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MENDOCINO STATE HOSPITAL
ANNUAL REPORT
1956-1957

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CLINICAL SERVICES

Psychiatric Services

In general, the main trend in our treatment program during the fiscal year 1956-57 has been toward increased patient participation. In line with this, at the start of this fiscal year there was one therapeutic community program on the women's acute treatment unit. Early in the year another similar program was developed on the male acute treatment ward, and gradually interest has spread so that at this time most of our psychiatric wards and two of our senile wards have developed or are developing therapeutic community programs. These programs vary greatly from unit to unit, depending upon the type of patient and the personalities of the unit staff. Common to all programs, however, is a marked trend toward involving the patient in his own therapeutic program and in increasing the cross communications between patients and all staff members. In keeping with this concept, a patients' advisory council has been established which, at this time, is meeting four times per week (once weekly with staff representatives of various departments and three times without staff representatives.) This council considers issues which affect the patient population as a whole or major portions of that population. To date, their recommendations have been realistic and of considerable help to the staff. An interesting concept has developed as a result of these programs, to the effect that in general in patient group meetings, although the reality testing of each individual in the group may be quite poor, the reality testing of the group as a whole is excellent.

A leaderman program was instituted during the year for the development of pre-industrial patients who suffered from chronic but functional psychoses. In the first group, the most regressed male patients in the hospital participated. In general, the results of the experiment were excellent in that behavioral changes were noted in most of the patients. Unfortunately, two leadermen assigned to the group left the staff so that the program lasted only approximately five months, then was disbanded. From this experiment, however, we learned that the program should be more closely coordinated with the ward program and, unless all of the personnel on the unit are involved in the program to some extent, resentments and resistance arise which seriously retard progress.

During the year a program was formulated for Units 7 and F by our Psychiatrist III with the goal in mind of breaking up the large patient groups on each of these units into small groups of approximately 20 patients each. Each group would be housed in a separate dormitory and would have its own nursing personnel. It is planned to implement this program on at least one of the units early in the 1957-58 fiscal year.

In general, it can be seen that the trend in the past year has been away from individual psychotherapy and toward group programs. It is felt that the group programs are more efficacious in the treatment of schizophrenia and certainly make therapy available to a much larger patient population.

During the past year, five additional units have been opened so we now have a total of nine open units. Discounting senile units, medical and surgical units and receiving units, there remain only five psychiatric units in the hospital that are closed. Many of the patients on these units now have privilege cards.

Education

The educational program for physicians has expanded somewhat during the year.

There is now a monthly professional seminar and semi-monthly psychiatric seminars. In addition, the semi-weekly diagnostic and disposition conferences have been restricted to the presentation of a maximum of four or five patients per session so that these conferences have been utilized as teaching seminars. Many of the units have instituted regular staff meetings among the various personnel on the unit, and these have created a closer liaison between the medical and ancillary staff.

Research

Other than participating in the State's tranquilizing drug research program, there has been no research conducted by the medical staff in the past year.

Physician Personnel

Our medical staff has increased during the year so that at this time we now have 18 full-time staff physicians and 4 one-half time physicians. During the year Ernest W. Klatte, M. D. was appointed Director of Clinical Services and Robert W. Pelatowski, M. D., formerly of the Napa State Hospital staff, was appointed Psychiatrist III.

The morale of the clinical staff at this time appears to be at quite a high level, and it is thought that the various ancillary services are working more closely with the medical staff than previously.

MEDICAL SERVICES

Since the opening of the new medical wards in the R & T Building, we improved our medical services and gradually are carrying out all diagnostic and therapeutic procedures used in a general hospital. We can accomplish this because we are able to staff these units with physicians who prefer medical and surgical units and who have had more experience in these fields of medicine. We could also increase our equipment to some extent.

During the last year, not only general surgery was performed but, also, neurologic, otologic and more urologic and eye surgery than before.

During this year, 65 major surgical procedures and 137 minor procedures were performed by our staff surgeons. In addition to this, there were the following surgical procedures performed by consultants: 18 urological, 8 oculistic, 6 neurosurgical and 2 otological.

The fact that the medical and surgical units could be staffed by more experienced men was a challenge to the nursing personnel, who became more interested in their work and performed their duties better, as could be seen in regular inspections of these units. The medical and surgical work is supported also by the improvement of the auxiliary services.

Consultants

During the past year, the following doctors paid regular visits to the Mendocino State Hospital:

Dr. Gulyash, who recently joined the staff of the hospital, saw 367 patients in his regular visits (eye cases) and performed major surgery on several of these patients.

Dr. Whitaker (ear, nose and throat) visited the hospital monthly and treated 191 cases.

Our neurological and neurosurgical consultants, Dr. Macrae and Dr. McCaskill,

visited the hospital on alternating months during the year. In addition to lectures to the medical staff, they examined 69 neurological cases and 2 chemopallidectomies were performed.

Dr. Weber (dermatologist) visited the hospital approximately every 3 to 4 months, and treated 39 patients.

Dr. Thuesen (urology) performed 6 major surgical operations, and saw a number of patients in his clinic.

7 orthopedic cases were seen in consultation with Dr. Anderson.

Richard Gardner, M.D., Assistant Professor of Surgery, University of California, visited the hospital and advised us on the management of two cases of vascular disease.

EEG, EKG AND BMR

The increased activities of the medical units increased the work of this department. The number of EKG's increased 100% during the past year. BMR determinations increased 25%. Vital capacity determinations increased 60% and EEG's increased 48%. The EKG's are read now by one of our staff members who is trained in this field, and only in cases that are more difficult to interpret is Dr. Grubschmidt consulted. The same is the case with EEG's.

Our EEG technician and one member of our staff who is interested in this field participate in the monthly sessions with Dr. Yeager, who is the head of the EEG department at the University of California.

Clinical and Pathology Laboratories

Our pathologist performed 99 autopsies. This is 76.8% of the number of the deceased patients, a number which is obtained in only a few hospitals. The organs of every case are histologically examined. The average age at the time of death was 67 years for the male patients and 71 years for the female patients. Causes of death were: Pneumonia 31½%, Heart Failure 20½%, Coronary Thrombosis 9.3%, Uremia 6.8%, Cerebral Hemorrhage 4.4%, 2 Suicides, 2 Aspiration Pneumonia, 1 Peritonitis, 1 Sepsis, 1 Traumatic Shock, 1 Rupture of an Aortic Aneurysm, 1 Diabetes Mellitus, 1 Obstruction Hepatitis, 1 Meningitis (Friedlander), 1 Gangrenous Ovarian Cyst, 1 Asphyxia, 1 Foreign Body Larynx. The great number of deaths due to pneumonia is explained by the fact that 50.7% of the deceased male patients and 58.7% of the deceased female patients were 70 years or older.

The laboratory would like to satisfy all requests of the medical staff but is not always able to do so, as we have only one qualified laboratory technician. For example, the wishes of one staff member, who conducts the gynecological clinic, to perform Papanicolaou tests in all female patients in a certain age group to detect early cancer had to be denied because of insufficient personnel in the laboratory.

