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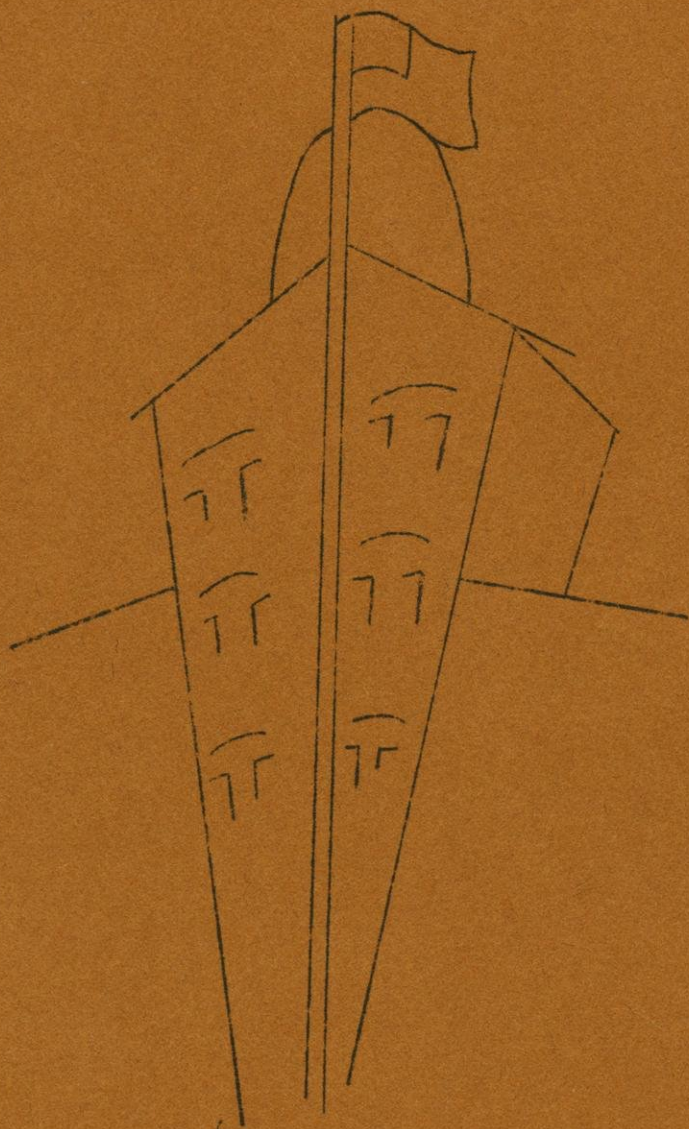
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Mr. J. J. Scholer



the annual report of the
winnebago state hospital to
the state board of public welfare
september 9, 1964

WINNEBAGO STATE HOSPITAL

ANNUAL REPORT

July 1, 1963 - June 30, 1964

Presented to the Board of Public Welfare

September 9, 1964

Darold A. Treffert, M. D.
Acting Superintendent

I. PURPOSE AND PROGRAM

The function of the State mental hospital in Wisconsin is changing as more emphasis is being placed upon psychiatric treatment being available in the patient's own community. The State Hospital will play an important role, yet a role different than in the past, in providing a full range of services to the mentally ill in Wisconsin. Some of these changes are already reflected in this annual report, and more are to be anticipated as communities begin to provide more services that are now only in the planning stages. In the implementation of these newer concepts the State Hospital has an unusually important role in providing specialized and supportive consultation services to communities and especially to County mental hospitals.

Winnebago State Hospital will need to continue to provide the traditional types of services that it has in the past to those areas now only planning facilities or to those areas where local development of full-range community resources is unrealistic. At the same time the State Hospital must provide new specialized services as it re-defines its relationship to community services and to the County mental hospital system particularly.

