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EIGHTEENTH ANNUAL REPORT

OF THE

ANCORA PSYCHIATRIC HOSPITAL

FOR THE PERIOD ENDING JUNE 30, 1972

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Ancora Psychiatric Hospital
REPORT OF THE BOARD OF TRUSTEES

To: Robert L. Clifford
Commissioner
Department of Institutions and Agencies

This is the eighteenth Annual Report of the Board of Trustees of Ancora Psychiatric Hospital.

The thanks of the Board members are unanimously expressed to the hospital administration under the leadership of the Medical Director and Chief Executive Officer, Farrell R. Crouse, M.D. The consistent dedication of the administration, as well as the entire staff, has made possible the continuation of Ancora's distinction of being fully accredited since its inception by the Joint Commission on Accreditation of Hospitals.

Because of the unprecedented activity in the area of labor relations the Board, in concert with the administration and the Governor's Office of Employee Relations, focused a great deal of attention and effort toward union management harmony. The Board was deeply impressed with the efficient manner with which the hospital's administration and loyal employees coped with several job actions and potential job actions instituted by these organizations. At no time during any of these crises did patient care suffer in any way whatsoever.

Midway through the fiscal year the legislated change in Title 30 was effected and, resultingly, the Board of Managers became the Board of Trustees with a newly defined role, which was well accepted by the members with no accompanying transitional problems. Included in the change were the titles of the Board's elected officers; the President became Chairman and the Vice-President became Vice Chairman.

Early in the year a framed resolution was presented from the Board to Dr. Carl N. Ware in recognition of his dedicated service as a Board member at Ancora for a period of eight years, two of which he served as President from July 1968 to June 1970. His outstanding efforts and leadership throughout his terms of appointment have left an indelible mark of progress in the history of the hospital.

Implemented during the past year was a considerable number of Board-sponsored projects, each of which was initiated to better serve the patient population entrusted to the care and treatment programs at Ancora.

Bringing very rewarding results was the Medical Director's plan placed into operation by the Board to provide the Hospital Units with Patient Welfare funds for refreshments, party and related items for the patients on a per capita basis. The close of the fiscal year showed continued proof of the importance of this fund's contribution toward making the patients' hospitalization more pleasant and enjoyable. The Board is most happy about the results of this program which makes available to each Unit a monthly sum based upon \$1.25 per patient.

In its continuing endeavor to assist in enhancing the overall therapeutic climate of this hospital, the Board effected the addition of air conditioning and improved lighting in the Multi-faith Chapel. These latest additions have been enthusiastically received by the many patients whose religious needs are now met in a much more comfortable setting.

Also receiving the attention of the Board to provide more comfort for the patients was the Greenhouse complex, where the bulk of the hospital's horticultural therapy program is carried out. Originally built and later expanded by the Board, this physical facility was found to be in need of an air cooling system. Year's end found this addition installed and making possible not only comfortable working conditions, but also improved environmental control and program expansion. The Board certainly deems this newly installed cooling system to be an important addition to an important therapy form.

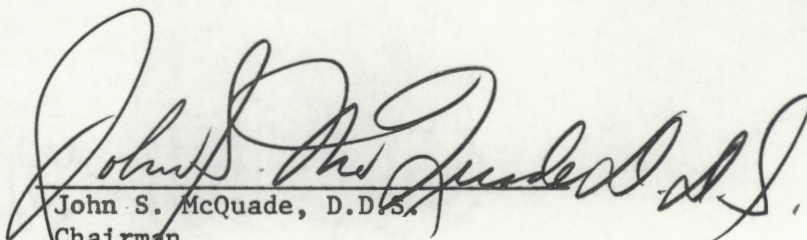
More of a long-term project of the Board of Trustees is the improvement program for patient areas on a hospital-wide basis. This sizeable undertaking will deal with redecorating, furnishing and equipping the facilities used by the patient population. Already underway before the close of the year has been Phase I of this long-range program to give the patients more attractive and better equipped areas for their residence, treatment and recreational use. It is anticipated that this project will experience dramatic progress during the coming year.

The redecorating program for the hospital commissary, the Anorage, was continued during the year and was extended to the facility's outdoor area. An attractive and functional cover was erected over the large patio area adjacent to the Anorage. Year's end also saw the ordering of new outdoor furniture for the patio. The completed project will provide a more sheltered and comfortable setting for the patients and their visitors. In regard to the Anorage sales and profits, last year's picture of increases, effected through new management, continued throughout the past fiscal year. The Board was certainly quite satisfied with the overall operation of the Anorage.

Fully recognizing the importance of voluntary services provided for the community, the Board of Trustees presented its tenth annual Humanitarian Award. Receiving the award was Mrs. Howard Dean who had served as Executive Secretary of the Atlantic County Association for Mental Health throughout the history of the hospital until her recent retirement. Her lengthy record of dedicated service to this hospital will long be remembered by the many patients who benefitted from her efforts, both in the hospital and in the community. Patients and personnel, alike, respectfully and affectionately called her "Bess". To them she will remain a symbol of the high level of community concern and help essential to better serving the interest of the mentally ill.