X-Ray

Since the end of the last fiscal year (June 1956) Dr. Rering, radiologist in Ukiah, has been appointed to a permanent one-half time position in this hospital. Since the appointment of Dr. Rering the activities of the department expanded. 2,105 x-ray procedures were performed during the last fiscal year. Dr. Rering tries to introduce more neuroradiological procedures. During the past year Dr. Rering gave a lecture to the medical staff in which he drew the attention of the doctors to this part of radiology, and emphasized the importance of myelography.

We are still handicapped in our x-ray activities because our equipment is by

far not up-to-date. We have to work with a 1933 model machine, and are hoping that we will receive a new x-ray machine in the not too distant future. A request has been submitted for a new machine.

Dental Department

The dentists took part in the educational program of the psychiatric technician trainees and invited Dr. W. W. Westmoreland of the Department of Public Health, who lectured to the trainees and to the medical staff about prevention of dental caries with the use of fluoridation of the water supply and the method of topical application.

Pharmacy

This department also increased its activities during the past year. The number of prescriptions filled increased 57% (monthly average in 1956 - 535, in 1957 - 1,272.) The number of unit orders increased 50% (monthly average in 1956 - 603, in 1957 - 1,273.) One licensed pharmacist is employed by the hospital and he is assisted by one helper. We applied for a second position. Some working time of the pharmacist is also taken by consultation with the physicians. It should be mentioned that the allotment assigned for drugs is very limited and, considering the high price of new but very important drugs like antibiotics or steroid preparations, permits us to purchase only very small amounts of these drugs which is not sufficient to satisfy all the needs arising to carry out modern medical procedures. An increase in this allotment for drugs is urgently needed.

Chiropody Department

During the past fiscal year this department increased its activities remarkably. Mechanical chiropody was introduced. Each patient admitted to the hospital was seen by the chiropodist and treatment instituted in cases where indicated. Diagnostic x-ray and laboratory procedures are done whenever necessary. The chiropodist sees an average of 232 cases each month. He also participates in the instruction of psychiatric technician trainees.

NURSING SERVICES

During this fiscal year nursing services have been working on long and short range goals as described in monthly reports of January of 1956 and January of 1957:

- 1.) Recruitment has been a continuing process which has resulted in all authorized positions in the technician trainee series being filled at the present time. In professional nurse classifications we have had fair degrees of success in beginning positions but very little in the administrative classes.
- 2.) By working through line supervision in nursing services and also through the media of our "in-service" training program we have provided a more balanced day for our patients in the following manner:
 - a) Patients' meals are served at hours more consistent with the normal habits of people in general.
 - b) More activities are available to patients both in rehabilitation services as well as on the units, as provided by nursing service personnel.
 - c) Patients retire later in the evening and patients who wish to view television until 10:30 PM are permitted to do so.
 - d) The work assignments for patients show better balance as more kinds

of facilities have been included, and the number of hours worked has been reduced considerably.

- e) Rest periods are provided for patients either in industry or those who are unable to leave their home unit.
- f) Several units have been opened during the year. A large number of privilege cards have been issued. Security features have been removed from our buildings and the patients enjoy a much greater degree of freedom than previously.
- g) Therapeutic community programs have been established on the intensive treatment units which are open units, and throughout the hospital there has been marked interest in therapeutic community.
- h) Better furnishings and equipment have been provided throughout the hospital.
- i) Female personnel are now permitted to care for male patients on every unit in the hospital.

3.) Improvements in personnel, policy and relationships.

- a) It has been observed that the morale of the employee has improved considerably in the past year. A survey has been made wherein we discovered that of the approximately 450 people reached only 44 expressed a need to change shift, area or assignment. Of these, 18 were changed at once and since that time we have used this information each time we rearranged our staffing quotas, placing schedules and special assignments.
- b) The employee has been provided with the opportunity to share ideas at unit level in workshop setting with the Evaluation Board group and in many standing and special meetings.
- c) The older employee in nursing service has been given the opportunity to attend the 300 hour "in-service" training program and has shown considerable interest as a result of this opportunity.

4.) We have established a central escort service working out of the R & T Building involving three people full-time with relief who assume ambulance call and provide transportation for elderly non-privilege card patients from the various units of the hospital to the clinic, x-ray and laboratory facilities. An example of this work load is the receiving and processing of 70 calls on Thursday, July 18, 1957. This has cut down steadily the standby time very markedly as, previously each unit sent a technician with their patients coming to the R & T Building facilities.

5.) An ever-increasing number of nursing service personnel are living in the community and participating in community programs by means of active memberships involving leadership roles in social and service clubs.

6.) Inter-departmental relationships have improved considerably and it appears that nursing service personnel are beginning to realize that their functions as members of a team are not restricted to the patient at his home unit but, rather, that learning occurs as more versatility of experience is shared with other department members.

7.) Education reports:

- a) During the fiscal year the following statistical information is provided:

116 psychiatric technicians and psychiatric technician trainees started basic "in-service" training. 21 trainees were dropped during the clinical year; 95 are still employed.

56 trainees passed the technician examination (54 passed the examination at first trial and two passed on second trial.) One supervisor completed the 300-hour program, 5 technicians completed the 300-hour program and 45 technicians completed the 300-hour program.

At the present time, there are 48 students in class, consisting of one supervisor, 20 technicians and 27 trainees. A total of 72 trainees either completed training or are in training at the present time for the year 1956-57. Special assignments for students in the 300-hour program have been continuously added and now the following experiences are being obtained:

Physiotherapy - - Hydrotherapy

Central Supply - Surgery

All clinics are available; EST suite, experience in assisting with special techniques in x-ray; barber shop and beauty shop experience; OT programs on and off the units.

Admission suite experience.

Medication and treatment assignments.

Twice weekly organized ward classes are provided for small groups of students. Over a 20 week period, this class is consistently being improved and provides clinical knowledge for students in the patient setting. The number of hours of individual instruction and guidance given to students by the Education Department staff, as well as charge personnel, is also increasing so that we feel that the students are receiving quite a satisfactory level of training on the units.

SOCIAL SERVICE

The general staff pattern for the past year has provided, for the most part, two workers assigned to the Receiving and Treatment units for relatively intensive coverage and, in line with the general hospital policy, for making maximum use of that section of the hospital. The other workers have been assigned to the continuous treatment and geriatric sections. The major single emphasis there has been the screening, selection, preparation and referral of patients for family care.

A central index system of 5 x 8 cards has been set up and maintained, to facilitate the handling of cases referred to this department by administrative staff, conference and the unit physicians.

Research

When the psychology department began participating in the state-wide project to measure the need for psychiatric services in the hospitals, we used a hastily planned schedule in order that we might participate in the benefit of the survey. This schedule was for the purpose of ascertaining the need for social service activity. The schedules were completed at the same time our staff members participated in the study for the psychology department. Available time has not allowed completion of this project.

Personnel

This year the department lost three Senior Psychiatric Social Workers and succeeded in hiring only one, as a partial replacement. During the last several months of the year we had special authorization to hire both Junior and Senior Psychiatric Social Workers at one step above minimum. This did seem to be a decisive

factor in hiring the one person; however, it still was not enough for us to replace our losses.