As one reviews this past year, some general trends and developments are evident. The resident population continues to decline (13%) in the face of a steady admission rate. This is due to more intensive treatment made possible by having more and better trained personnel available. Within this resident population group, however, the children and adolescent group is

rising disproportionately. In the past two years since this hospital has had a Children and Adolescents service, the number of patients in the hospital under 18 years of age has nearly doubled. More emphasis is being placed on the special types of treatment needs that this population presents.

An early discharge policy continues to be emphasized. This has been made possible as hospital services develop and expand, such as outpatient facilities, family care, etc., and as community resources develop, such as half-way houses, guidance clinics, and day care centers.

Several county hospitals have developed increased treatment services. These communities now represent examples of the situation in which the State Hospital provides the more specialized services which cannot be realistically developed on a local level at present. What have been pilot programs in the past are expected to expand within these county hospitals and probably will develop in other counties as the county hospital begins to provide general psychiatric treatment services. Part of the specialized service to the county hospitals has involved an expanded medical-surgical program, providing medical care of a major and special sort to hospitalized county patients.

The reduction in our resident population by more intensive treatment and by better utilization of local community resources, and the move in the direction of specialization of State Hospital services are trends which are already evident and are trends which will continue.

II. SIGNIFICANT TRENDS AND DEVELOPMENTS

Administration: Dr. Belcher resigned as Superintendent of Winnebago State Hospital after serving in that capacity since August, 1959. Much progress had occurred during his five years as superintendent as evidenced by his annual reports to the Welfare Board in the past. Dr. Darold A. Treffert was appointed Acting Superintendent effective May 29, 1964. Dr. Treffert was a Resident in the Career Psychiatric Residency program administered jointly through the State Department of Public Welfare and University Hospitals, Madison. Until his appointment as Acting Superintendent, he had served as Chief of the Children and Adolescents Unit, a position he had held since joining the staff of Winnebago State Hospital in July, 1962.

Medical Staff: The most pressing and urgent problem at the present time is recruitment of medical staff. Six physicians left the staff and four joined the staff during fiscal 1963-1964. It has been possible to maintain at least two psychiatrists and/or physicians per parallel service, and each parallel service is headed by a trained psychiatrist. In order to maintain, and even to improve, this coverage recruitment will need to be stepped up on a local as well as national level. Dr. Loftus was appointed Assistant Clinical Director in charge of the medical-surgical service during the year.

Adult Psychiatric Services: Four parallel treatment units continue to serve the adult psychiatric population. The concept

of parallel treatment units with its resultant continuity of care has continued to prove its value here in the hospital. More of the ancillary services including Social Service, Activities Therapy and Nursing Service have been assigning their personnel along the line of parallel services rather than maintaining departments which serve the entire adult psychiatric services. This has resulted in better continuity of care for patients as well as better morale and team effort on the part of the personnel assigned to a particular parallel treatment unit. As the building program progresses, further efforts will be made to consolidate geographically the treatment units. It is interesting that within the adult psychiatric population, the percentage of inebriates is declining.

Medical-Surgical and Geriatric Services: The functioning of the geriatric service was enhanced considerably by the move from the Main Building into Gordon Hall. This new building has had a measurable positive effect on the morale both of the patients and personnel.

Our medical and surgical services to the county hospitals continue to increase and present an area of specialization of services that can be offered to county hospitals. Some of these services have had to be curtailed temporarily because of a shortage of medical personnel to staff the medical-surgical service, and also for a period of time there was difficulty with the air filters in the operating suite.

Children and Adolescents Services: With the addition of a 25-bed girls' unit in Hughes Hall, this hospital now has a Children and Adolescents' service that serves males and females ages 15 and under. Some selected patients from the general hospital population between the ages of 15 and 18 also are housed on this unit. At the present time one-half of Hughes Hall, approximately 100 beds, is used to house the patients on the Children and Adolescents Service. The number of admissions to this unit has been rising rather rapidly, and it is anticipated that the increasing admission rate will continue. There has been increased utilization of pre-admission evaluation on patients being considered for admission to the Children's Unit. In these cases an effort is made to screen applicants for admission so that the appropriate child gets into the appropriate facility. Approximately one-half of the patients seen in pre-admission evaluation were actually admitted to the hospital, the others being referred to a more appropriate facility. Psychiatric services, nursing services, activity therapy, and social services, as well as the school unit, have all expanded to keep pace with the increase in the program.