The members of the Board of Trustees unanimously express best wishes of success to Commissioner Robert L. Clifford in his directing the operation of the Department of Institutions and Agencies. With full confidence in his executive ability and leadership, the Board eagerly anticipates growth and development in the state mental health program. In whatever appropriate manner it can, the Board will fully support and assist Commissioner Clifford in his endeavors for the ultimate benefit of the unfortunate victims of mental illness.

With the close of the fiscal year came the reappointment of Dr. John S. McQuade of Ventnor and Mrs. Ruth Ann Schlesinger of Moorestown to membership on the Board of Trustees for three-year terms. Dr. McQuade has been reappointed to the State Community Mental Health Board.



John S. McQuade, D.D.S.
Chairman

ANCORA PSYCHIATRIC HOSPITAL

BOARD OF TRUSTEES

TABLE OF ORGANIZATION

MEDICAL DIRECTOR AND CHIEF EXECUTIVE OFFICER

DEPUTY MEDICAL DIRECTOR

Chief Security Officer

Personnel Director

Nursing Advisor

Pub. Health
and
Sanitation

Asst. to the
Med. Dir.

Asst. Med. Dir.
UNIT I

Asst. Med. Dir.
UNIT II

Asst. Med. Dir.
UNIT III

Asst. Med. Dir.
UNIT IV

Asst. Med. Dir.
UNIT V

Asst. Med. Dir.
UNIT VI

Dir. of Train.
AND
Research

Business
Manager

Physicians

Physicians

Physicians

Physicians

Physicians
inc.
Consultants

Physicians

Resident
Physicians

Bus. Off.

Nursing

Nursing

Nursing

Nursing

Nursing

Nursing

Maint.

Clerical

Clerical

Clerical

Clerical

Clerical

Clerical

Libraries

Food Serv

Soc. Serv.

Soc. Serv.

Soc. Serv.

Soc. Serv.

Rec. Therapy

Soc. Serv.

Volunteer
Services

House-
keeping

Psychology

Psychology

Psychology

Rec. Therapy

Laboratory

Psychology

Psychology
Interne

Grounds

Rec. Therapy

Rec. Therapy

Rec. Therapy

Occ. Therapy

Pharmacy

Rec. Therapy

Medicare &
Utilization
Review

Garage

Occ. Therapy

Occ. Therapy

Occ. Therapy

Chaplains

Dentistry

Occ. Therapy

Laundry

Barbers &
Beaut.

Outpatient
Dept.

Psychol.
Services
Advisor

Ind.
Therapy

Physiotherapy

Education
Dept.

Power &
Utilities

O.T. Advisor

Ind.
Therapy

Outpatient
Dept.

Ind.
Therapy

Post
Office

Soc. Serv.
Advisor

Outpatient
Dept.

Ind.
Therapy

EEG; EKG

O.R. & C.S.R.

Ind.
Therapy

Storeroom

HOSPITAL POPULATION MOVEMENT

	Unit <u>I</u>	Unit <u>II</u>	Unit <u>III</u>	Unit <u>IV</u>	Unit <u>V</u>	Unit <u>VI</u>	Total F.Y. 1972	Comparison with 1971
First Admissions	375	540	706	0	90	88	1799	-104
Readmissions	244	657	664	0	43	13	1621	+ 27
Transfers-In	5	2	4	0	15	0	26	- 15
Births	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ADMISSIONS	<u>624</u>	<u>1199</u>	<u>1374</u>	<u>0</u>	<u>148</u>	<u>101</u>	<u>3446</u>	<u>+ 92</u>
Returned from - Home Family Care	19	34	62	3	16	0	134	+ 14
Unauthorized Leave	5	9	14	4	0	1	33	- 17
Med.-Surg.- Treatment	1	0	0	0	12	0	13	+ 15
Discharged	585	1011	1241	49	46	111	3043	+ 32
Discharged from - Home Family Care	16	45	40	27	0	0	128	- 10
Unauthorized Leave	8	42	24	1	0	0	75	+ 11
Med.-Surg.-Treatment	0	0	0	0	3	0	3	- 4
Transfers-Out	<u>6</u>	<u>19</u>	<u>20</u>	<u>8</u>	<u>16</u>	<u>0</u>	<u>69</u>	<u>- 5</u>
TOTAL DISCHARGES	<u>615</u>	<u>1117</u>	<u>1325</u>	<u>85</u>	<u>65</u>	<u>111</u>	<u>3318</u>	<u>+ 24</u>
Released to - Home Family Care	45	71	97	53	0	0	266	+ 12
Unauthorized Leave	13	52	37	5	0	1	108	- 7
Med.-Surg.-Treatment	0	1	0	1	17	0	19	+ 15
Deaths	12	67	70	85	4	1	239	- 24
Average Daily Resident Population	126	303	310	399	74	34	1246	- 62

Ancora Psychiatric Hospital

ANNUAL REPORT

During the Fiscal Year of 1971-72 Ancora Psychiatric Hospital again forged ahead with the traditional fortitude that has become the trademark of loyal and dedicated employees of this hospital through the years since its inception in 1955 as New Jersey's newest and most modern institution for the care and treatment of the emotionally afflicted residents in the southern areas of the State.