The use of student professional assistants, who will be returning to graduate school in the fall, is seen as offering recruitment value, and it is anticipated that in years to come we will continue to use student professional assistants each summer. Correspondence with the person in charge of the group work program at the George Warren Brown School of Social Work in St. Louis indicates a good possibility of our getting some group work students from them next summer.

Family Care and Work Leave Programs

During this year we continued to place an emphasis upon placement of additional patients in family care and improving our services to these patients and the field workers who supervise them. As the year ended, however, we have come to believe that the bulk of good prospects for placement have been pretty well screened and placed, and that this part of our program can receive less emphasis in the future. The patients we have been placing recently have, in general, seemed to be sicker than patients placed earlier in the year.

A statistical summary of these programs for the year is, as follows:

Family Care

Patients placed in Family Care, fiscal year 1956-57	52
" " " " " " " 955-56	50
Patients returned to hospital for psychiatric reasons	27
Patients returned to hospital for medical reasons	5
<u>Of these patients</u>	
In Family Care again end of year	3
Still in Hospital	1
Deceased (center)	1
Patients who eloped from Family Care and still on elopement status at end of year	2
Patients transferred from Family Care to Work Leave	1
Patients transferred from Family Care to Home Leave	14
Discharged from Family Care	0
Number currently in Family Care	48
Number receiving incidental expense checks	25

Work Leave

Patients placed on Work Leave	7
Patients returned from Work Leave	5
Patients transferred from Work Leave to Home Leave	2
Patients transferred from Work Leave to Family Care	2
Patients discharged from Work Leave	0
Number currently on Work Leave	10

Trends

During the past year social workers have been involved in four kinds of group situations in the hospital. These are a group of Spanish-speaking patients; a group of pre-leave patients on a female continuous treatment ward; orientation groups on the admitting wards; and therapeutic community groups. Our experiences in these groups have demonstrated quite clearly to us the need for a group worker on our staff.

The last year has demonstrated the value of close field liaison. Two workers from the Sacramento field office have made monthly visits here for the last part of this year. Mrs. Moore has been involved in a project concerning patients admitted from the county she serves and Mr. Scott has acted as liaison worker between this hospital and his own field office, with particular emphasis upon the selection

and preparation of patients for family care, and has been quite helpful in placing patients, with the help of the medical and nursing staff. All members of the social service department are enthusiastic about the value we have received from these close liaison relationships. It would be helpful if these could be established with other offices. However, it appears to be hard to do this by edict, and we need to spend more time developing the interest and motivation of the field staff involved.

REHABILITATION THERAPY DEPARTMENT

Occupational Therapy

After having our women's shop moved several times in the past few years we combined our women's and men's shop in the same room, hoping that this would be a more permanent arrangement. With the prospect of implementing the proposed system of having ward and centralized activities, it appears that this combined shop is a solution to that problem, too. This shop accommodates approximately 25 women and 20 men and is used in the morning for men and women, in the afternoon for men only, and one evening per week for men and women supervised by volunteers. The recovery and treatment shop, which is opened by a therapist in the afternoon, is also the shop for a sewing class carried on by volunteers, an open recreation area in the evening for privilege card patients and the working area for Pomo News, our semi-monthly paper.

Pomo News

On June 22, 1956 the form of this paper was changed. On that date we issued a newspaper completed and organized by the hospital patients and staff, but printed with a regular newspaper format and style. Subsequently, advertisements were secured and the project is practically self-supporting (without the cost of mimeograph paper and stencils.) Because this form need not be an absolutely accurate copy, but may be corrected when it goes into the newspaper office, it is a better project for more patients who are not quite able to type perfectly, or to whom the strain of having to make a perfect stencil is detrimental.

Music Therapy

One music therapist has carried on the project of this department, except during the two summer months when a music teacher from Ukiah joined the staff. Headquarters of the section continues to be in the sun room of Unit 7 and the auditorium. Private lessons, chorus groups, orchestra, dances and some on-unit activities comprise the activities of the section.

Recreational Therapy

There has been a great deal of increased activity in this section. With the 1956 budget a new position which we designated as a Recreation Therapist was established. We were fortunate to recruit a fine, ambitious young man who has instigated many new and popular programs, such as bus trips, nature clubs, chess and checker club, bridge and card club, croquet and shuffleboard competition and many other special events. A recreation committee became so well organized that the medical staff converted it into a patients' advisory group, closely connected with the therapeutic communities on the units. Parties, picnics, ward service and large group activities are also sponsored by the recreation department, as in the past.

Industrial Therapy

In April of 1957 our former Occupational Therapist II took over the Industrial Therapy program. Her former training and diligent pursuit of therapeutic standards has proved a benefit to the department's function, as well as to the rapport with other departments. There were 545 men and 311 women employed, putting in approximately 28,400 man hours of work per week. Of this number 208 men and 182 women are employed part time; that is, less than 8 hours per day. They are employed in such in-

dustries as food handling, laundry, cannery, ranch, dairy, maintenance department, sewing room, tailor shop and on the units. A few patients work in the staff cottages.

Two industries formerly not open to women and now used are the greenhouse and maintenance storeroom. Also, women patients are now acting as receptionist and telephone girl in the Business Office and also women patients are working in the Education Department office. A job survey of all the hospital industries indicate they are becoming more aware of their part in training patients for future jobs. The trend is toward more part-time jobs or two patients filling one full-time job. The discharge rate of working patients is increasing, and others are becoming unable to cope with work because of age and physical condition. The trend is toward replacement of patients with personnel.

A system is being worked out to give patients a one-week vacation at the end of their first year of employment and then one week every six months thereafter.

Volunteer Services

The stress has been on community group participation rather than individual volunteer programs. Some 320 letters were sent to organizations, describing the program and soliciting interest in adopting a ward. To date, 13 organizations are active on regularly scheduled programs or unit adoptions. Community activities attended by our patients include wrestling matches, community concerts, flower shows, nature hikes, District Fair and field trips to interesting places and industries.

Some activities of the volunteer services are noteworthy because they are perhaps different than those carried on elsewhere. These include:

- 1.) Spanish Club, led by a Spanish-speaking volunteer who can play and sing songs of their culture. This group is open to Spanish-speaking patients and is found to be of great benefit to social service in evaluating a patient in the more familiar surroundings of his own culture.
- 2.) The outdoor concerts for the pleasure of the patients are performed by a group of volunteer musicians and soloists, organized for their specific purpose. This is a summer activity.
- 3.) For the winter, a lecture series is organized. One lecture per week is scheduled for all interested patients. Industrialists, hobbyists, and other interesting speakers give their time and talents. These lectures are usually illustrated with pictures, crafts or even dogs.
- 4.) Volunteers interested in the sewing class have money-raising projects such as card parties, then take patients to select material for clothes. At the end of the sewing class a Fashion Tea is presented.
- 5.) A group of employees and volunteers presented a variety program called "A Night at Nick's" as a money-making project for the patients' benefit fund.
- 6.) A Mental Health Week Council was made up of community leaders who helped outline what the public would find most interesting to present for Mental Health Week.
- 7.) Our traditional Christmas party night added this year the adoption of wards by 17 community groups; these groups were responsible for planning games and providing prizes, serving and providing cookies and, in general, keeping the party going between acts of dancing, singing or other talent, also provided by the community. As a result of the volunteer program, the public is more aware of the hospital as a place

of treatment and part of their community. There were 2,088 volunteers for a total of 7,221 hours.

