programs in the various Hospital Units. In this endeavor the Advisor conducted in-service training programs for Unit occupational therapy personnel and encouraged greater use of occupational therapy library materials available in the hospital. The home-making Unit in Birch Hall has proved to be a dynamic program and has served referred patients, both acute and chronic. The Unit II occupational therapy program had a total patient-participation of 2,345 during the year.

In looking ahead over the next few years, it appears that the greater challenge is presented by the chronic patients, whose treatment and rehabilitation demand major consideration in future therapeutic programs. To combat this problem it is essential that aides receive more intensified training at the Unit level to make them more effective therapeutic agents. Indicated, as well, are the expansion and intensification of a meaningful Industrial Therapy program in coordination with the Vocational Rehabilitation program.

HOSPITAL UNIT III

(Camden, Gloucester and
Salem Counties)

During the year Hospital Unit III was able to reduce its capacity from 618 to 479, a reduction of 139 beds. This was accomplished despite the high admission rate (47% of the hospital's admissions) and despite the severe shortage of professional personnel. Releases from the Unit totalled 1,198, or approximately 44% of the total releases from the hospital. The average daily census was considerably reduced from that of last year and over the latter months of the year the average was slightly over 400 patients.

The Unit's full-time Outpatient Department in Camden was the only such extension into the community, since staff shortage caused the abandonment of the part-time operation in Salem. It is hoped that the

previously successful Salem program can be reinstated when staffing becomes sufficient. The Camden facility conducted 2,555 patient-interviews and 405 cases were opened.

An addition to the social service staff resulted in considerably increased activity in this phase of the Unit's operation. The total of 136 patients participating in the Home Family Care program reflected a 35% increase over last year. Representing a 20% increase for this year were the 39 patients accepted by the Department of Public Welfare, thus permitting discharge from the hospital. The social workers had 2,545 interviews, including patients and relatives and collateral contacts. It is felt that with additional social service staff much can be gained through expansion of present programs and through close alliances and communication with community resources. The Unit's Psychology Department accomplished a 35% increase in psychological service contacts with patients this year. Included were the performing of 195 psychological evaluations.

The Recreational Therapy Advisor reported a total of 1,385 central activities with a total patient-attendance of 67,981; Unit activities numbered 390 with 19,897 patient-attendance. Considerably increased recreational therapy activities and participation was accomplished in the Unit by effecting a collaborative approach by recreational and nursing personnel. In the occupational therapy program there were 749 patients participating with the total patient program-hours amounting to 16,526.

Included in the 7,455 hours of service provided by the Ancora Volunteer Services were 134 Canteen Cart trips which brought sales of \$10,110.81. The Volunteers' varied activities also included providing clothing to 162 patients from the hospital and from the Home Family Care program. The Ancora Volunteer Services will endeavor to build its membership by 20% over the coming year and to establish two Twig groups, as well. It is hoped that the next three years will see a 60% membership increase and the establishment of six Twig groups.

HOSPITAL UNIT IV

(Geriatrics)

At the end of the fiscal year there were 583 patients in residence in Hospital Unit IV; this amounts to 36% of the hospital's resident population as of June 30, 1967. Continuous efforts will be directed toward diminishing this resident population. Over the past year 41 patients were discharged and 31 patients were placed in the Home Family Care program. Intra-hospital transfers involving Hospital Unit V included 328 transfers-in and 214 transfers-out.

A Public Health Service grant for "Treatment and Rehabilitation of Geriatric Patients" was awarded to the hospital. Approved for a period of five years and approaching a total of \$500,000, the grant provides for \$100,000 for the first year, January 1, 1967 to December 31, 1967. Recruitment of staff and ordering of supplies and equipment

were started in the latter part of the fiscal year. Expected over the next year is the implementation of this program which should result in the development of a more highly therapeutic climate for the geriatric patients. It is felt that such an intensified program will result, furthermore, in shorter hospitalization and reduced hospital operational costs. The carrying out of this grant program should result, as well, in keeping the geriatric resident population lower than at present and, thereby afford a greater proportion of staff-time and funds for the treatment of younger psychiatric patients.

The total patient-attendance in the Unit IV recreational therapy program was 21,140 at 303 activities. There were 101 patients participating in the Unit's occupational therapy program with a total of 19,097 hours in the program. The average daily attendance during the year was 43 patients.

The hospital chaplains conducted the usual services and administered to the religious needs of the patients. The Unit Record Room and Steno Pool remained on a current basis.