In a comprehensive review of our previous goals and accomplishments, some statistical data assume significant milestones. The total number of patients admitted this year was 3,446, a decrease of 92 in comparison with the previous year. A similar trend was reflected in the total number of first admissions, viz. 1,799 representing a decrease of 104 patients. The total discharges and releases excluding deaths, were 3,711. The average daily population dropped to 1,246 -- a substantial decrease of 62 from last fiscal year. The actual resident population as of June 30, 1972 was down further to 1,196. These are in accord with nation-wide statistics and become remarkable when viewed in the context that two out of five of all hospital beds in this geographical area are occupied by mental patients. Other impressive figures gathered from the ancillary services confirm increasingly effective utilization of departmental facilities. Occupational Therapy admitted 2,031 new patients to the program. The average daily attendance was 217.77 and patient participation totaled 86,770 hours. Recreational Therapy had 4,299 activities with a total patient attendance of 101,501. There were 234 new patient participants in the Industrial Therapy program. The Social Service Department conducted a total of 26,558 patient interviews, collateral and inter-agency contacts; while the Department of Psychology performed 1,829 group counseling sessions and 1,349 individual evaluations, testing and counseling sessions.

Highlights of hospital activities during the year included the inspection of its physical facilities, operation and programs by a team from the Joint Commission on Accreditation of Hospitals. It has become a pleasant routine for administration to congratulate the staff for its consistent efforts to insure full accreditation of the hospital and, indirectly, continued approval of our Psychiatric Residency Training Program. Open House celebration last May was the most successful to date when an unprecedented 800 visitors toured the various components of the hospital complex.

Community relations reached a new high this year. With the Cumberland County Mental Health Center in full operation, mutual referrals of patients are in progress and made possible by increased liaison and staff meetings. Contractual agreements have been signed with the Gloucester Mental Health Center and Area 17 of Camden. Atlantic County has reactivated organizational plans for the future establishment of a Mental Health Center in that area. The Mental Health Association, with renewed vigor, is in frequent contact with the appropriate section of the hospital to discuss possible expansion of services. This was occasioned by the resignation of the head of our Atlantic City Clinic necessitating limited coverage by hospital-based physicians. A similar problem arose at the Camden Clinic with the retirement of its Director. However, qualified psychiatrists have

now been recruited to supervise these clinics; and return to full operation is expected in the immediate future. To further facilitate maximum effectiveness, the Out-Patient Clinic in Atlantic City has relocated to newer and more spacious offices in the heart of the city. The Burlington County After-care Clinic in Mount Holly has also been expanded to provide one-day-a-week service to our discharged patients in that area. Despite the loss of key personnel in the clinics, a total of 8,441 patients were seen. We are fortunate in gaining a federally -expanded drug-abuse center, NARCO, in Atlantic County. Another facility, with in-patient service for alcoholics, the Seabrook House, is in the process of applying for a federal grant and has obtained our endorsement for provision of back-up services required. Our own Federal Geriatric Project was terminated December 31, 1971 at the conclusion of its 5-year grant period. A marked success during the last years of its operation, with a record 70% of patients on the program having been either discharged or placed on Family Care under new and able leadership, the administration has decided to continue this worthwhile program on a limited basis as the active rehabilitation ward of the Geriatric Unit.

Other noteworthy events have happened at Ancora. This year heralded a new era in employee relations. Prior to the recent signing of the AFSCME and AFTE contracts, there had been a flurry of competitive unionizing activities with strategies in upsmanship and opportune inevitability spiraling to unprecedented heights, publicity-wise in an election year. This was characterized by threats of and actual "sick-outs", demonstrations and neologistic vocabularies which kept the Security and Personnel Departments busy. However, the Medical Director, in his second year of administration, has proven more than equal to the task. One less endowed would have succumbed to the impulse to refute concocted and easily defensible charges and become ensnared into the quagmire of countenancing the fanfare. Instead, he providentially mobilized a team to formulate a comprehensive and highly effective "Job Action Plan" fully coordinated through all levels of the great majority of devoted employees whose transcendent cooperation put a virtual end to all potential strategists.