Special Program

Implementation of the new plan of unit and centralized area rehabilitation service is planned for the near future. It is anticipated that this program will give more adequate coverage on the units where their personnel will be assisted and encouraged to organize and provide more activity for their units.

PSYCHOLOGY DEPARTMENT

The changes in the psychology department last year were, in general, a gradual expansion in its consultative role and responsibilities. This would be partly indicated by a list of its new activities; memberships on the Evaluation Board, including some testing of employees; an increased role in helping to establish therapeutic communities; the beginning of a personnel research program; membership on the Training and Research Committee and Library Committee; selecting patients for leaderman groups and measuring the effectiveness of this program, etc. The psychology department has also become a little more active in the community, with lectures to various groups, acting as consultants to the school psychologist and establishing a consultant relationship with the Albertinum Orphanage.

Individual psychotherapy continues as at the beginning of the year, with only a slight drop from a mean of 18 sessions per psychologist per month down to 16. The bulk of the individual psychotherapy has been carried by one member, Dr. Van Dusen, while his caseload has dropped from 6 to 3 patients at the end of the year. On the other hand, our role in the therapeutic community has expanded in importance, with 133 man hours of unit conferences to roughly indicate some of the participation in the R & T units. In addition, about 60% of the test requests came from these units.

As before, there is a press for time at work so that research is still an off-duty avocation. Dr. Van Dusen has continued to explore European existential or dasein analysis with a completion of a world bibliography, formulating the basic structure of the analysis and testing out various aspects of it. The formulated structure reached publication in the American Journal of Psychotherapy and has met public approval. Most gratifying was the response of those knowledgeable in dasein.

Also, avocationally, Mr. Hugh MacLean is studying paleological thought and its relation to aristotelian logic and the application of these findings in primitive thought, mental illness, Zen Buddhism and in other areas. In effect, this is an exploration of structural differences in thought in abstract science and philosophy with all other types of thought, and follows upon the heels of Arieti's reiteration of these important differences in schizophrenia. This has not yet reached the stage where a formal study of differences is possible.

Looking back over more than just one year, major trends emerge more clearly. About 7 years ago there was only one psychologist and her task was almost solely that of intelligence testing. About 6 years ago the first examining to clarify diagnosis was begun. About 4 years ago psychologists here did their first psychodynamic workups which reach such a level that they are primarily of value only to those doing individual psychotherapy. Also, the tests used have considerably expanded from the former exclusively-used Wechsler-Bellevue to it and the Rorschach and, now, to a complex battery of about 25 items.

In the area of psychotherapy, the increasing participation of psychologists also emerges. In 1952 the first individual psychotherapy was begun on the sexual psychopathic ward. In 1953 there was the first case of individual psychotherapy with a psychotic. At about 1955 a peak was reached of about 30 patients of all types in individual psychotherapy and about 5 analytic groups in progress. The individual

attention has shrunk since then, with a tendency to concentrate on the new R & T units and a beginning of the therapeutic community. Our role in helping to establish these communities is an increased participation because it involves a more intimate interaction with the ward staffs as well as larger groups of patients.

In general, there has been a growth from a rather weak and limited consultative role about equal to that of the medical laboratory technician to a broader and considerably more important one. The last year was another step in this development. Professionally, perhaps only in the area of helping to establish therapeutic communities, is the department fully challenged. In the area of teaching, its resources are perhaps only half-used. In research, its potentialities have hardly been tapped.

MEDICAL RECORDS SECTION

Leading to accreditation, an operation and physical disease index coded according to the Standard Nomenclature was begun in July of 1956. This is being maintained up to the present time. In addition to this, a file is maintained of the IBM cards received from Sacramento containing the psychiatric diagnoses.

In comparing this year's statistics with last year's, it is noted that there were 742 court commitments as compared to 631 last year and 131 emergency and court observations as compared to 96. The total number released is 1662 compared to 1235 last year. This includes 632 direct hospital discharges as compared to 568 last year and 257 indefinite leaves as compared to 216.

BUSINESS SERVICES

General Conditions

During the fiscal year many changes worthy of comment have occurred in the Business Services Division of this hospital. Each of these changes will be discussed in detail in their pertinent category within the report. Each of the four sections of Business Services have common problems in employee training, morale and efficiency. The quality of employees of the sections varies from excellent to improvement needed with the majority falling a little above standard. This report will show a rising efficiency in the division and will indicate better service and more production has occurred than occurred in the previous fiscal year.

A. New Methods and Procedures

New methods and procedures were adopted during the year to accomplish a more efficient service to the hospital.

1. Changes in assignments and supervision.

- a) The greatest degree of change occurred in the Service and Supply Section. The Hospital Industries Supervisor accepted the additional duties of assignment of non-housekeeping rooms, supervision of the telephone operators and information clerk, supervision of mail-messenger and baggage service, supervision of farming, dairy, and hog ranching operations and supervision of all hospital transportation. He also established new housekeeping techniques and supply distribution of housekeeping articles to eliminate the units' necessity to requisition such supplies. He is establishing a warehouse for housekeeping supplies in the FX Property Warehouse when it vacates to the old dairy barn.
- b) The Service and Supply Supervisor has also altered techniques and procedures within the laundry to conform to better

laundry practices. Some of these changes were accomplished through a one-week training program conducted by the Stockton State Hospital laundry supervisor who had attended a school conducted by a commercial laundry machinery company for training institution laundrymen. Our laundry personnel also conducted experiments with commercial products to determine the most effective and efficient procedures which effectively cut costs and raised levels of service. During the course of remodeling our laundry, no cuts in level of service to the patients have occurred and no overtime on employees has accrued. This is far better than had been expected. The recent policy decision to discontinue personal laundry for employees will further assist in raising the level of service to patients.

- c) Radical changes have occurred in the commissary function. All men's clothing has been transferred to the tailor for accountability and distribution. Women's clothing has been transferred to the seamstress, and shoes to the shoemaker. All maintenance supplies have been transferred to the maintenance storekeeper. This procedure allows closer control and distribution of specialty items by experts in the field. It also gives the Storekeeper II more time for the inspection of goods received, closer control of his restricted inventory and better distribution of perishable food supplies to the main kitchen. Transfer of housekeeping and janitorial supplies is not complete. When complete, additional time will accrue to the Storekeeper II for his accounts and distribution of general commissary items still in his control. The Storekeeper II in the past has accumulated many hours of overtime and these changes have resulted in no accumulated overtime.
- d) During the year, for purposes of training the top echelons of Business Services, ninety day transfers of supervision occurred to give these supervisors instructions in the operating problems of allied fields and to develop their supervisory abilities. The Chief of Institution Maintenance II took over the fire department. As this training was successful, and as it is in accordance with the Department of Finance survey, he has retained control of the fire department. The Accounting Officer operated the main commissary for a period of ninety days to acquaint himself with the commissary problems and to develop simplified accounting procedures within the main storeroom to streamline the operation. The Service and Supply officer supervised the landscaping department for three months to develop a close liaison between farming personnel and the landscaping department to coordinate the activities of both as well as activities of all transportation facilities within all sections. The attached personnel charts will illustrate our conformity to the Department of Finance survey recommendations. Although we are not entitled to a Service and Supply supervisor we are operating exactly as though we were.
- e) During the last two months of the fiscal year the Food Administrator II developed a training program for food service assistants assigned to us for care of unit dining rooms, janitorial and meat cutting services. Interviews during the month of June indicate we will fill all positions by the

15th of July. These people will undergo a two week training period and go on unit assignments as of August 1st, the training to continue in all food service positions, rotating with various employees already authorized with the new positions. During the fiscal year we initiated the practice of delivering afternoon snacks to the patients in industry. This program has been appreciated by industrial patients. The increased ration in the new fiscal year will allow us to do more in this field.