The school is an integral part of the Children's Unit and functions under the Chief of the Children's Unit. During this past year three teachers were added and a principal was recruited. At the present time the school offers classes at all levels from pre-primary through high school. Additionally, local school facilities in the City of Oshkosh are used by those patients who are well enough to attend these schools.

Currently the school serves about 70 patients daily, an increase of approximately 30% in the past year. New technics have been added and special emphasis has been made on using programmed learning, specifically for children with reading defects. Several of the teachers have attended graduate school during the summer in an effort to broaden their background. Along with expansion of the school program there has been intensification of teaching within it. While the school generally attempts to present a general education to those patients who are hospitalized, in some cases specific remedial technics and programs are used. This program has been operating very smoothly and very successfully. Concentration has been exclusively on an academic program with the exception of a typing class added this year through the help of the Vocational Rehabilitation department. It does not seem feasible to extend the school into the vocational training area and concentration will be continued on an academic program only.

Nursing Service: As yet a director of nursing has not been recruited but efforts in this direction continue. Our active Nursing Service and favorable ratio of nurses to patients is reflected in better nursing care and an intensification of therapeutic efforts on the part of the nurses. An attempt is continually being made to involve the aides more and more in in-service training and trying to train them in the knowledge and use of psychiatric concepts so that they recognize the importance of their work as members of a therapeutic team.

In-service training has been stepped up both for aides already in service at the hospital as well as for new aide trainees.

An unfortunate incident occurred where five aides were accused of abusing a patient. One of these aides was found guilty by the court and four were found to be innocent. This provided an opportunity for review of ward procedures in the hospital and particularly review of implementation of these procedures on the part of those delegated to carry them out. It is felt that the hospital was not at fault administratively in this matter, but a review of restraint and seclusion procedure was instituted and carried out.

Social Service: The Social Service department had a net gain of two workers during the year, two having left and four having joined the staff. There has been continued and intensified effort in communicating with local agencies and local facilities on the part of the Social Service staff. Direct patient contact outside of the institution has been steadily declining and consultative services and contacts with local facilities and agencies have been increasing. The Social Service department has moved more in the direction of group-work with patients on the ward, particularly some of the longer-term wards. They have been instrumental in working with the staffs in several communities in establishing half-way houses, and have continued successfully to place patients in Family Care. There has been an effort to work with communities and have them agree on a primary mental health referral source

or agency to facilitate in pre-admission screening as well as discharge planning. This direct community contact has been beneficial in making patient flow from community to hospital and back again easier and there has been less of an attempt on the community's part to use the State mental hospital as a last resort institution. Hospital staff work closely with the Division District Office Mental Health Consultants in making the arrangements.

Psychology: The Psychology department continues to be undermanned. However, a psychology intern program was successfully initiated and it is hoped this program can be extended. Again, several psychology trainees on a limited term employment basis were present in the hospital during the summer. Personnel from the Psychology department of Wisconsin State College have continued to be interested in this hospital as a facility for doing research and several research programs are under way at the present time. In addition to providing direct services to patients, the Psychology department has helped the Nursing department in screening aides by use of psychological tests and have participated in counselling personnel periodically.

Activities Therapy: A new Activities Therapy coordinator was recruited. Miss Inez Huntting is a person of considerable background and breadth of experience in this field, and has demonstrated in the past clinical as well as administrative ability. The Activities Therapy program still suffers from lack of trained personnel and recruitment is being intensified

in that area. Re-assignments have been accomplished along the lines of the parallel services rather than having this department function independently of the parallel services. Already there has been considerably increased enthusiasm and efficiency in this department.