Amidst the turmoil, in psychologic parlance, the unencumbered majority forged on and jobs were done. Meanwhile, we continued training psychiatrists. Four residents graduated. Only one chose to leave for greener pastures and the rest stayed on as Clinical Psychiatrists. And, through the most extensive advertising in more than 150 publications, recruitment in all levels was the highest in the hospital's history. Positions for physicians are all filled or reserved. For the first time in two years, the Personnel Department filled all professional positions and obtained additional clerical help to process increased workload, including 25 grievances as compared to 13 last year. Nursing education reported that 94 nursing personnel completed scholarship and orientation programs and have been assigned to clinical areas. The 24-hour Suicide Prevention Telephone Service continue to operate on the highest level for effective help to callers with self-destructive propensities. There were 135 such calls this year. Employee Performance Evaluation and Improvement Systems was implemented in rating employees and embodies the new concept of "management by objective". This, also, was the year of decentralization of Civil Service function, with delegation of certain responsibilities to local departments, thereby realizing greater savings in time and improved service. However, a civil action has brought this innovation to a halt, pending legislation. In a continuing effort to improve communication, a new State-controlled automatic network telephone service (SCAN) was inaugurated on November 22, 1971. Of benefit to patients in the clinics, medical-surgical

unit and other related clinical facilities, approval for Medicaid funds has been received. Our general hospital section was reorganized and is now headed by a Physician Specialist who can better coordinate the various specialty departments within the unit. Under the auspices of the Board of Trustees, a \$1.25 fund for each patient was allocated from the Patients' Welfare Fund for recreational purposes and incidentals. Within a brief period, the response, in terms of increased morale and motivation, was unparalleled. In tune with the times, for the safeguarding of patients entrusted to our care, the Department of Environmental Health was placed under the office of the Deputy Medical Director to improve coordination among the eight divisions of the hospital. Civil Defense and Disaster Control training was stepped up; and drills were successfully carried out. The Christmas Committee was reorganized to insure the utmost utilization of donated materials and spread the tidings of the holidays to each and every patient.

The Business Division completed several projects essential to the hospital's operation. Air conditioning was installed in the special wing of the Children's Unit. Ventillation in the Laundry and Service Building had been completed. Observation rooms adjacent to Nurses' stations were structured for optimum supervision of special status patients. The Inter-faith Chapel has been air conditioned. Installation of elevators in a number of patient buildings have been started. This long-awaited project will enormously benefit patients, especially the elderly and infirmed who would, otherwise, be virtually confined in closed areas and subjected to the rigors of physical and psychological complications from relative immobilization. For use of the Fire and Grounds Departments, a 6,000-gallon fuel trailer was donated to the hospital and is now operational. The Print Shop was relocated to the Main Building where it is better utilized. Likewise, the Shoe Shop was moved to the Service Building giving patients better access. Beautification of the hospital cemetery was started, with new bronze name plaques replacing old markers.

While the foregoing attest to the efficient operation of the hospital in its mission to provide service to its seven-county area of catchment, it is imperative that our basic needs are met in terms of budgetary support; and that legislators be made cognizant of the fact that the constant demands for upgrading of facilities and services to keep up with the changing pace and mode of care for the mentally ill warrant unwavering and closer attention to our perennially-repeated requests for new positions in addition to other vital items beyond the mere maintenance of ongoing programs. Not a single new budgeted position for this hospital has been approved for the past several consecutive years. We cannot remain complacent in the face of increased adverse publicity, public awareness and vigilance of our newly-recognized employee organizations. Special focus is requested on our conviction, as a progress-oriented institution, that greater weight in terms of budgetary allocations should be placed on patient turn-over rates rather than on the standard base of average daily population. Justification for this has been exhaustively presented in the past. Construction of a new building suitable to replace the old vehicular garage housed in a dilapidated quonset hut of World War II vintage is a priority item if maintenance is to be emphasized as a proven cost-reduction factor. Of absolute necessity in times of emergency is replacement of our grossly-inadequate small emergency generators that cannot even supply power of sufficient amperage to vital areas of the hospital. A full-capacity generating system should be installed as soon as possible. Our need for a new ambulance cannot be over-emphasized. Currently in use is an old step-van the engine of which

breaks down every so often and is mostly unserviceable when needed. It has not been used to take emergency cases to the nearest general hospital as it has not been deemed to be safe. These cases are therefore improperly transported by car as the town rescue squad is usually busy elsewhere. With regard to staffing, the need for Housekeeping Personnel is of paramount importance to free our already overburdened nursing personnel for direct patient care. Additional nursing positions are repeatedly requested to properly staff serious shortages in almost all the Units, especially the Medical-Surgical and Geriatric Units.

Approval of at least our priority requests in the Budget will go a long way toward maintaining and improving our service as the only State psychiatric institution for the citizenry of South Jersey. Not to be ignored is maintenance of the high morale and unstinting devotion of Ancora's staff which have made possible the continuation of several proven programs initiated here or adopted subsequently in our constant efforts to provide the best available means at our disposal in the rehabilitation of our patients. Our primary thrust is prevention of mental illness by uncovering its insidious rudiments in dynamic fashion, minimizing the impact of trigger mechanisms precipitating the illness, alleviating its devastating personal and social aftermaths while rehabilitating the patient with all the accepted modalities of therapy with the end in view of returning him to the community hopefully more enlightened and better equipped to cope with the stressful vicissitudes of life.