- f) Accounting practices have been revised according to administrative manual changes at the beginning of the fiscal year. These revisions have all been put into effect and tend to streamline our operation. The hospital invoices are paid regularly with a minimum of error. Physical inventories required by the manual are gradually being accomplished in the property field. The property clerk has already balanced his books and is physically inventoring each building on the grounds and reconciling his books to the physical inventory.
- g) During the year all farming activities except the dairy were placed under the Head Farmer II who is responsible to the Service and Supply Supervisor. Patients assigned to industrial therapy on the farm are utilized from a patient labor pool administered by the Head Farmer II. This permits more freedom in assignments to cover seasonal rushes and heavy work loads. A similar patient labor pool is operated in food service, maintenance division and other industries.

2. Conference Training Programs

- a) The food service section is holding regular meetings of supervisory personnel with the Food Administrator II for the purpose of ironing out problems in production and procedure. The underlying purpose of this is to establish better interpersonal relationships between top level food service personnel and line production supervisors. This conference program has been a success. A similar program has been adopted by the service and supply section on a monthly basis. All service and supply section heads meet and coordinate their work; working out any problems which are mutual to the sections of service and supply. Occasionally nursing personnel or the Industrial Therapist is present where business service problems cross the line into nursing service.
- b) A weekly business service staff meeting is held for the purpose of disseminating policy and planning the correlated work of the four sections. No regular meetings are held in the maintenance section or the accounting section. A conference program may be established in the maintenance section in the coming fiscal year.

3. Additional Positions

- a) Additional positions have been secured for groundsman and automotive equipment operator prior to July 1st, when authorized in the budget. The other business services positions granted for the 1957-58 fiscal year will be filled before August 1st if all plans materialize. The reorganization of business services under the four section plan leaves the

maintenance section short of clerical and accounting positions. These positions have been requested in the 1958-59 budget.

4. Public Relations and Community Interests

- a) Many business service employees are active in community affairs. Boy Scout and Girl Scout program leaders, police and fire reserves and auxiliaries, Little League baseball, Inc., church activities, sportsmen's association, various service clubs, veterans organizations and the Chamber of Commerce all have representation from business service employees.

B. Condition of the Plant

Due to the major and minor construction of the past ten years, the plant has never been in better condition. During the next six years of major and minor construction, we anticipate taking care of all the current known needs of the hospital. It is expected that development of new techniques, research programs, out-patient clinics, day care, night care or after-care facilities may all come into being here in the future. These needs are not included in the six year estimate. It is to be expected that major construction will be a continuing issue here so long as a program is advancing. The need for minor construction may disappear as maintenance to structures funds are increased in annual support budgets and the accompanying personnel granted to do the work under support projects.

1. Buildings

- a) Administration Building

Tentative plans are being made for the addition of a wing for administrative purposes on our Administration Building. Nothing definite has been decided on this to date.

- b) The Receiving and Treatment Building is stable, so far as we know, with the exception of minor alterations to house new functions as departments now housed in the building obtain their own quarters elsewhere.

- c) Auditorium and Library

Correction of fire hazards and the adjustment of a recently installed air conditioning system in the patients' library are planned for this building with support funds in the ensuing year.

- d) Food Service Building

No alterations to the building are planned. A high fidelity dinner music recording unit will be installed in both dining rooms in the month of July.

- e) Boilerhouse, Garage and Maintenance Storehouse

Major interior reassignment of space is anticipated when the motor pool and auto repair shop are constructed. This will result in more working room for the various maintenance shops.

f) Canteen and Education Building

Approval has been received for a new roof for this building. During the past year major alterations occurred on the second floor to convert this area to employee lounging space. The work has all been done by volunteers and financed by employee contributions. Some salvage material belonging to the State has been used in the project.

g) Firehouse

A new roof will be installed on this building under minor construction. With this exception, the building is in good condition.

h) The laundry project is scheduled to be completed on August 15. By the 1st of October we expect to have established new procedures enabling us to iron all men patients' clothing.

i) Industrial Building and Cannery

Movement of maintenance functions from the boilerhouse to the industrial building will occur with the completion of the motor pool. The hospital maintenance painting section will move to the motor pool, creating considerable room in the industrial building. The mattress shop has been converted to an upholstery shop and furniture repair unit, also caring for venetian blinds, drapes and heavy sewing.

j) Inflammable Liquid Storage Building

An inflammable liquid storage building was constructed during the fiscal year and inflammable liquids in bulk are stored in this area.

k) FX Warehouse

This warehouse has been utilized for furniture storage and property exchange during the past years. The old dairy barn on Slaughterhouse Road is being converted by contract to a new property warehouse. When this building is complete, the property section will occupy it totally, leaving the FX warehouse free for the storage of housekeeping supplies.

l) Three quonset warehouses are all under the supervision of the Maintenance Storekeeper I and are used for the storage of maintenance items in the support budget and in the minor construction and special repairs accounts.

m) Employee Building No. 1

This building is in sound condition but requires the renovation of most of the showers. It has recently been rewired and new floor coverings have been applied. The roofs on the garages have been repaired in the past year and the building is generally considered to be sound and in need only of regular annual maintenance.

n) Employee Building No. 2

This building is in sound condition but is being utilized for

cooking. The building was not wired for this purpose, which results in circuits blowing out. Additional car ports have been requested in future minor construction budgets but have not yet been approved.

d) Employee Buildings Nos. 3 and 4

These temporary buildings were constructed in 1952 with a life expectancy of twenty years. They are private rooms with community toilets and showers. No. 3 is utilized for single women and No. 4 for single men. Due to the temporary nature of the buildings no major work is contemplated.

p) Units G, H, I, K, 14 and 15

Units G, H, I, K, 14 and 15 are scheduled for major maintenance renovation in the fiscal years 1958-59 and 1959-60. We expect to begin on Units 14, 15 and K, renovating the buildings to accommodate therapeutic communities. We have changed Units G, H and I to the 1959-60 fiscal year in order to gain one year's delay in the renovation program of these units as they will adapt themselves by location more suitable to new programs than any other existing unit.

q) Units 7 and F

Units 7 and F are scheduled for major landscaping renovation in the 1958-59 fiscal year. The buildings are well maintained and will be improved in the coming summer by the addition of asphalt tile floor covering in all areas.

r) Unit 8

We have requested this building be demolished as it does not fit properly into our general scheme. Consequently, it is suspended pending the outcome of our request.