HOSPITAL UNIT V

(Medical-Surgical-Neurological)

During the year the bed capacity of Hospital Unit V was reduced from 150 beds to 126 on the two wards, each of which had an average daily census of approximately 40 patients. Further implementation of a policy of staffing these wards with personnel of more medical and surgical orientation has resulted in better patient care, as well as in maintaining a reduced census. Envisioned is eventually separating the Medical and Surgical Services with each under an appropriate specialist. Also a goal over the next few years is the establishment of an Intensive-Care Unit, the need for which is recognized as being of great importance.

The Laboratory reported a total of 51,669 tests performed. There were 308 deaths and 152 autopsies, including 50 coroner cases. The autopsy rate this year was 37.6%. Increased speed and accuracy in doing several types of routine laboratory procedures were brought about with the acquisition of an Auto-Analyzer and an Autocytometer. Additional equipment will be sought to effect similar efficiency in accomplishing other analytic chemistry tasks. It is anticipated that the addition of an Assistant Pathologist to the staff will considerably augment the department's services, both quantitatively and qualitatively.

With a total of 160 operative procedures performed, the Operating Room recorded 81 major and 79 minor operations and total anesthetics administered numbered 858. During the year 2,522 patients were seen by consultants in the various medical specialities. The Ophthalmology Clinic treated 897 patients and there were 313 patients served by the Optician.

The Dental Department registered 5,363 patient-visits and over the next few years will be replacing some of the older dental equipment with that affording the patients greater dental comfort while being treated. The Physiotherapy Department administered 6,881 treatments to 551 patients and the addition of a Medco-Sonlator to this department appears to have decreased convalescent time for C.V.A., paralysis and muscle-strain patients.

The X-ray department made 12,028 exposures on 5,442 patients and 1,026 employees; these figures do not include the semi-annual x-ray surveys of patients and employees. The Pharmacy filled a total of 12,880 prescriptions. Performed in the Electroencephalography Clinic were 410 Electroencephalograms, 4,863 Electrocardiograms and 5 Basal Metabolism Rates.

A regular schedule of sanitary inspections and a program of insect and rodent control were effectively maintained by the Department of Public Health and Sanitation.

HOSPITAL UNIT VI

(Children)

Previously a part of Hospital Unit I, the Children's Unit became the separate Hospital Unit VI in January 1967. Over these last six months of the fiscal year it had a total of 43 children enter the Unit; included were 28 first admissions, 1 readmission and 14 transfers from other Hospital Units. During this same period there were 27 discharges from Hospital Unit VI. Eliminating the young patients' residence at any time with adults, a new admitting procedure was implemented for children and adolescents. No longer kept on the admission ward for one day, they are brought to the Children's Unit immediately after the admission office examination and procedures are completed.

The special reconstruction to meet the needs of a children's service was completed during the year; these physical changes were in both the residential and classroom areas. Recruitment of personnel resulted in the filling of all budgeted positions, except two for medical consultants and several for nursing employees. The close of the year saw the activities of all departments coordinated and operational to offer a complete diagnostic and treatment program for the emotionally ill youth. Now participating in a program with emphasis on individualized treatment, each child has a scheduled hour-by-hour treatment program which may be revised weekly when indicated.

Through the Federal Elementary and Secondary Education Act (Titles I and II) a total of \$17,737 was made available to augment the Unit's program. Although these funds represent a \$10,000 decrease from the amount granted in the preceding year, they made possible great improvement and expansion of the Education Department program. Gained from this source were staff, textbooks and equipment, as well as an outdoor recreational area nearing completion at the end of the year.

Since being employed in February 1967, the full-time social worker had 330 interviews with patients, 219 with relatives and 27 contacts with community resources. The Psychology Department performed 39 psychological evaluations over the six-month existence of Hospital Unit VI.

During the period of January 1967 through June 1967 a monthly average of 27 students participated in the Educational Program, which had an average of 20 scheduled workdays per month. It is felt that added staff, equipment and facilities are indicated to give this program the needed increase in effective growth and development.

In the Occupational Therapy Department there were 2,118 treatments in 1,310 patient-program hours during the latter half of the fiscal year; the monthly average of patients treated was 23. During the same period the Recreational Therapy Department registered a patient-attendance of 7,947 in 1,528 scheduled activities of a widely varied nature, both in hospital and extra-hospital settings.