The administration, led by its able Medical Director, has laudably initiated changes wherever indicated in conformity with modern concepts of management and clinical therapy. His perspicacity to deal with potential trouble spots has avoided erstwhile major confrontations which could only have led to further patient suffering through a breakdown in services. One such innovative practice was his several informal discussions on the Unit levels with employee groups which helped to minimize tensions engendered by radical and recalcitrant elements. Increased communication of ideas has, thereby, been achieved and contributes, in conjunction with various other changes such as re-deployment of Nursing personnel, to the relative quietude that currently prevails -- a good atmosphere conducive to the achievement of cherished goals.

To further good community relations the Medical Director was interviewed by Channel 52 Television and, more recently, by WSNJ Radio in Bridgeton.

HOSPITAL UNIT I(Burlington County and outside
Ancora catchment area)

During the 1971-72 fiscal year Ancora Psychiatric Hospital admitted 3,446 patients, which represents a decrease of 92 over last year's total. Of this total 1,799 first admissions, representing a decrease of 104 over last year. There were 1,621 readmissions, which reflects an increase of 27 over last year's number. There were, additionally, 26 patients transferred in from other State institutions.

Of the hospital's 3,446 admissions, there were 18% admitted to Hospital Unit I (Burlington County and outside Ancora catchment area); 35% to Hospital Unit II (Atlantic, Cape May and Cumberland Counties); 40% to Hospital Unit III (Camden, Gloucester and Salem Counties); 0% to Hospital Unit IV (Geriatrics); 4% to Hospital Unit V (Medical-Surgical); and 3% to Hospital Unit VI (Children's Unit).

Total additions to the hospital census during the year were 3,626 as follows:

First Admissions	1799
Readmissions	1621
Transfers-In	26
Returned from Home Family Care	134
Returned from Unauthorized Leave	33
Returned from Medical-Surgical Treatment	<u>13</u>
Total	3626

Total releases from the hospital census during the year, excluding deaths, were 3,711, as follows:

Discharged	3043
Transfers-Out	69
Released to Home Family Care	266
Discharged from Home Family Care	128
Released to Unauthorized Leave	108
Discharged to Unauthorized Leave	75
Released to Medical-Surgical Treatment	19
Discharged from Unauthorized Leave	<u>3</u>
Total	3711

This year's total number released on Trial Visit was 2,776.

HOSPITAL UNIT I (continued)

As of June 30, 1972 there was a resident population of 1,196 patients. These 1,196 patients were in residence in six Hospital Units as follows:

<u>Hospital Unit</u>		<u>Number of Residents</u>	<u>Percentage of Resident Population</u>
I	(Regionalized)	121	10
II	(Regionalized)	296	25
III	(Regionalized)	284	24
IV	(Geriatrics)	404	34
V	(Med.-Surg.-Neuro.)	63	5
VI	(Children's Unit)	28	2
		1196	100%

The average daily population for Unit I was 126.

The Burlington County Clinic is in operation on the first, second, third and fourth Tuesdays of each month in Mount Holly. Serviced by a psychiatrist, a social worker, VNA nurse and a volunteer clerical worker, this clinic had 1,487 scheduled appointments and 1,129 patients were seen during the year. With the present part-time program, only discharged patients and Home Family Care patients can be seen. At the present time there are 150 patients actively attending the clinic.

In the Central occupational therapy setting of Hospital Unit I there were 923 patients accommodated for a total of 16,513 program-hours. The Unit's occupational therapy program on the wards showed that a total of 737 patients were contacted, both individually and in groups, with the visits ranging up to 45 minutes each. The Unit I recreational therapy program had a total patient-attendance of 5,808 at 558 scheduled activities.

The Occupational Therapy Advisor now located in Unit I, again served as chairman of the Hospital's Open House Committee. The 1972 Open House was held on May 8 and over 800 visitors toured various parts of the hospital. Deposits to the occupational therapy revolving fund amounted to \$3,287.19 derived from the sale of projects completed in this program.

In addition to performing in an advisory capacity, the Social Service Advisor had 1,476 patient, collateral and inter-agency contacts during the past year. Contacts of similar types by the Unit social workers numbered 4,922. The psychologist performed 839 group psychological and counseling sessions and 124 individual psychological and counseling sessions, 116 in-patient group psychological sessions and 57 out-patient group psychological sessions.

The Central Record Room was able to remain current in its daily work despite an increased work load. There continued to be a backlog in the destruction of ten-year old discharge charts. The Admission Office, Reception Desk, Switchboard, Print Shop and Unit Record Room have functioned smoothly and have provided excellent service during the past year.

HOSPITAL UNIT II(Atlantic, Cape May and
Cumberland Counties)

This Unit of 366 beds had an average daily resident population of 303 during the past year.

Cumberland County patients continued to be served on a one-day-a-week basis by a psychiatrist and social worker. The Out-Patient Clinic has occupied new and improved facilities at 1601 Atlantic Avenue, 7th Floor, Atlantic City since September 22, 1971.