s) Units 5 and 6

These units have been undergoing renovation for the past two years. It is expected the day labor section of the Division of Architecture will vacate the building on August 1st and business services will have it fully equipped and ready to operate by September 1st. Considerable work remains to be done in the building due to errors in computing the real needs at the time of financing. These will be cared for by future minor construction budgets. The exterior landscaping, steam and condensate entries to the building and the main water supply line of the two units will be done under 1957-58 major construction appropriations.

t) Units A, B, C, D, 1, 2, 3 and 4

These buildings are less than six years old, are in sound operating condition and require only minor interior alterations for efficient usage. Each of these buildings requires a major project in air conditioning for patient comfort. All are too hot in the summer and cannot be cooled by the existing ventilating systems. Refrigerated air must be applied to each of the buildings to obtain the desired temperature.

u) Residences

The condition of all of our residences is good. Nos. 5 and 6 will be renovated in the summer of 1957, as well as the large Clarke Ranch house and the Poultry Ranch house. Replacement programs for some of the residences are planned in the major construction projects.

v) Dairy Buildings

The dairy buildings are all in good repair with the installation of new equipment contemplated in the coming summer to include all new pasteurizing and homogenizing equipment. No improvements are planned to any existing farm buildings with the exception of regular maintenance and painting.

2. Grounds

The condition of the grounds has improved materially during the past three years with the completion of various major construction landscaping projects and some minor construction projects. Problems in water pressure have occurred during the past year which we hope will be corrected by the installation of two 500,000 gallon reservoirs to the north and east of Employee Building No. 2. We have had patches of lawn dry up for lack of water as the sprinkler systems will not cover the entire area with reduced pressures.

The major problem in the grounds department lies in lack of adequately trained industrial therapy patients and a shortage of paid employees. We are authorized four positions in the grounds section and require eight. These additional four positions have been requested in the 1958-59 support budget. Meanwhile, we have requested the positions on an emergency basis. In past years, we have used group leaders to keep up with the landscaping program. We understand this will not be possible in the fiscal year 1957-58. Accordingly, we have begun to assign areas in the immediate vicinity of units as housekeeping responsibilities of the unit. The watering of shrubbery, the cleaning of sidewalks, curbs and gutters, the planting and care of flower beds, etc. are planned as a portion of unit responsibility. Unit 15 has been doing this for several years and their grounds appear to be better cared for than any of the remaining nursing units of the hospital. We have recently turned over the interior yard of Units 1, 2, 3 and 4 to the area supervisor. As the minor construction in that area is not quite complete it is too early to evaluate the results of this change in function. At this time the interior yard care does not appear to be done as well as we had hoped. The use of farming personnel through the winter season, when they are not required full time on the farm, has been of a great deal of assistance in maintaining the grounds. The pruning of live limbs, the removal of trash, the removal of fences, a weed control program, spraying of shrubs and plants have all been accomplished by the farming personnel, greatly assisting the landscaping department. Unless further paid personnel are assigned to the landscaping department or some other method of utilizing existing personnel in other sections, it may not be possible to continue on our present standard of appearance of grounds.

3. Equipment

During the past years, due to major construction programs and a

more liberal budget, we have replaced a considerable amount of equipment and acquired adequate amounts of additional equipment. Requests for equipment in the 1958-59 budget have dropped more than \$100,000. We have apparently reached a plateau where we have acquired almost everything we need for present programs and can expect to go into a standard annual maintenance replacement program on most items of equipment.

By the end of the 1957-58 fiscal year all beds in the hospital will be new. We have already on hand innerspring mattresses for each bed or an adequate substitute in the form of foam rubber mattresses or SYKO mattresses. Unit furnishings in day rooms could be of a better design. We are not pleased with either the Chromecraft or Buckstaff type of furnishings but several years of wear remain in this type of equipment. During the next fiscal year we expect to replace a considerable amount of exterior furniture in the form of picnic benches and tables, lounges, umbrellas and related outdoor equipment.

Our fleet of vehicles has never been in better condition. Replacement of two sedans in the coming year will get us on almost a new basis with consequent savings in operating expenses. We appear to have a sufficient number of vehicles to do our job well. We expect to acquire additional vehicles in the 1958-59 budget year as changes in program are put into effect.

4. Farms

a) Hog Ranch

The hog ranch is on a paying basis and last year produced 104,000 pounds of pork at an average annual cost per pound of \$.2175. The buildings have been renovated and further savings may occur in this function as new procedures are fully operative.

b) Dairy

During the past year the herd reduction program was completed. Our herd now stands at 202 animals with 88 cows milking, for an average daily production per milking cow of 5.20 gallons. This program has removed all marginal animals and low producers. Our herd has never been better. We will begin a program of increasing the size of the herd immediately to meet the new food ration. The average cost of milk was \$.593 per gallon. During the year we converted to bulk feed, eliminating several hours of work daily and obtaining the feed at a reduced price per ton, of a consistent quality. We were able to transfer one milker to temporary duty of general farm maintenance - the care of pastures, fences and other similar items associated with the operation of a dairy and farm. This position will have to be transferred back to the dairy when the herd attains its proper size in accordance with the new ration.

c) Farm General

The program of attempting to produce all of our own hay is well under way. New fields have been planted and our alfalfa production should meet our needs within two years. This

will eliminate the purchase of more than \$10,000 worth of hay per year without adding any new irrigating facilities. It will also convert us completely to a crop rotation program for the purposes of soil conservation and to increase the quality of our vegetables and farm products.

d) Orchards

Our present orchards consist mainly of prune trees. We have young orchards coming into maturity which will produce a portion of our needs in peaches and all of our needs in walnuts. We expect to increase this activity and convert a farmhand position to orchardman. As we have the water and the equipment, additional orchards would be profit-producing and give us better control of fresh fruit for unit feeding as well as cannery production.

e) Vegetable Farm

We began a program of producing additional vegetables, which are not on the food control but are well accepted by patients. During the last year we planted some asparagus and rhubarb. We have cut production on items which are not well accepted: rutabaga, cabbage, turnips and parsnips, and have substituted purchased foods in their place. We are growing considerable melons, less pumpkin and squash. We have begun to grow broccoli in quantity. It is our intention to raise food production on the vegetable farm from \$25,000 per year to \$35,000 per year and to place this marginal operation on a profit-making basis. With the exception of the vegetable farm, which is marginal, all of our ranching activities are now making a reasonable amount of money on a true cost accounting basis.

C. Plans for the Immediate Future

We intend to pursue our training program and expand it into the maintenance and farming sections in the 1957-58 fiscal year. We will continue the attempt to improve our methods and procedures to furnish better service at lower cost. Training, methods and procedure go hand-in-glove.

Our major construction and minor construction programs are in good condition. We have spent all funds appropriated to the 1955-56 fiscal year and by September will be operating on a completely current fiscal year. Two years ago there was money on the books from 1946 through 1955 which had not been spent. These improvements have all been made or the money has reverted due to circumstances beyond our control. Being in the favorable position of having spent past funds and operating on a current basis, we may expect to receive more monies in the 1958-59 budget fiscal year than we would have done had we acquired book balances from previous years. One year ago our position was favorable enough that our total maintenance budget for support, minor construction and special repairs was for over \$200,000. We have not received a sum of money this large for several years.