Chaplaincy: Reverend Van Deusen was appointed administrative head of the four chaplains which serve Winnebago State Hospital. The clinical pastoral training program has been run through the summer and has been very successful. This program involves groups of four ministers who study at the hospital for three-month periods. Additionally, several clergy seminars were held with attendance of over 200 pastors from the surrounding area. These were very well received. There have been requests on the part of local pastors to have in-depth seminars which would meet over a period of time and these will be established in the future. The training programs and seminars have done much to increase the communication and relationships between the clergy and the staff of this hospital.

Dental Department. The Dental department has moved into its new and larger quarters. This area is very adequately equipped. With the addition of another full-time dentist and a dental assistant, the dental needs of this hospital population should be very adequately met.

Vocational Rehabilitation: This department has continued to play an active and important role in job placement, training and rehabilitation. Mr. Wildes is assigned to this hospital on a full-time basis by the State Vocational Rehabilitation Office. 209 patients were referred to Vocational Rehabilitation during the year. Particular effort has been directed toward using the Work Adjustment Centers in the area to help patients become vocationally rehabilitated to help them in job placement; currently there are 24 patients, for example, at the Work Adjustment Center in Menasha. The department of Vocational Rehabilitation also has established a typing program in the school and has provided a teacher. This program serves not only the children in the school but adults throughout the hospital.

Volunteer Program: The hospital Volunteer program remains very active and very effective. Nearly 10,000 hours of time were contributed by volunteers from the surrounding area. The hospital is actively involved in the local Volunteer Service Council encompassing organizations in a number of the neighboring counties. An assistant to the Volunteer Coordinator has been hired who has been working during the summer months. The teenage Volunteer program has particularly expanded.

Mr. Last, Volunteer Coordinator, has been promoted to State Coordinator of Volunteer Services and will be leaving the institution soon. This means someone will need to be recruited to fill this very important position here and efforts have begun in that direction. From the standpoint of the Volunteer program as

well as Public Relations this is a key position in the hospital and applicants will be screened with a great deal of scrutiny.

Pharmacy: Medications and surgical supplies dispensed cost approximately 32¢ per patient day, an increase of about 2¢ over last year. Psychochemicals represented about \$45,680 of this total cost or 17.7¢ per patient day, a reduction from 19¢ for the previous year. The general use of disposable needles was begun in October. Medications continue to be provided on home visit, a limited supply on discharge, but none are currently being dispensed for outpatients.

Building, Maintenance and Engineering: The most significant event in this area was the completion of Gordon Hall, a 200-bed infirmary building. In addition to beds for geriatric patients, at the present time this building provides two open psychiatric units. The opening of this building enabled the closing of several wards in the old building and allowed for razing of a portion of the old Main Building. At the present time approximately 200 patients remain housed in the Main Building.

Projects also completed included the school unit in Hughes Hall basement, the addition of a new boiler, and an iron filtration system.

Food Service: Although the food cost per meal rose very slightly, the total number of meals was less, resulting in an overall reduction on food cost directly related to reduction of

population. The hospital re-entered the dietetic intern program and such an intern was assigned here. It is hoped that by participating in the training of such interns, recruitment of qualified dietitians for this hospital as well as other hospitals in the State system will be facilitated.

Housekeeping Services: Over the past ten years. Housekeeping services have been gradually expanded to include limited application on patient ward areas. The current budget will permit further expansion of these services to patient ward areas to the extent that the limited basic-coverage will be provided to all areas. Our experience indicates that such service provides more effective housekeeping and improves the patient care provided by aides who are not required to devote time to cleaning such areas as bath and toilet rooms and large corridors and day rooms. Housekeeping personnel will be included in selected aide in-service training classes to provide them with reasonable background of patient-employee ward relationship.

