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Report  
of the  
WINNEBAGO STATE HOSPITAL  
to the  
STATE BOARD OF PUBLIC WELFARE

October 28, 1959

J. J. SCHOBBER





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REPORT OF SUPERINTENDENT OF  
WINNEBAGO STATE HOSPITAL  
FOR THE FISCAL YEAR 1958 - 1959

In many ways the past year has been a satisfactory one, marked by many new developments, introduction of new programs, expansion of old ones, and the beginning of new points of view. Great strides were made particularly in the areas of in-service education, communications at all levels and between levels, and re-organization. We believe that morale has been strengthened and although many deficits still remain, the general tone is one of optimism.

The admission rate was slightly lower than in the previous fiscal year, a decrease of 3.85%. The average daily population remained practically stationary, declining only from 1079 to 1075, or only a 0.37% decrease. Toward the end of the fiscal year the hospital population was declining steadily, falling below a thousand in May, 1959 and reaching a low of 984 in June.

The difficulty in recruitment of physicians still is being experienced, especially in the category of psychiatrists. In other classifications, little recruitment difficulties are being experienced. In the positions not requiring previous skills as a condition of employment, we are in a position to make more adequate selection of employees, particularly aids.

The loss of accreditation of the hospital following inspection by the Joint Commission on Hospital Accreditation was a difficult blow. Measures to correct the criticisms were taken at once, although the most serious criticisms seem to have no immediate solution, since they dealt with the use of the Old Building and the shortage of medical staff, of which weaknesses we were all too painfully aware. Immediately below is a chart showing the present use of buildings:

	<u>Rated Bed Capacity</u>	<u>Actual Population June 30, 1959</u>
Main Building	319	487
North Cottage	46	53
Barracks	51	64
Kempster Hall	189	205
Hughes Hall	<u>196</u>	<u>179</u>
Total	801	988



It has not been possible to close any portion of the old building, although the new shop building (not yet completed in the fiscal year being reported) has since permitted removal from the old building of the various maintenance and repair shops. The closest to razing the old building was the destruction of the old chimney. The barracks are rapidly deteriorating and constitute a problem of constant repair. Student nurses still occupy the South Cottage.

The extensive use of psychopharmacologic drugs of all types continues but the shortage of medical staff does not permit accurate evaluation of the results of their use. Our clinical impression is that they have made significant changes in the behavior of large groups of patients, including those who previously were chronically disturbed. The drugs, furthermore, have permitted and necessitated a more thorough program of all types of activities of a social nature. Besides our professional staff, the needs are being met by Volunteers and by the Remotivation Program which utilizes the psychiatric aid in a therapeutic role. This in turn requires better aid training.

The needs of the hospital are many. We have attempted to displace out attention from buildings to people, since our work has to do with the treatment of people by other people. Nevertheless, people require dwellings in which to live and nothing has caused us to change our feelings about the importance of a proper physical as well as emotional environment. We, therefore, continue to voice our urging to replace the old building as soon as possible. Its appearance alone is disheartening.

The following reports of the various departments indicate some of the important advances and needs with respect to that department. These reports are by no means complete but represent an abstract of the original report and contain only what we consider to have been significant improvements.

## MEDICAL STAFF

Charles H. Belcher, M.D.	Superintendent
Harry J. Colgan, M. D.	Clinical Director
Frank A. Kordecki, M.D.	Psychiatrist II
Mary K. Kubiak, M.D.	Psychiatrist I
William H. Dushack, M.D.	Psychiatrist I
Albert A. Nemcek, M.D.	Psychiatrist I
Edward R. Loftus, M.D.	Physician IV
James C. Payne, M.D.	Physician II
Lester A. Van Ellis, M. D.	Physician II
John T. Petersik, M. D.	Psychiatrist III (P.T.)
Gordon H. Hardie, M. D.	Physician III (P.T.)
James W. Erchul, M.D.	Physician II (P.T.)
Pearse P. Meighan, M.D.	Physician II (P.T.)
Dean B. Becker, Jr., M.D.	Physician II (P.T.)
Donald J. Ryan, M.D.	Physician II (P.T.)
Samuel R. Beatty, M.D.	Physician II (P.T.)
Vernon G. Guenther, M.D.	Physician II (P.T.)