The clerical services of the Hospital Unit, including those of the Utilization Review Section, continued on a current basis.

DIVISION OF TRAINING AND RESEARCH

The Residency in Psychiatry program received intensified recruitment efforts which, combined with significant salary increases, resulted in a considerably increased number of residents in training. Obviously impressing applicants, too, were the well-balanced course and the strong affiliations, in addition to certain unique features, such as the Suicide Prevention Telephone Service. Awarded near the end of the year was a National Institute of Mental Health grant of \$12,000 annually for the three-year residency of a physician who has been in general practice.

In Nursing Education the most significant development was the enrollment of 9 psychiatric technicians in the two-year professional nursing school of an area community college. The progress of these students to-date has been most encouraging.

The psychiatric technician training program continued and produced 8 graduates this year. In the U.S. Public Health grant program 35 institutional attendants were graduated from the nine-week courses, which placed considerable emphasis on developing the students' ability to tolerate self-critical introspection, as it is related to their work and patients' needs. The 12 three-week classes of attendant orientation graduated 157 aides and the program's focus was shifted from classroom to clinical area instruction with increased supervision.

Students from Our Lady of Lourdes School of Nursing in Camden affiliated at this hospital for training in psychiatric nursing.

Practical nurse students affiliated here from the vocational schools of Burlington, Cape May and Salem counties, as well as from Camden, Atlantic City, Millville and Vineland high schools.

The Medical Library had 2,799 books at the close of the year. Since its physical facilities are too limited to accommodate the psychiatric residents for study, a Medical Library Resources Grant was applied for in June 1967 to equip and furnish two additional rooms for that purpose. Acquisition of books for the Nurses' Library and the Patients' Library bring their book-totals to 461 and 6,309, respectively.

Over the past year the Suicide Prevention Telephone Service gained nation-wide recognition and drew informational requests from numerous hospitals and educational institutions. A summary of the hospital's experience in operating this successful program was accepted for publication in MENTAL HYGIENE, published by the National Association for Mental Health.

PERSONNEL DEPARTMENT

Primarily caused by the year's increased terminations of Institutional Attendants and Food Service Workers, the personnel turnover rate was the highest in the history of the hospital. Despite increased recruitment efforts and overtime allowances in these two specific areas, there persisted a critical shortage, especially of male employees in these non-professional categories. In the recruitment of professional personnel the hospital was markedly assisted by increased advertising funds and upward revised salary scales for hiring. Hopefully the overall problem will diminish with the coming year's 5% salary increase and the time and one-half rate of compensation for overtime.

During the year 434 permanent, temporary, part-time and seasonal employees were hired and 368 were separated. Compared to the preceding year, this movement of employees is reflected in the following table:

	<u>1967</u>	<u>1966</u>
Accession Rate	31.96%	21.45%
Separation Rate	29.22%	23.80%
Voluntary Quit Rate	26.02%	18.67%

Employees promoted during the year numbered 125; reassigned to other positions, 27; and positions reclassified to higher titles, 5. Approval was received for the 14 requests for salary adjustment.

The past year showed a marked decrease in grievances and disciplinary action. Activity by organized employee-groups has been minimal and, for the most part, employee problems have been solved in scheduled Employee-Management Meetings.

Annual physicals were given to 281 employees. Employee accidents numbered 160, of which 97 were lost-time accidents resulting in 844½ working days lost. The Employees' Blood Donor Program once again met its quota of contributions and provides free replacement of blood needs to all employees and members of their immediate families for the coming year.

Comparing favorably with previous years, the Suggestion Award Program had 37 suggestions; there were 17 approved by the hospital and 9 cash awards. Employee participation in the annual U.S. Savings Bond Drive increased from 41% to 56% this year, thus allowing Ancora to maintain its top position within the Division of Mental Health and Hospitals.

The seventh annual Employees' Night was attended by approximately 400 employees and guests and was a very successful evening of employee-recognition. Held immediately prior to this evening program was the annual meeting of the Ancora Combined Charities which, completing its tenth year of operation, listed the following donations for the year:

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)	100
Salvation Army (Camden)	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
Total	<u>\$6,310</u>

SECURITY DEPARTMENT

The hospital grounds were covered by the Security Department on a 24-hour basis. The department's activities included 489 general police investigations, 14 criminal investigations, 58 traffic investigations and the issuing of 244 Traffic Warning Tickets. In its identification work the department reported fingerprinting and photographing 2,797 patients and 519 employees and affiliating students.