Outpatient Department: Approximately 100 patients per month are seen on an outpatient basis by the various physicians. This entails about 45 hours of time per month since appointments average about one-half hour each. Additionally, some patients have been given E.S.T. on an outpatient basis, allowing earlier discharge from the hospital. These figures do not include time spent interviewing voluntary applicants for admission nor do

they include time spent in formal pre-admission evaluation in the Children's Unit. The outpatient department will be expanded to the extent that it is possible without compromising established in-patient services.

Research and Education: Research activities have continued during the year. Several formal projects involving evaluation of psycho-pharmaceutical agents were completed. A study involving use of drugs in hospitalized children was completed also. On-going research projects include a multiple correlation study of patient variables done jointly with the Department of Psychology of Wisconsin State College and also utilizing the Bureau of Research and Statistics of the State Department of Public Welfare. A study of population movements and trends specifically in this hospital over the past five years is underway.

The hospital has been active in education services at many levels. 159 professional nurse students and 100 practical nurse students completed their affiliation. A psychology intern and a dietetic intern are in training. Four clinical pastoral students were involved in the Chaplaincy Training program. In-service training programs have been utilized extensively. We are hoping to establish a social-work trainee program in the near future. Two student teachers from Lawrence College received their practice teaching training in our school program.

Accreditation: This hospital was examined for the second time in July, 1963 and provisional accreditation for one year was obtained. The hospital will be visited again this fall. Criticisms of the last examiner again tended to focus on the fact that patients remained housed in the old Main Building, and there were some deficiencies in medical records, specifically, progress notes. While considerable gains in the records had been made over the examiner's last visit, it was felt that the deficiency was such that accreditation could be given only provisionally. Some of what appears to be a deficiency in records, however, is actually difficulty encountered by the necessity of maintaining two charts. When the examiner looks at the record often the specific things for which he is looking, although they are available, may be in the ward chart instead of the Record Room chart. Inability to obtain a full-time Medical Records Librarian has hampered the hospital in correcting some of these deficiencies.

Residency Accreditation: This hospital was visited during the year by an examiner relative to the application for establishing a 3-year psychiatric residency program. While the report of the examiner was favorable, the committee responsible for giving accreditation denied the application and pointed out some areas in which there would have to be improvement before they would approve the program. The general direction in psychiatric residency training, however, is such that it seems unlikely that many 3-year programs in a State Hospital setting

only will be approved. It seems more realistic at this point to move in the direction of an affiliation with a University-approved program, or the establishment of a 1-year program. It is not likely at this point that attempts will be made to improve the deficiencies that would need to be corrected to establish a full 3-year program.

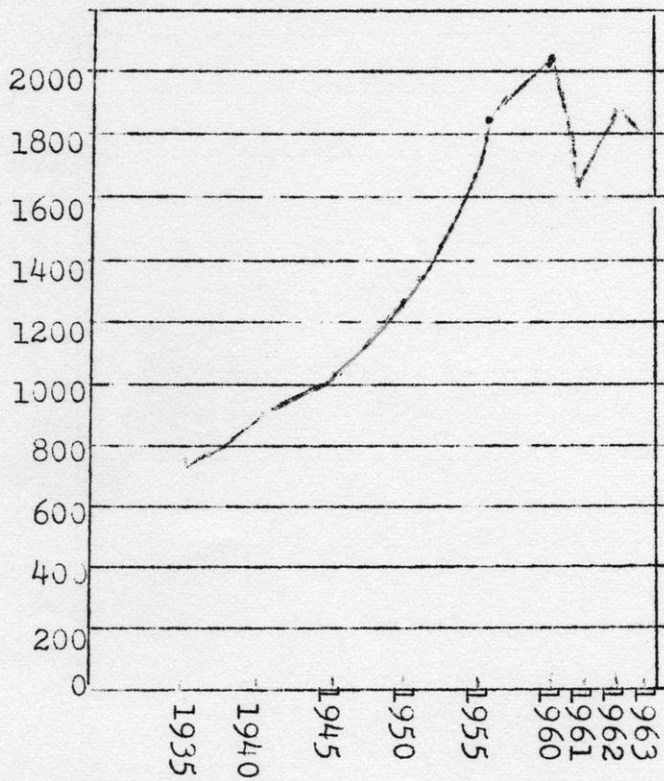
Population Trends: The resident population of Winnebago State Hospital has declined approximately 13% in the past year. Average daily population was 704 for the entire year. This represents a drop of 30% over the past two years. The admission rate has climbed only very slightly and discharges have remained about the same. Within the resident population itself, however, there has been a disproportionately increasing number of patients under 18 years. There are about 140 patients, male and female, under 18 in the hospital presently. The number of inebriates has continued to decline and currently make up about 11% of our admissions.