## On leave:

John L. Steffenson, M. D. (Military leave)

Hugo M. Bachhuber, M. D. (Educational leave)



## CONSULTING STAFF

Henry M. Suckle, M. D.	Neurosurgery
Ralph L. Suechting, M. D.	Neurosurgery
Ernest A. Strakosch, M. D.	Dermatology
Thomas W. Luther, M. D.	Dermatology
Allan E. Talbot, M. D.	Anesthesiology
Earl F. Winter, M. D.	Orthopedics
Robert C. Brown, M.D.	Orthopedics
Louis D. Graber, M. D.	Surgery
Ernest J. Zmolek, M. D.	Surgery
Eugene N. Wright, M. D.	Gynecology & Obstetrics
Albert P. Graham, M. D.	Urology
Paul S. Emrich, M. D.	E. E. N. T.
Robert E. Gerth, M. D.	Pediatrics
Harvey Monday, M. D.	Generalist

## TURNOVER IN MEDICAL STAFF

ADDED

William H. Dushack, M. D.  
 James C. Payne, M. D.  
 John L. Stefferson, M. D.  
 Albert A. Nemcek, M. D.  
 Frank A. Kordecki, M. D.  
 James W. Erchul, M. D. (Pathology, P.T.)  
 George J. Petersen, M. D. (P.T.)  
 Pearse P. Meighan, M. D. (Pathology, P.T.)

SEPARATED

Harold G. Danford, M. D.  
 George J. Petersen, M. D.  
 John L. Steffenson, M. D.  
 (Military Leave)  
 Hugo M. Bachhuber, M. D.  
 (Educational Leave)

## NURSING AND THERAPEUTIC STAFF

## Dental:

Francis M. Wheeler, D. D. S.

## Psychology:

R. Harold Grable, M. S.

Miss Dorothy M. Heckner, M.S.

## Pharmacy

Arthur J. Krause, B. S., R. Ph.

George J. Gerhardt, B. S., R. Ph.

## Nursing Service

Donald L. Thompson, M.A., Director

Mrs. Julaine E. Farrow, R. N., Assistant Director

Mrs. Joyce M. Gorwitz, R. N. Director of In-Service Education

## Nursing Education

Miss Margaret A. Coleman, B. S., Director of Affiliate Training

Miss Mary Bartosic, B. S., Assistant Director

## Social Service

John S. Drayna, M. A., Director

## Activity Therapy

Mrs. Jane B. Savitt, B. S., Director

## Business Management

Paul H. Thies, Director

## Personnel

Ralph P. Borowski, B. S., Personnel Officer

## Dietetics Department

Miss Mary R. Klapka, M. S., Director



It is with considerable pride, justifiable, we hope, that we point to the continued expansion of the medical-surgical service under the capable direction of Dr. Edward Loftus and Dr. Gordon Hardie. Our aim has always been to achieve maximum physical health for all patients, on the principle that this should be a basic step in the achievement of mental well-being and also on the relatively naive principle that all of our patients deserve the best care that we can give.

Dr. Hardie, who is on the staff on a part-time basis, continued to give most generously of his time, in a measure which far exceeded the fee which he was paid. In addition to giving surgical consultation in cases referred by other staff members, he continued to carry out physical examinations on male patients. All males have been thoroughly examined and most of the more obvious and pressing surgical problems have been corrected. Of course, there still remain a vast number of surgical problems to be solved which are less urgent but probably are just as important, especially for the patient involved.

Similar examinations have been carried out on the women patients from a gynecological standpoint by resident physicians in gynecology from the University Hospitals. Patients found to be in need of gynecological surgery are transferred to the University Hospitals and are referred to Dr. Hardie if surgical problems other than gynecological are discovered in the course of examination.

Besides Dr. Loftus, we were fortunate to have two other qualified internists on the staff, Dr. Harold Danford and Dr. Janet Whitmore, both of whom have since resigned. They were able to give consultation to other staff members in internal medicine and conducted regularly scheduled clinics.

Consultation is obtained in all specialties from thirteen different specialists residing in the near-by communities of Oshkosh, Neenah, and Appleton. Neurological and neurosurgical consultation is obtained from Madison.

Pathology, laboratory, and x-ray services were greatly expanded, due to many factors including the intensified medical-surgical program, addition of a second pathologist part-time, and addition of a well-qualified director of laboratories, Paul McGuire, who holds degrees of Bachelor of Science in Medical Technology and Master of Science in Public Health. New equipment has been added, enabling us to perform many procedures hitherto not possible.