D. Master Plan Projected to 1963

During this fiscal year we will restudy the Master Plan which has

been projected to 1963 and in February make alterations in this plan and additions extending the plan to 1964. We intend to make a complete study of the use of patients in industry to develop an adequate report that will serve as justification for increasing paid positions and removing patients from certain industries within the hospital where this plan will prove most feasible.

E. Production Advices

	<u>Credit</u>	<u>Expenses</u>	<u>Total</u>
Farm General	23,944	32,215	\$ -8,271
Dairy	\$ 122,917	\$ 100,424	22,493
Hog Ranch	32,536	24,500	8,036
Orchard	7,985	5,095	2,890
Vegetable Garden	24,699	21,742	2,957
Stable & Tractor	23,978	23,978	-0-
Food Processing	57,330	39,136	18,194

SUMMARY OF PRODUCTION

Total Credit for Production	\$ 293,389
Deduct Produced Stores consumed in Production	69,043
Net Value Farm Production	224,346

A total of 152,956 gallons of milk was produced at a direct cost of \$.5931 per gallon.

A total of 103,510 pounds of dressed pork was produced at a direct cost of \$.2175 per pound.

Sale of dairy animals amounted to \$9,099.

Sale of hogs amounted to \$3,201.

Value of produced stores including milk, cream, hogs, vegetables and fruits was \$217,859.

HOSPITAL AGENT

During the fiscal year 1956-57 the work of the Agent's office progressed in a normal manner and without unusual incidents. The work was accomplished by staffing of the cashiering and trusts section as follows:

- 1 Agent I
- 1 Senior Account Clerk
- 1 Intermediate Account Clerk
- 1 Intermediate Typist-Clerk
- 1 Intermediate Clerk

In addition, the Agent's office has 1 Intermediate Account Clerk which has never been accredited by staffing formula. We have undertaken to rectify this in the 1958-59 budget, as loss of this position would seriously handicap the operation of the department.

Services to Patients

Veterans

During the fiscal year ~~we~~ had 873 new admissions. Of this number

only mentally ill cases were considered for possible veterans benefits; which number includes observations, voluntaries and Health Officer application cases. A total of 81 veteran cases were processed for possible benefits, - pension, compensation, hospitalization; of which number 14 were transferred to VA facilities. During the fiscal year some \$11,031.87 was received by the hospital in behalf of approved veteran cases. During the fiscal year 1955-56 some \$15,062.47 was received. The "loss" is attributed to change in VA policy - the medical presumption of incompetency precluded payment of full awards to hospitalized veterans.

Disability Insurance

In reference to the same number of new admissions, and with respect to type, we filed all necessary papers for claim purposes in behalf of 106 cases. We were successful in receiving \$26,731.90 in awards. For the fiscal year the awards amounted to \$15,397.68. The increase is probably due to change in adjudication of claims and broader coverages.

Section 6661 Welfare and Institutions Code

Of the total new admissions during the fiscal year a total of 24 were noted to have bank accounts under \$1,000. We were successful in all cases to claim such funds in behalf of the depositors and these funds amounted to \$7,933.18. This money, in most cases, was sorely needed by the patients for personal needs while at the hospital as well as for payment of obligations at home. During the fiscal year such funds collected in this manner amounted to \$3,371.17.

Guardianship

Some 30 cases were handled in setting up guardianship estates, and incidental thereto some 57 documents were notarized - certificates of service, affidavits of inability to attend hearings. Each case was scrutinized carefully for merit of the action instituted, and we were successful in having several cases set aside where such action may have been injurious to our patients. Some 10 of the 30 cases were recommended for departmental guardianship, these cases largely being veterans.

Social Security

During the fiscal year some \$27,863.85 was received in behalf of old age insurance claims from this Federal agency. During the past fiscal year we obtained \$42,193.69. The increased amount is considered to be due to increased benefits.

In connection with the disability insurance factor of Social Security, a total of 1,757 cases were reviewed for eligible filing. A total of 155 were filed and to date 10 have been awarded - a monthly income (aggregate) of \$688.10 for these patients. We have received only a very few results of our filing.

Contributions

Relatives, friends and non-responsible persons contributed \$65,406.43 for purchase of personal needs of patients, which includes clothing, dentures, glasses, etc. The year prior some \$78,311.36 was so obtained. The decrease is probably due to increase in social security benefits and other sources of credit. (Note: total receipts for 1955-56 were \$150,009.06 and for 1956-57 were \$170,379.46.

Disbursements

Some of the funds disbursed from patients' accounts are shown as follows:

	<u>1955-56</u>	<u>1956-57</u>
Clothing	5,893.75	6,040.82
Glasses, dentures	2,354.17	1,416.52
Family needs	2,876.03	4,783.68
Care and treatment	27,484.36	37,357.12

Note: Total disbursements for 1955-56	\$ 128,298.62
Total disbursements for 1956-57	148,296.80

Trust Accounts

Patients' trust accounts for fiscal year 1955-56	128,022.88
Patients' trust accounts for fiscal year 1956-57	151,903.05

In addition, the Agent's office initiated an investigation into the handling of patients' canteen merchandise. This was accomplished in November of 1956 and resulted in several procedural changes beneficial to the welfare of our patients.

Prior to the close of business for the fiscal year this office formulated the plan for conversion of canteen scrip to use of cash. Although this was actually accomplished July 1, 1957 and after, all ground work was laid during June of 1957. The personnel of nursing services should be lauded for their fine cooperation and willingness to accept responsibility.

Incident to the plan for scrip conversion, it was necessary to revise the canteen procedure. This was accomplished during June of 1957 although such a revision had just been completed the previous April of 1957.

The Agent's office has the added responsibility of maintaining the patients' Benefit Fund. At the suggestion of the Canteen Committee, and approved by the Superintendent, we accepted this responsibility February of 1957. In connection with this matter, we have relocated the Coca Cola vending machines and have entered into an arrangement much more satisfactory than the one previously in operation.

PERSONNEL SECTION

The question has been raised with varying degrees of levity on innumerable occasions "Why is there a Personnel Section?" A sub-committee of the hospital personnel officers has recently submitted a personnel program for the hospitals of the Department of Mental Hygiene which it hopes will at least partially answer this question. This is shown below. Of necessity, the emphasis has been placed on those portions of the program felt to be most vital to the treatment activities of the hospital.

- 1) Personnel policy and planning.
- 2) Employee relations.
- 3) Communications.
- 4) Employee suggestions.
- 5) Training.
- 6) Health and safety.
- 7) Recruitment, placement and examination.
- 8) Research in personnel administration.
- 9) Organization, workload and procedural studies.
- 10) Classification and pay.

- 11) Performance standards and evaluation.
- 12) Personnel budgeting.
- 13) Discipline.
- 14) Personnel transactions, records and reports.

1.) Personnel Policy and Planning

As a regular member of the Policy Group of this hospital and ex-officio member of the various committees, the Personnel Officer functions in an advisory capacity to the Superintendent and the various department heads on matters involving personnel policies and practices within the hospital.