BUSINESS DIVISION

The average daily population was 1,812 and the Home Family Care daily average was 108; the combined averages represent a decrease of 15% compared to last year.

Expenditures totalled 6.27 million dollars and reflect a daily per capita cost of \$9.484. A total of 3.2 million dollars was collected and credited to the State Treasurer. Representatives of the State Auditor's office completed their audit of the accounting records for the period July 1, 1964 to March 31, 1966; recommendations in their report are being followed.

The Food Service Department continued to provide a high standard of service. With diminished help from patients, the department found it necessary to hire part-time personnel and to schedule employees on an overtime basis. Due to rising costs, the daily food allowance of 58 cents proved insufficient and it was necessary to secure an additional 2 cents for the last three months of the year.

Approval of 5 temporary positions in the Building Service Department was received to establish a task force for all major cleaning in ward areas. To further coordinate and improve the housekeeping functions in patient areas a Housekeeping Committee was formed and has been successful in its efforts. A decrease in patient help in the sewing and mending rooms made it necessary to curtail the manufacture of several household items. New equipment included electric beds for medical-surgical patients and air conditioners for the Physiotherapy Department and the Butcher Shop. This year also saw the replacement of stoves and refrigerators in the homes of resident employees.

The Laundry utilized the help of 64 Leesburg inmates in processing 5,111,355 lbs., of which 69% was for this hospital; the remainder was for Vineland State School, Vineland Soldiers' Home and Leesburg Prison Farm. To improve the quality of work washing formulas were changed, as recommended by the Wyandotte Company.

New quarters have been requested in the budget for the Vehicular Garage, which continued to operate in a highly inadequate, surplus Quonset Hut. Vehicular replacements received included 1 pickup truck, 1 van-body truck, 2 passenger sedans and 1 32-passenger bus. A similar bus was purchased with Title I funds for the Children's Unit. The additional snow-removal equipment received permitted a more efficient and safe operation during snow emergencies.

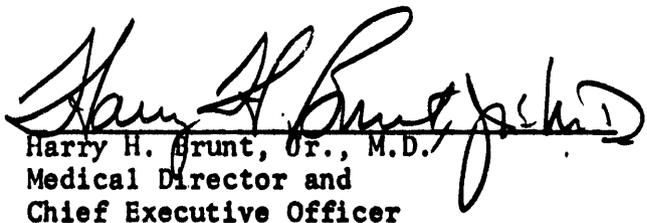
Experiencing lessened patient help, the Grounds Department requested additional temporary positions to maintain the hospital grounds during the summer months. Tested with good results was the use of liquid fertilizer on lawn areas; this method will be expanded for use with trees and shrub beds, as well as at the nursery. The greenhouses were utilized to provide horticultural therapy to 337 patients during the year.

Completed was the conversion of the Power House boilers from oil-firing to gas or oil. This change will prolong the life of these units and will result in a cleaner, more efficient operation. The hospital held an unannounced, two-hour "blackout" on June 7 to uncover problems that might result during a power failure on a regular workday. Several minor problems were exposed and later corrected. Evident, however, was the need for two additional emergency-power generators, one of which has already received budgetary approval.

Chlorination of the water supply has been delayed, as the previously agreed upon system of feeding from each of the four wells could cause complications. An emergency fund of \$10,000 was approved for obtaining the services of an engineer to make a complete survey and furnish recommendations for a centrally located treatment plant. A new chlorinator installed in the Sewage Plant has greatly reduced the cost of treatment by automatically feeding chlorine gas in proportion to the amount of sewage-flow.

The cancellation of the maintenance contract for the hospital's 8 elevators has resulted in a considerable cost reduction in maintenance, which was turned over to institution mechanics. Underway at the end of the year were the final phase of installing metal partitions in patient toilet rooms and the initial phase of converting 2 patient dormitories to rooms. Requested in the Capital Budget was a separate building for the hospital's maintenance shops, which are still located in the basement of a patient-occupied building.

The Department of Fire and Safety was transferred to the Business Division, effective June 1. A fire house and aerial ladder truck are urgently needed and have again been requested in the Budget. Accident investigations and other responsibilities connected with safety require an increasing amount of time by the employees of this department. There were 37 fire calls, 175 miscellaneous calls for assistance and 260 investigations of employee-accidents during the year.


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Medical Director and
Chief Executive Officer