Undoubtedly this expansion would not have been possible, at least not for some time in the future, if we had not been able to obtain a great deal of laboratory, as well as other equipment, from the Statesan at Wales. The laboratory equipment was especially valuable and much needed. An estimated total of \$7500 worth of equipment was obtained, most of which was capable of being put in almost immediate use.

The statistical reports which follow speak for themselves to a certain extent but at the same time they do not adequately reflect the impact that the improved level of medical and surgical care has had on employee and patient morale, particularly since such care gives substance to our philosophy of treatment of the whole individual and our belief

in the innate dignity of every human being, no matter how sick.

### Laboratory and Pathology Reports.

Changes in this department have been numerous. A monthly clinico-pathological conference has been instituted, with consideration of a special case, as well as listing of all causes of death and general discussion to this subject.

The tissue laboratory has been revived and several special staining techniques have been initiated, in addition to the usual routine methods. Mrs. Colleen Johnson, who is in charge of the tissue laboratory has become qualified for registry with the ASCP as a Histologic Technologist. Mrs. Erna Payton has become certified as a Clinical Laboratory Supervisor.

Bacteriology was set up as a separate section and a serology section was established. Sanitary examinations are being conducted in conjunction with other departments of the hospital: housekeeping, surgery, activities therapy, and food service, including water and milk examinations. An infection control committee was formed and is functioning on an institution-wide basis to combat the problem of infection among both employees and patients. A disaster committee has also been formed to deal with Civil Defense as well as other disaster problems.

Study was given to expediting the requesting, filing, and reporting of laboratory tests, as the result of which a new system was devised which has simplified the filing and bookkeeping at an estimated savings of 1½ hours of time per day, in addition to making the information more readily available to the attending physician.

A serious handicap which was previously encountered in the operation of the medical-surgical program was the difficulty in obtaining blood donors and the attendant problems of processing the blood, uncertainty of cooperation of patient-donors, delay in getting the technician during odd hours, etc. These were eliminated by qualifying under the Red Cross blood program on March 7, 1959.

The chemistry laboratory is capable of performing 24 tests on a routine basis and equipment is being purchased for flame photometry, frozen sections, and autotechnicon tissue processing.

On the job training has been instituted and a program has been outlined, which was put into operation on October 1, to give the personnel of the food-service and maintenance departments basic knowledge in bacteriology.

A handbook has been developed, giving a listing of all tests used and the normal values. A laboratory procedure book has been drafted and is being mimeographed. The district meeting of the Wisconsin Association of Medical Technologists was held at the hospital.



### X-Ray Department

Several more special x-ray techniques were added. A fluoroscopic timer was installed on the large 500 MA machine as an added protection. Following the visit of the inspector for the Joint Commission on Accreditation, several changes were made, some of which were an improvement. A new filing system was put into operation. This includes a daily record of patients and employees examined, type of examination, and the referring physician.

A Picker Photo-fluoroscopic x-ray unit was given to us by the Board of Health in January and was installed in the receiving area of Kempster Hall. It represents a considerable savings in cost in routine admission chest x-rays and routine follow-up studies.

It is significant that since the Medical and Surgical Clinics were begun, the number of B.M.R.'s and special x-ray examinations have tripled.

Negotiations are under way for purchasing a new electroencephalogram machine and to improve the x-ray department by a pass tank from the darkroom to the x-ray office and by a new much-needed dryer.

### Dental Department

Dr. Wheeler continues to be the only dentist on the staff and is greatly in need of another dentist. There is more than enough work for two. The number of procedures performed by Dr. Wheeler as reported in the attached statistical report attests to his continuing devotion to his duties. He remains an example of conscientious attention to his work and although his quiet manner makes us often overlook the fact that he is here, his presence makes itself felt by the high caliber of his work. Over the years it is doubtful that any state employee could be found who has given the hospital and the State more for their money than Dr. Wheeler.