Direct admissions to county hospitals, as some counties are now doing, has affected hospital population in several ways. While it does cut down on the number of new admissions or readmissions from these counties, at the same time those county hospitals tend to remain filled with their own admissions and it is difficult to transfer patients from this hospital to those county hospitals having such programs. The various county hospitals are now beginning to think in terms of

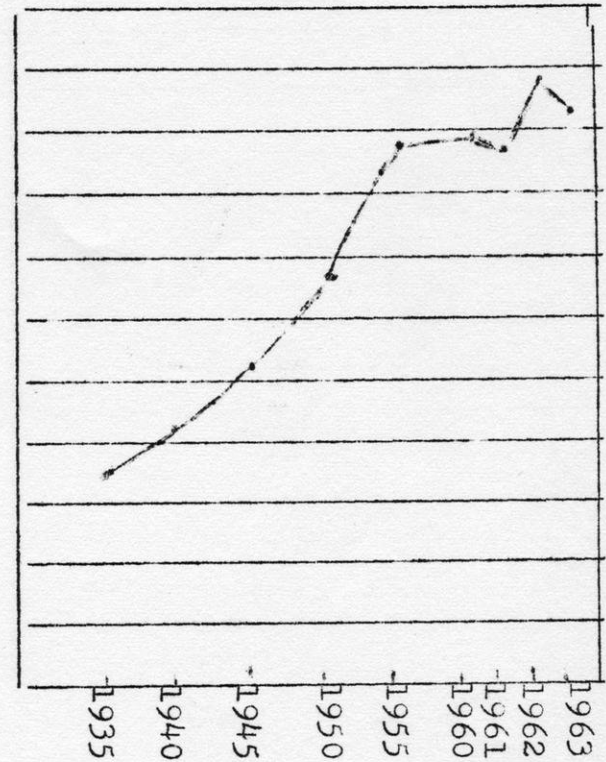
admitting only residents of their own county to their hospital so that the percentage of state-at-large patients in this hospital will probably increase.

Readmissions, in spite of an earlier release policy, have remained about the same.

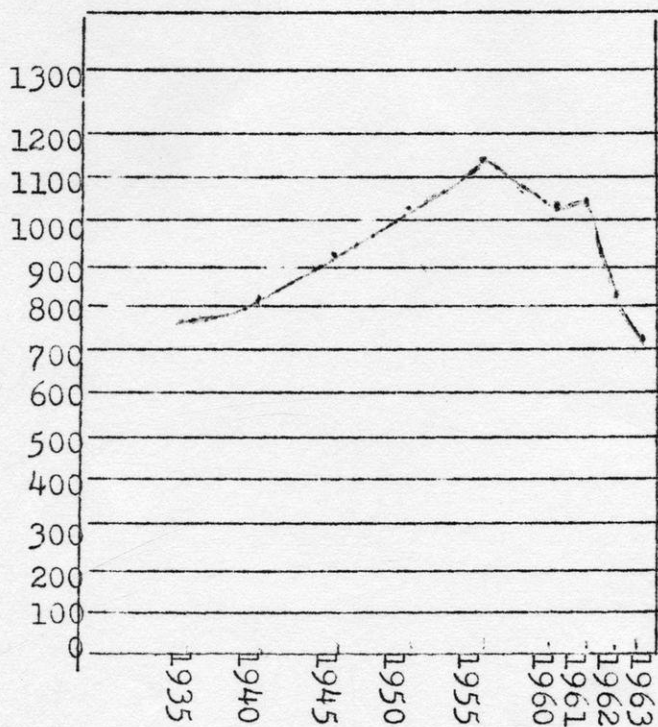
The percentage of patients released in the first three months after admission has continued to increase. Currently approximately 64% of patients admitted to Winnebago State Hospital are released within the first three months. This is in contrast, for example, to 50% of patients being released within the first three months in 1962.