The Unit social workers had a total of 4,389 patient contacts, 1,031 contacts with relatives and 907 referrals to community resources. The Psychology Department performed 100 individual psychological evaluations, 147 psychological examinations and 335 group counseling sessions.

There were 234 patients newly assigned to the industrial therapy program during the year. The following is the total patient participation in occupational therapy programs operated in Unit II at the end of the year:

Unit I	38 patients	1,065½ hours
Unit II	578 patients	21,972½ hours
Unit III	79 patients	2,990 hours

Also 48 patients participated for a total of 1,418 hours in the Unit III occupational therapy program.

HOSPITAL UNIT III(Camden, Gloucester and Salem
Counties)

The average daily resident population was 309 during the past year. Unit III had 1,375 admissions during the year.

The Out-Patient Department conducted 2,555 interviews during the year and the retirement of its Director was noted.

Social Service reported 3,227 patient contacts for the year, and 655 family interviews. The Psychology Department performed 272 individual psychological evaluations, as well as, 640 individual psychotherapy and counseling sessions. In the occupational therapy program 766 patients participated for a total patient-attendance of 21,606.

The Recreational Therapy Advisor reported 4,299 activities throughout the entire hospital for a patient-attendance of 102,501 during the past year.

HOSPITAL UNIT IV

(Geriatrics)

The average daily resident population was 399 during the past year in this 434-bed Unit. At the end of the fiscal year there were 420 patients in residence in this Unit. There were 132 transfers to the Medical-Surgical Unit and 62 patients returned to this Unit from the Medical-Surgical Unit. One hundred and twenty-two patients from other hospital Units were transferred to this Unit during the year. Three patients were transferred to the project and seventeen patients were returned from the project.

The Social Service Department had 913 patient and collateral contacts and 1,033 consultations. The total number of Unit IV patients who participated in the occupational therapy program was 140; the participation reflected 20,905 patient-hours. In recreational therapy there were 24,129 patients attending for a total of 503 meetings.

Religious services were conducted throughout the year as scheduled by the hospital chaplains. Air conditioning of the Chapel was completed in June 1972.

The Federal Project was discontinued by the Federal Government at the end of its five (5) year grant period on December 31, 1971. The period covered for this report is from July 1, 1971 to December 31, 1971. Census at the beginning of the fiscal year was 32; during this period 79 patients were admitted to the project, 26 patients were discharged, 26 patients were placed on Home Family Care, 4 patients were returned to their original Units and there were 4 deaths.

The social workers in the project held 488 patient-interviews, 127 collateral contacts and 354 consultations during the past year. In the occupational therapy program 83 patients were treated for a total of 4,048 hours. Recreational therapy reflected 454 activities during the year for a patient-attendance of 8,961.

The original goals and aims of this Project have been continued and is functioning as a rehabilitation ward as part of Hospital Unit IV.

HOSPITAL UNIT V

(Medical-Surgical-Neurological)

Roman V. Ulane, M.D. was appointed Assistant Medical Director of this hospital unit as of May 26, 1972.

The average daily resident population was 74 during the past year.

The Laboratory reported a total of 97,277 tests. There were 236 deaths during the year. The autopsy rate was 27.11%. The Pharmacy filled 32,367 prescriptions. There were 5,636 patient-visits recorded by the Dental Department. In the Physiotherapy Department there were 7,684 treatments administered to 489 patients.

The Electroencephalography Department performed 3,825 electrocardiograms and 341 electroencephalograms. In the X-ray Department 12,426 exposures were made on 5,932 patients and 648 employees.

Hospital Unit V (continued)

The Operating Room reported 42 major and 71 minor operations. The total anesthetics administered was 81. There were 2,127 patients treated in the various other specialty clinics. The Neurology Department examined 294 patients and treated 85 in-patients.

HOSPITAL UNIT VI

(Children)

The average daily resident population in this Unit was 34 for the past year. There were 88 admissions, including 13 readmissions, 111 discharged and 4 transfers during the year.

The Social Service Department reported 545 interviews and 1,005 counseling sessions with patients during the year, as well as, 801 contacts with relatives and friends, 805 contacts with the Bureau of Children's Services and 504 sessions with other agencies. One thousand and seventy-eight consultations were held with physicians and treatment teams.

In the occupational therapy program there were 4,063 treatments for a total of 4,276 patient-hours of participation during the year. The Education Department reported a total of 16,067 student hours for 119 participating patients.

Highlights of recreational activities for the year included: Baseball games in Philadelphia; Steel Pier, Atlantic City; Shore trips; birthday dances; birthday parties sponsored by Community Mental Health Associations; "Trick or Treat" for Halloween; Christmas Party sponsored by the Military Order of the Cooties; Christmas Dinner at Schilligs; bowling trips; puppet show sponsored by St. Joseph's High School; roller derby games; circus; barbecue parties; trips to state parks; bus rides (2 each week). Through Title I funds the Education Department was able to sponsor the following trips: "Second Sun" Nuclear Power Information Center; Academy of Natural Science, Philadelphia; New York City Trip; Smithville trip; Hunt Brothers Circus Animal Farm; Washington, D.C. trip; Williamsburg, Virginia overnight trip. The Williamsburg trip, planned under the authority of the Medical Director, was a complete success. This was the first for this hospital and it is hoped such a field trip based on our American heritage will be allowed to continue in the future.