### EEG. EKG. and BMR Laboratory

Number of Electrocardiograms	471
Number of Electroencephalograms	178
Number of Basal Metabolic Rates	211

## DETAILED LISTING OF SURGICAL PROCEDURES

Major Procedures

Amputations		Meckel's Diverticulum, Resection	1
Portion of foot	1	Orchidectomy	2
Leg	1	Orthopedic Procedures	
Toes	1	Insertion of Pins	4
Appendectomy	8	Removal of Pins	1
Arteriogram	3	Bone Plate	1
Cholecystectomy	2	Pneumoencephalogram	13
Colectomy	1	Myelograms	2
Colostomy	3	Prostatic Resection	1
Colostomy closure	2	Pilonidal Cyst Excision & Repair	1
Caesarean section	1	Rectal Prolapse Repair	1
Dupuytren Contracture correction	1	Suprapubic Cystostomy	1
Embolectomy, femoral and iliac	1	Skin grafts	6
Excision of carcinoma of face	1	Splenectomy	1
Gastroenterostomy	1	Sympathectomy, lumbar	2
Herniorrhaphy		Sinus tract, chronic, excision	1
Inguinal	12	Thoracotomy	5
Ventral	3	Thyroidectomy	5
Umbilical	1	Thyroid mass, excision	1
Femoral	2	Tumors	
Richter's	1	Large lipoma, excision	2
Hemorrhoidectomy	3	Large soft tissue tumor	1
Hammer-toe correction	1	Vasectomy	1
Incision & Drainage, abscesses	9	Vein stripping & ligation	5
Laparotomy		Z-Plasty	1
Biopsy of Peritoneal Granuloma	1		
Volvulus	1		
Retroperitoneal Tumor	1		
Mastectomy			
Radical	2		
Simple	1		
Excision large benign tumor	1		



## DETAILED LISTING OF SURGICAL PROCEDURES

Minor Surgery

Gynecological	
Conization of Cervix	4
Cauterization of Cervix	2
Cervical Biopsy	6
Dilatation of Cervix	2
Excision of Skin Patches	2
Cysts Removed	20
Circumcisions	5
Cauterizations	10
Cystoscopies	7
Bronchoscopies	8
Sigmoidoscopies	68
Removal of Tumors	19
Removal of Moles	13
Debridement	4
Onychectomy	12
Removal of Foreign Bodies	7
Suturing of Lacerations	7
Plastic Procedures	7
Removal of Casts	5
Application of Casts	14
Reduction of Fractures	2
Biopsies	12
Injection of Sclerosing Agent	7
Injection of Steroid into Joint	3

## CONSULTATIONS

## By Non-Staff Members

## By Staff Members

Surgical 35

Dr. Hardie 776

Obstetrics and  
Gynecology 17By U. of W.  
Resident Staff 522

Urology 18

Orthopedics 6

Dermatology 6

EENT 6

Pediatrics 1

Internal Medicine

By Internists  
on Staff 297

## By Non-Staff Members

## By Staff Members

	<u>Major</u>	<u>Minor</u>
Gynecology U.W. Resident Staff	4 sent to University Hospital	39