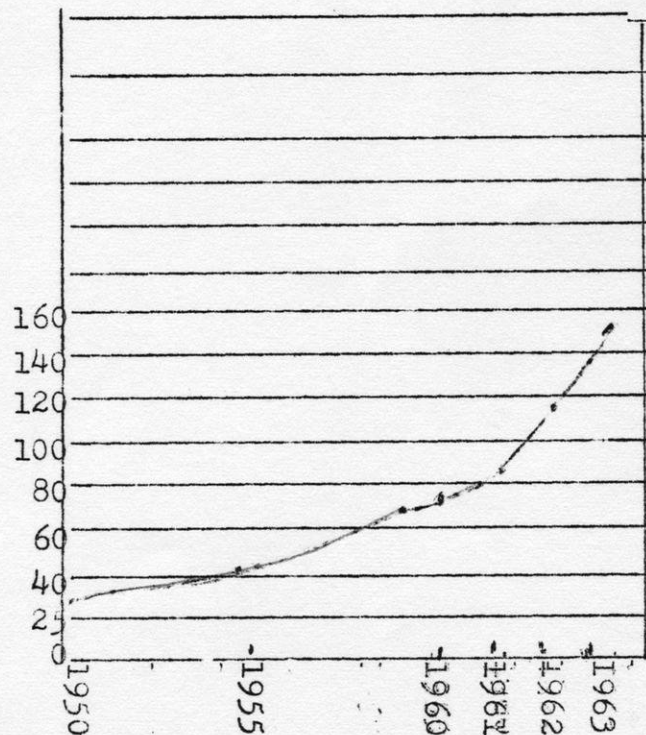
ADMISSIONS



DISCHARGES



DAILY AVERAGE POPULATION



ADMISSIONS 18 AND UNDER

III. PLANS AND GOALS

1. The first goal is to consolidate and solidify the gains that have been made in the past several years. In order to accomplish this effort must continue to recruit and maintain well-trained, competent staff at all levels. The parallel treatment concept has proven itself to be of tremendous value in this institution and as much as possible the institution departments will be organized along the lines of the parallel services.

2. The Children and Adolescents Service will expand and treatment within the unit will be intensified. The admission of children and adolescents is rising rather rapidly. The program must expand to keep in line with the demands for this service. Pre-admission evaluation will be stressed so that the proper child will be admitted to the proper facility.

3. Additional new services will be added to the extent that we can staff them so that we do not compromise those services already established. Specifically, day care programs, night hospital programs, outpatient services, etc. will be added or expanded. Pre-admission services perhaps can be extended to the adult services, and the Family Care program can be expanded.

4. The building program will be continued. A 200-bed adult treatment facility has been planned and construction is scheduled to begin in November, 1964. Our building program continues to be aimed at replacement of old unuseable

facilities rather than increasing the size of the hospital. We believe that the old Main Building can be cleared of patients after the next patient treatment building is completed and can be entirely razed after administrative office space is provided.

5. It is imperative to expand communication with the various agencies in the communities which this hospital serves. When all communities can establish a primary referral source it will help both in pre-admission planning and discharge planning. Community resources need to become familiar with this hospital and its functions, and this hospital needs to become familiar with the communities and what resources are available in these communities.

6. Continued attempts will be made to meet the standards required by the Joint Commission on Accreditation of Hospitals.

7. Hopefully a more structured and intensive relationship can be developed with the Psychiatry Departments in the Universities of this state. This hospital does have a role to play in training psychiatrists for the state and we will work toward trying to increase our role in this area.