2.) Employee Relations

Our goal in the area of employee relations is to involve the employees in the program and problems of the hospital, on the premise that close identification with the hospital will, in the long run, promote the best relations between employees and administration. To this end we have encouraged the various line supervisors to adopt this attitude toward their employees. Direct, observable results have included the establishment of regularly scheduled staff meetings in all departments and on most units.

Other activities have included the following:

- a) A survey of employee opinion concerning general meetings. The establishment of regularly scheduled meetings has yet to be done.
- b) The clarification and dissemination of information concerning the employee grievance procedure.
- c) The establishment of an employee recreation committee. Work has begun on an employee recreation center in the nursing education building.
- d) Several talks to employee organizations such as the CSEA and CSPT concerning hospital plans and programs.
- e) A survey of employee attitude toward a combined charity drive.

3.) Communications

No specific activities have been undertaken in this area. A very great need exists for a systematic and thoroughgoing study.

4.) Employee Suggestions

Participation in the employee suggestion program has been limited to the routine processing and evaluation of suggestions referred to the hospital by the Department of Mental Hygiene.

5.) Training

The role of the Personnel Officer in training in a setting such as ours is principally to assist line supervisors in assessing training needs, planning for and presenting training sessions and evaluating the results of such training. In addition, we may be directly responsible for training which cuts across departmental lines such as the orientation of new employees. During the past six months the Personnel Officer has been involved in the following training activities:

a) Employee orientation

We have assumed the responsibility for this activity and have extended and revised the program to provide new employees the opportunity to see, rather than hear about, the various functions of the hospital.

b) Performance evaluation

In conjunction with annual reports of performance, the Personnel Officer conducted brief training courses for all raters and reviewing officers.

c) Supervisory training

We arranged for two Assistant Superintendents of Nursing Services to attend a week long "Training the Trainers" conference provided by the State Personnel Board. Upon the completion of this course these people became responsible for supervisory training in nursing services and have presented one three-day workshop on this subject.

d) Workshop on therapeutic activities

As Chairman of the Planning Committee and conference coordinator, the Personnel Officer participated in the planning, presentation and evaluation of a three-day training conference covering the various therapeutic activities of the hospital. Included in the subject matter of the conference were the reorganization of rehabilitation services and the application of the therapeutic community.

6.) Health and Safety

This is another field sorely neglected and in need of further attention. We have included the reporting of accident statistics in the newsletter and our monthly report and have occasionally included suggestions concerning safety conduct. In addition, a method has been devised to ensure that department heads are made aware of any unsafe conditions existing in their sphere of responsibility. We have also asked that Mr. Sheldon of the State Personnel Board and Mr. Thrailkill, Assistant to the Director of Nursing Services of the Department of Mental Hygiene come to the hospital for a discussion of our training needs in this area.

7.) Recruitment, Placement and Examination

In February of 1957 a total of 55 positions were unfilled out of a total staff of 745 positions. As of June 31st the number of vacancies had been reduced to 8. A substantial part of this altered picture has been due to the depressed local labor market from which we draw for the majority of our employees. The activities of the personnel section have been designed to take advantage of the situation. We have attempted to supply a sufficient number of applicants to allow for discriminating selection and have begun to establish procedures to assist the departments in this respect.

The Evaluation Board was established in March of 1956 in order to assist nursing services in the selection and retention of the best available psychiatric technician trainees. This board, consisting of the Director of Clinical Services, the Superintendent of Nursing Services, a nursing education representative, the Clinical Psychologist III and the Personnel Officer, seeks to provide selection and counseling services in several ways.

- a) By reviewing all psychiatric technician trainees eligibles who have been flagged by the State Personnel Board as possessing an arrest or unsatisfactory employment record.
- b) By reviewing questionable eligibles referred by the original employment interviewers.
- c) By reviewing all requests for transfer or reinstatement.
- d) By interviewing all psychiatric technician trainees prior to the time they commence their in-service training.
- e) By interviewing and counseling those trainees who appear to be having difficulty in adjusting to their jobs.

With those classes which are recruited on a nation-wide basis our role is principally one of making this hospital more attractive than any other hospital of several choices which usually exist. We have attempted to do this through more personalized communications, more information on our program, working conditions and locale.

The Department of Mental Hygiene out-of-state recruitment trips and the simplified examining of physicians has been of immeasurable assistance to us in filling our medical vacancies. Our needs appear to have shifted from a general one of providing ward coverage to a more special need for psychiatrically trained and experienced physicians.

Our most severe recruitment problem at this time, as for several years past, is in psychiatric social work. The past year has resulted in a net decrease in staff from three filled positions out of four budgeted positions in July of 1956 to three filled positions out of nine budgeted positions in July of 1957. Our immediate prospects are not good. Competition within the department has increased with the addition of approximately 100 positions to the staff of other hospitals and the Bureau of Social Work. Salaries in competing jurisdictions have increased to the point that California no longer enjoys the recruitment advantage it once held. Remedial action in the form of major salary increases, training stipends and the payment of moving costs are essential to any long-term recruiting success in this profession.

We are gradually increasing our complement of registered nurses. As of July 1, 1957, 27 positions out of an authorized 61 were filled. We continue to function without a Director of Psychiatric Nursing Education or any one of the three authorized Assistant Superintendents of Nursing Services (R. N'S). However, R. N. supervision at the area level is complete, and the bulk of the acute treatment wards are under the supervision of Senior Psychiatric Nurses. In other professional services, the success of our recruitment activities has been generally good. Psychology has four of the five positions filled; Rehabilitation nine out of eleven; both Food Administrators and all technical ancillary positions, with the exception of a Clinical Laboratory Technician and two Physical Therapists are filled.

8.) Research in Personnel Administration

In conjunction with the psychology department, we have begun a study designed to ultimately create a sample group of employees which can be used for evaluating employee morale, testing selection standards and evaluation training.

9.) Organization, Workload and Procedural Studies

The Personnel Officer and the Supervision Clerk have begun a thorough

study of procedures and workload in the personnel section. We are also holding weekly staff meetings, during which time one procedure is described and discussed, hoping in this way to take advantage of group thinking in the improvement of our procedures.

10.) Classification and Pay

Participation has been limited to reviewing material under consideration with the Department of Mental Hygiene and making recommendations for their use.

11.) Performance Standards and Evaluation

As mentioned under "Training", the Personnel Officer held conferences with raters and reviewers in conjunction with annual reports of performance. We have also acted as an adviser to line supervisors in the evaluation of particular employees.

12.) Personnel Budgeting

The personnel section worked with the various departments in preparing the 1958-59 budget requests.

13.) Discipline

The necessity for disciplinary action has been limited during this past year. Our main effort has been directed toward establishing the principle that discipline is a line responsibility.

14.) Personnel Transactions, Records and Reports

The increase in workload in the transactions unit due to a high rate of turnover, additional positions and successful recruitment has created serious problems in the personnel section. A large amount of over-time has been necessary to remain at all current in the processing of the necessary paper. We hope to improve this situation through the review of procedures but feel that additional clerical personnel are needed. Because of our backlog of essential work we are unable to provide many services, such as consultation on income tax, insurance, retirement and survivors' benefits, housing medical and welfare services that we believe desirable.

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