DIVISION OF TRAINING AND RESEARCH

There were 9 psychiatric residents in training during the past year. Four residents successfully completed training; three joined our medical staff and one terminated upon completion of training. Three residents remained in training as of the end of the fiscal year.

Affiliations included Centralized Residency Training Program; Menlo Park Diagnostic Center; Trenton Psychiatric Hospital and Monmouth Medical Center Out-Patient, Child, Adolescent and Adult Psychiatry Department.

There was a total of 8 employees in training during the past year at local community colleges who were granted scholarships by the Nursing Scholarship Committee. Five of these students are in their first year of training and two students graduated. One dropped out because of failing the nursing course. The Nursing Scholarship Committee approved three candidates for Program II for the Fall 1972 term.

The five attendants who began training in the new Attendant-LPN Program in September 1971 will complete the program in September 1972. A fourth group of four attendants will begin LPN training in September 1972.

Sixty-three attendants entered the Psychiatric Aide Level I three-week orientation course during the year. There were eight cycles conducted. This level of training continued to function effectively throughout the year. Students successfully completing the training were assigned to the clinical area.

Twelve students participated in the Psychiatric Aide Level II Program. This level of training continued to function effectively and students completing the program were assigned to the clinical area.

Six students enrolled in the Psychiatric Technician-Practical Nurse Equivalency Credit Program during the fiscal year successfully completed the course. This class terminated this program.

The Medical, Patients' and Nurses' Libraries continued to expand over the past year. The Medical Library had 7,058 books at the close of the year, the Nurses' Library had 900 and the Patients' Library had 7,468.

The Suicide Prevention Telephone Service continued to function with 24-hour coverage. During the past year 135 calls were received by this Ancora Psychiatric Hospital service.

During the past year the Ancora Volunteer Services provided 11,094 hours of service to the patients. The regular trips of the Canteen Cart to patient areas brought total sales of \$13,922.63. Included in the total hours contributed by the volunteers were 1,507 hours in the Clothing Room where good used clothing was provided free to the patient population.

DIVISION OF TRAINING AND RESEARCH (continued)

With the exception of a few minor changes the Utilization Review and Medicare Office continued to operate under the same plan as the previous year. Due to procedural changes in processing claims, it was necessary to provide Blue Cross with clinical information on Medicare cut-offs.

On May 5, 1972 the annual Medicare compliance survey was held and we were then informed this hospital is in compliance with Medicare regulations and requirements as listed under Conditions of Participation.

Physicians on the Utilization Review Committee reviewed 743 charts during the year and 491 Medicare patients were reviewed regarding recertification; 306 Medicare charts were processed for Blue Cross.

PERSONNEL DEPARTMENT

During the year recruiting efforts have been intensified. This was done through full utilization and cooperation from both public and private employment agencies and 150 classified advertisements were placed through various newspapers for all categories of personnel. The result of this was a greater number of applicants which allowed greater selectivity in hiring.

For the first time in two years all professional positions were filled in the Personnel Department. This hospital gained an Institutional Personnel Officer I, a Senior Personnel Assistant and a Personnel Assistant. In addition to filling these positions, the clerical staff was increased to five with a decrease in the backlog of clerical work.

During the year 259 permanent, temporary, part-time and seasonal employees were hired and 295 were separated. Employees promoted and reassigned during the year numbered 117. There were 25 grievances presented by employees, compared with 13 presented during the previous year.

Fiscal year 1971-72 saw the inception, and in one case the temporary demise, of two important new programs. A new Employee Performance Evaluation and Improvement Systems was ordered by the Department of Civil Service. This program embodies the concept of "management by objective" and it is predicated on an understanding between supervisor and employee of what is expected of an employee and what criteria are used to determine whether or not the expectations have been met.

This was also the year of decentralization. Decentralization was a delegation of some of the Civil Service Department's authority and responsibility to departments and agencies. The greatest impact of this delegation of authority was in the areas of position reclassification and promotion. Decentralization of these functions enabled departments and agencies to reclassify positions and promote employees internally, thus realizing greater savings in time and, in most cases, better service to both the employer and employee. However, a civil action by the N. J. Civil Service Association brought the entire concept of this program to a halt pending legislation.

There is presently a balance of \$12,778.32 in the Ancora Combined Charities account. This is due to the fact that no contributions have been made since July 1, 1971 because of a controversy among some employees. A survey was made to ascertain what charities the employees were interested in donating to and the following is the result of that survey. It is anticipated that donations will be made shortly.