8. Research programs and projects will continue as they have in the past. With the appointment of a full-time Director of Training and Research this can be done in a more systematic way and on a larger scale.

Winnebago State Hospital
1963 - 1964

	<u>Rated Bed Capacity</u>	<u>Population June 30, 1963</u>	<u>Population June 30, 1964</u>
Main Building	266	287	161
North Cottage	46	42	0
Barracks	51	0	0
Kempster Hall	209	183	196
Hughes Hall	196	205	150
Gordon Hall	<u>-</u>	<u>0</u>	<u>144</u>
	768	717	651

Population Movement

<u>Additions</u>			<u>Separations</u>		
	<u>1962-63</u>	<u>1963-64</u>		<u>1962-63</u>	<u>1963-64</u>
First Admissions	974	973	Releases	722	671
Readmissions	501	444	Cond. Releases	515	659
Ret. from C.R.	210	204	Deaths	72	62
Ret./Family Care	4	5	Transfers Out	507	402
Ret. from Court	9	8	Ret. to Court	24	35
Ret/Gen. Hosp.		1	Deportations	29	31
Transfers In	<u>155</u>	<u>173</u>	Family Care	<u>4</u>	<u>12</u>
	1853	1808		1873	1872
Ret. from HV	1206	1032	Home Visit	1362	1271
Ret. from UA	57	58	Unauth. Absence	89	83
				<u>1962-63</u>	<u>1963-64</u>
Decrease in average population				20.6%	13.1%
Increase in admissions over last year				6.8%	2.4%
Percentage of Readmissions				39.07%	36.6%
Average Daily Population				811	704
County Hospital Surgical Transfers In				68	83
Transfers from Wisconsin Home for Women				4	6
Sect. 957 Commitments (criminal)				8	8
Number of Autopsies				27	28
Percentage of Autopsies				37.5%	49%
Alcoholics				14.89%	11%
Age 18 and under Hospitalized				118	142

Winnebago State Hospital

Patient Population
(Last Day of the Month)

	<u>1961</u>	<u>1962</u>	<u>1963</u>	<u>1964</u>
January	1048	1043	800	716
February	1048	1019	769	673
March	1001	969	771	634
April	1049	939	786	674
May	1085	912	755	656
June	1019	925	717	651
July	1102	922	751	648
August	1061	879	747	
September	1089	847	742	
October	1096	830	712	
November	1075	813	652	
December	991	734	647	

Personnel by Function on June 30, 1964

Administration		Chaplains	
Superintendent	1	Full-time	1
Business Office	5	Part-time	3
Clerical	36		
Telephone Operators	5	Social Service	12
Storekeepers	2		
Registrar	1	Laboratory	3
L.T.E.	2	X-ray	3
Nursing Service			
Nurses		Physicians	
Full-time	79	Full-time	13
Part-time	4	Part-time	2
Lic. Practical Nurses	20	Clerical Asst. (L.T.E.)	1
Aides	258	L.T.E.	8
Barber	1		
Beauticians	3	Engineering	
Ward Clerks	2	Power Plant	12
Housemothers	2	Craftsmen	25
Activity Therapy			
Therapists		Food Service	76
Full-time	6	L.T.E.	1
Part-time	1		
Therapy Assistants	7	Children's Unit	
L.T.E.	6	Teachers	
		Full-time	5
		Part-time	2
Industrial Therapy			
Industrial Therapist	0	Housekeeping	57
Therapy Assistant	1		
		Laundry	21
Volunteer Coordinator	1		
L.T.E.	1	Canteen	3
Psychology			
Psychologist	2	Farm	5
L.T.E.	6	Pharmacy	2
Dental			
Dentist		Watchman	2
Full-time	1		
Part-time	1	Motor Vehicle Operator	2
Dental Assistant	1		
		Total	714