	<u>Major</u>	<u>Minor</u>
Others	1	1

Neurosurgery 18

	<u>Major</u>	<u>Minor</u>
Surgery	9	5

	<u>Major</u>	<u>Minor</u>
Orthopedics	2	1

	<u>Major</u>	<u>Minor</u>
Urological	3	5

	<u>Major</u>	<u>Minor</u>
Dr. Hardie	88	188
Others		6



Acid Phosphatase	25	Spinal Fluid Cell Count	259
A/G Ratio	84	" " Protein	29
Total Protein	37	" " Sugar	17
Alkaline Phosphatase	64	" " Chlorides	2
Bilirubin Direct	165	" " Colloidal Gold	13
Bilirubin Total	19	" " VDRL	17
Blood Sugar	2015	Pleural Fluid cell counts	1
Blood Bromides	4	AFB Smear	5
B.S.P.	54	GC Smear	9
Cephalin Flocculation	50	Dark Field	1
Calcium, Blood	10	Trichomonas Smear	6
Chlorides, Blood	48	Bleeding Time	2
Cholesterol, Blood	71	Coagulation Time	2
CO <sub>2</sub> Combining Power	42	Coombs Test, Direct	1
Creatinine, Blood	20	Crossmatching	174
Glucose Tolerance	3	Differential Blood Counts	2717
Icterus Index	42	Eosinophile Count	2
N.P.N.	773	Hematocrit	3134
Phosphorus, Blood	25	Hemoglobin	3204
Phosphorus, Urine	1	Platelet Count	2
Porphyrins	3	Prothrombin Time	142
SGPT	14	R.b.c., Manual	22
SGOT	6	Reticulocyte Count	9
Potassium, Blood	18	Rh Factor	322
P.B.I.	3	Sed. Rate	50
Sodium, Blood	18	Sickle Cell Prep.	7
Thymol Turbidity	16	Typing	614
Uric Acid	2	W.b.c.	2996
Urobilinogen	4	L. E. Cells Study	3
Urine Glucose *	332	Cold Hemolysin	1
Urinalysis, Routine	3804	Indices	8
Acetone, Urine *	10	Pinworm Test	1
Occult Blood, Urine	9	Stool for Bile	6
Sp. Gr., Urine	9	Stool, Occult Blood	74
Albumin	2	Stool for Ova	2
Micro.	5	VDRL	879
P.S.P.	8	Gastric for Free HCl.	3
Dilution Test	2	Histamine Test for Gastric HCl	1
Concentration Test	4		
Bile	14	<u>Histology:</u>	
Hemoglobin	2	<u>Surgical</u>	
Agglutinations	9	Blocks	216
Blood Cultures	21	Cases	71
Sensitivity	46	Autopsy	
Fungus Culture	1	Blocks	276
Gastric AFB	38	Cases	37
Routine Culture	77		
Stool Culture	7	Sanitation Exams	234
AFB Culture	15	Fantis Test	21
AFB 24 hr. Urine	3	Pregnancy Tests	6

TOTAL NUMBER OF TESTS

23,949

\*Note: The number of urine tests for glucose and acetone does not include the many thousands performed by the nurses and doctors on the wards who use Clinitest and Acetest Tablets on diabetics.

## X-RAY EXAMINATIONS

Chest

P. A.	4123
Lateral	156
Bucky	11
Oblique	21
Apical	27
Portable	9
Total	4347

Skull

Skull (A.P., L., Stereo)	136
Pneumoencephalograms	12
Nose (I.S. & L.)	4
Mandible (A.P. & L.)	13
Sinus	11
Arteriograms	4
Facial	2
Total	182

Spine and Thorax

Cervical (A.P. & L.)	15
Dorsal (Lat.)	429
Lumbar (A.P., L., & Obl.)	63
Pelvis (A.P.)	65
Pelvis (Lat.)	11
Ribs (P.A. & Obl.)	19
Sacrum (A.P. & L.)	3
Total	605

Fluoroscopies

G. I. Series	50
Barium enema	57
Esophagus	4
Small bowel	5
Chest	25
Air contrast	1
Myelograms	3
Chest: sinus injection	1
Total	146

Extremities

Shoulder (A.P. & L.)	62
Humerus (A.P. & L.)	11
Elbow	17
Forearm (A.P., L., & Obl.)	2
Wrist (A.P., L., & Obl.)	37
Hand (P.A. & Obl.)	77
Knee (P.A. & L.)	29
Femur (A.P. & L.)	16
Leg (A.P. & L.)	26
Ankle (A.P., L., & Obl.)	48
Foot (A.P., L., & Obl.)	46
Os Calcis (I.S. & L.)	1
Total	372

Special Procedures

I. V. Pyelograms	39
Cholecystograms	41
Abdomen	147
KUB	39
Hip pinning	1
Retrograde pyelogram	1
Pelvimetry	2
Tomograms	7
Cystograms	1
Total	278

\* Grand Total 5927

\* Note: This does not represent the total number of x-rays, but only the total number of procedures. The total number of x-rays taken is many times the above number, since many of the procedures require the taking of more than one x-ray.



## DENTAL REPORT

Examinations	3866
Prophylaxis	1391
Operative Dentistry	
Amalgam	738
Porcelain	396
Cement	412
Gold	14
Plastic	13
Prosthodontia	
Full	78
Partial	28
Duplicate	19
Bridges	2
Repairs	49
Treatments	367
Extractions	
Routine	1697
Surgical	46
X-Rays	
Periapical	666
Occlusal	16
Dislocations	2
Fractures	1
Marking dentures for identification	158