<u>Charity</u>	<u>Survey Percentage</u>	<u>Last Donation</u>	<u>Proposed Next 6 months</u>
Winslow Ambulance Corps	22.	(6/71)	1200.00
Hammonton Rescue Squad	7.22		400.00
Atco Ambulance	3.8		200.00
Muscular Dystrophy	2.3		200.00
Cerebral Palsy	3.		200.00
United Fund of Camden County	3.09		200.00
March of Dimes	4.01	550.00	200.00
Camden County Heart Association	4.66	200.00	200.00
Atlantic County Heart Association	3.62	200.00	200.00
Camden County Cancer Society	6.84	300.00	300.00
Atlantic County Cancer Society	4.56	300.00	300.00
Camden Co. Mental Health Association	4.54	600.00	400.00
Atlantic Co. Mental Health Assoc.	3.23	900.00	400.00
Patients' Welfare Fund	4.8		800.00
Multiple Sclerosis	3.	200.00	200.00
Sickle Cell Anemia	2.73		200.00
Miscellaneous	6.6		
TB Respiratory Disease Assoc. of So. Jersey			50.00
Salvation Army			100.00
United Negro College Fund			50.00
Did not specify	10.		
Total	100%	\$3250.00	\$5800.00

SECURITY DEPARTMENT

The hospital grounds were given 24-hour coverage by the Security Department. The department's activities included 308 general police investigations, 11 criminal investigations and 97 traffic investigations. In its identification work, the department recorded fingerprinting and photographing 3,457 patients and 389 employees, including affiliating students.

BUSINESS DIVISION

The Purchasing Department leased new facilities for the Atlantic City Out-Patient Clinic at an annual rental of \$9,475.50 which includes all the necessary facilities and services. The clinic was moved to the new address by our personnel on September 23, 1971.

BUSINESS DIVISION (continued)

This hospital, as did all the other State facilities, went on a new State-controlled automatic network telephone service on November 22, 1971.

During the past year, we were approved by the Medicaid Program which will pay \$10.00 per visit to our clinics retroactive to January 1, 1970, for all cases in which community patient eligibility can be ascertained. This program also covers the medical-surgical unit and all related clinical facilities.

The Fire and Safety Department conducted 172 accident investigations, answered 42 fire calls, and held 25 orientation classes, and 3 unannounced fire drills during the past year. The annual spring lectures conducted by the New Jersey Fire College were again held at Ancora. A 6,000 gallon fuel trailer was donated to this hospital by the Hess Oil Company which will be used by the Fire Department for an emergency water supply at fires and by the Grounds Department for irrigation purposes. A Federal Surplus Army vehicle was converted to a truck-tractor by our Maintenance and our Transportation Departments to haul this trailer.

The Food Service Department continued providing a high-standard of service but again considerable difficulty was encountered due to lack of sufficient employee and patient help. The problem of recruiting competent help for these various duties was difficult and considerable overtime was used to provide the necessary services. Air screens were installed in the various parts of the Food Service Building. Our Bakery stopped baking bread and we are now being supplied by the Leesburg Prison Farm Central Bakery.

The Vehicular Garage continued to operate in the quonset hut type building which is most inadequate for these activities. A suitable building was again requested in the Budget to house this facility. In order to conform with the laws passed by the Legislature, it was necessary for us to repaint our five buses to be a color other than yellow which is strictly for school systems.

The Grounds Department, handicapped by the lack of inmate help, and the incapacitation of our grounds superintendent had great difficulty in maintaining the institutional grounds. A program for the beautification of the cemetery had been started with the removal of the old grave markers and the installation of new bronze name plaques set in a concrete base. It was anticipated that this project will take a considerable amount of time to complete.

The Laundry processed a total of 5,334,181 pounds of which 62.05% was for this hospital, the remainder was for Vineland State School, Vineland Soldiers' Home and Leesburg Prison Farm. Again difficulty was encountered in the processing of this work during the year due to the unavailability of adequate inmate help from the Leesburg Prison Farm, making it impossible on numerous occasions for us to supply other institutions with clean linen.

The Building Service Department operated the ward linen rooms and provided clothing and linens as required. As patient help was unavailable in the sewing and mending rooms, it was necessary for us to buy a number of household items and dresses from outside vendors.

BUSINESS DIVISION (continued)

The Maintenance Department moved from their former location at Holly Hall to the new maintenance shop. The problem of the mineral surface flashing on the institutional buildings was not rectified as bids on three different occasions were not accepted and were cancelled by the Division of Building and Construction. The repair of the front walls of the three boilers in the power house was completed. The brick walks were installed in front of the service building; the installation of the exhaust fans in the Laundry and service building were completed and the new toilet rooms in Birch and Larch Halls also were completed. It was necessary for the hospital to get an emergency appropriation for the painting of the 100 Edgewood homes due to the inferior paint that was supplied by the vendor. Eight positions for seasonal assistant were approved to do this painting which should be completed by late summer.

Farrell R. Crouse, M.D.

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Medical Director and Chief Executive
Officer