## PHYSIOTHERAPY DEPARTMENT

	<u>1957 - 58</u>	<u>1958 - 59</u>
No. of Treatments Given	3597	3804
No. of Patients Treated	172	180
Massage	874	451
Corrective Exercises	1050	1248
Continuous Tub Hydrotherapy	53	42
Ultra Violet	250	289
Diathermy	506	596
Infra Red	122	165
Whirlpool	496	934
Sitz Bath	81	44
Needle Spray	21	11
Pre-prosthetic Training	116	12
Walking Exercises in Walker	20	0
Hot Wet Packs	0	12



## BEAUTY SHOP REPORT

(Did not start recording until Feb. 1958)

	<u>Feb. 1958 - July 1958</u> (5 mo.)	<u>1958 - 1959</u>
Permanents	430	1045
Shampoo & Sets	933	3293
Haircuts	99	667
Haircuts & Shampoos	81	2
Shaves	106	187
Eyebrows	3	9
Nails	3	11
Hair Treatment	8	414
Miscellaneous	0	20

N.B. This does not take into account the many procedures carried out on the wards by aids and volunteers.

## BARBER SHOP REPORT

(Reporting period started Dec. 1958)

	<u>Dec. 1958 - July 1959</u> (7 mo.)
Shaves	1970
Haircuts	4011

N.B. This does not include the many thousands of shaves given on the wards by aids made possible by the purchase of 30 electric shavers.

Personnel

The Nursing Service Department consists of 374 people in the following division:

Registered Nurses	62
*Licensed Practical Nurses	4
Woman Aids	145
Men Aids	158
Barber	1
Beauty Operators	3
Secretary	1

\* There are actually 18 Licensed Practical Nurses, but 14 have the Civil Service classification of Aids.

The greatest change in nursing service has been in ward assignments. Until now, no nurses were stationed in the two upper floors of the Old Building, even though about one half of the entire hospital population is confined to those floors. Nursing service to those wards was provided from the nurses' stations on the first floor. To relieve the burden on those nurses, an additional nurse's station was opened in the center section of the second floor, in the area formerly known as the Officers' Dining Room, which later served as a recreation area, the Hub. From that nursing station the nurses give closer coverage to the upper floors.

The total turnover in the Nursing Service personnel is 16.31%, with a rate of 33.72% in the Registered Nurse group. However, 31% of the nurses left because they moved out of the area and 38% left because of pregnancy. Only 6.9% left to accept other positions. Of those who left because of pregnancy, 63.6% have returned to duty.

Communication

The past year has shown growth in formal methods of communication. Many changes in conferences and in procedure have been introduced. A conference with the Superintendent by all department heads is held monthly. Weekly conferences with the Clinical Director are held with the department heads in the therapeutic division of the hospital. A weekly conference is held between the Director of Nursing Service and the Clinical Director.

Three times a week there is held an Administrative Nursing Service Conference between the Director, Assistant Director, In-service Education Director, and Supervisory Aids.

A meeting of head nurses takes place once a week. Each head nurse conducts a ward conference once a week.



## In-service Education

A formal In-service Education Department was established on June 1, 1958 under the Directorship of Mrs. Joyce Gorwitz, R.N., who had been on the hospital nursing staff for six years. Mr. Robert Last of the Aid staff was re-assigned as instructor. Three programs of aid training have been organized:

1. Advanced Aid Training.

This is a course designed for all aids, regardless of their length of service.

2. Aid Trainee Program.

This is an orientation program of 40 hours. It is given when a sufficient number of new aids has been employed. At present the program has been given five times and 35 aid trainees have completed the course.

3. Remotivation Technique Program.

This program was started in March 1959. Five classes have been completed and 31 aids have been trained in the technique. This is a group technique in which the aid plays the major role. A total of 245 sessions have been held between March 23 and June 28. Each week 360 patients are reached by this method.

## Graduate Nurse In-service Education

Beginning in January, weekly classes have been held, using as a guide the book "The Nurse and the Mental Patient". Each week a separate chapter is discussed. One of the staff psychiatrists, Dr. Nemcek, is discussion leader.

Every graduate nurse on the staff was interviewed to ascertain her educational needs. Weekly teaching conferences have been held, primarily for discussion of a specific case. Two committees were formed to assist with the formation of the Graduate Nurse Education.

### SUMMARY OF FORMAL NURSING IN-SERVICE EDUCATION

	<u>Instruction Hours</u>	<u>No. of Students</u>	<u>Total Student Hours</u>
Graduate Nurse Discussion Group	16	29	464
Remotivation Program	200	31	1240
Aid Trainee Program	165	35	1400
Advanced Aid Training	581	105	4080

### Student Practical Nurse Affiliate Training

Three vocational schools affiliate in psychiatric nursing as part of their training program for practical nurses. This is a six-weeks affiliation and is conducted by Nursing Service. The participating schools are located in Fond du Lac, Neenah-Menasha, and Green Bay. This program has expanded through the years as can be seen in the following Table.

<u>Year</u>	<u>Number of Students</u>
1953	19
1954	26
1955	27
1956	26
1957	26
1958	40
* 1959	74

\* The 1959 figure does not include the classes of October and November which will each have an additional 21 to 23 students, so that approximately 120 students will affiliate in 1959.

### Summary of Nursing Service

Nursing Service reports considerable progress, especially the growth of education, formation of a procedural hand-book, expansion of nursing service on the upper floors of the old building, improvement of supervision, increased nurse-aid integration, production of positive attitudes on the part of psychiatric aids, standardization, and increased communications.

### AFFILIATE NURSING SCHOOL FOR PROFESSIONAL STUDENTS

During the past year the number of affiliating schools of nursing was reduced from seven to six. A total of 178 professional student nurses completed their psychiatric affiliation. This brings the total number of students who have received their psychiatric nursing education and experience at the hospital to over 3000. A full complement of faculty has been maintained.



# TURNOVER IN NURSING PERSONNEL

Total Turnover	16.31%
Male Aid Turnover	11.363%
Female Aid Turnover	12.574%
Registered Nurse Turnover	33.72%

Total Employees Leaving	72
Male Aids Leaving	20
Female Aids Leaving	23
Registered Nurses Leaving	29

## SICK LEAVE USAGE

	<u>Registered Nurses</u>	<u>Male Aids</u>	<u>Female Aids</u>	<u>Total</u>
Total	562.50	1132	1561.5	3256
Ave. per Employee	6.450	6.431	8.822	7.416
Ave. per Month	46.872	94.333	130.125	271.333
Ave. per Day	1.538	3.101	4.278	8.920

## VACATION USAGE

Total	546.25	1900.25	1247.5	3694
Ave. per Employee	6.351	10.796	7.048	8.414
Ave. per Month	45.520	158.354	103.958	307.833
Ave. per Day	1.492	5.206	3.4178	10.120

## PSYCHOLOGICAL SERVICES

During most of the year there were two people in the Psychology Department, Mr. R. Harold Grable, and Dr. Ronald Sindberg at first, later Miss Dorothy Heckner. During part of the year we had the services of a psychologist, Mrs. Hilda Malmstrom, part-time on a voluntary basis.

The Psychology Department assisted in the educational programs for affiliate student nurses, student practical nurses, and the In-service Educational Program. Lectures were also given to many groups, and an orientation program for the Social Service Department.

Mr. Grable assisted in the planning and participated in a Conference on Alcoholism held at the Winnebago State Hospital under the sponsorship of Public Health District #3, Winnebago and Manitowoc District Nurses Association.

Twelve visits to the hospital were made by psychology classes of near-by colleges. Eight speeches were given by Mr. Grable to various community organizations. Mr. Grable also was elected President of the Merrill School P.T.A. in Oshkosh.

The Alcoholics Anonymous program continues with Mr. Grable as coordinator, giving of his time two evenings a week to meet with A.A.'s. The meetings feature speeches by members of near-by A.A. groups, supplemented by movies, transcriptions, and talks from Mr. Grable.

In the fall of 1958 the hospital sent a psychologist to the annual meeting of the American Psychological Association for the first time.

### Report of Psychology Department

Number of psychological tests	753
Number of patients tested	432
Aids tested in selection of Aids for Activity Training Course	17
Number of tests given to Aids	34



## SOCIAL SERVICE DEPARTMENT

Functions and Purpose of Social Service

Social service is that part of the total clinical program that assists patients and their families, through individual casework and group techniques, in finding a solution to their social, economic, and psychological problems resulting from or contributing to mental illness, especially, in our case, that requiring hospitalization. Social service differs from other aspects of the clinical approach in several important ways:

1. Social workers enter into an intensive therapeutic relationship not only with patients but with members of their family constellation.
2. The work of the social worker not only begins before the patient enters but continues after he has left the hospital.
3. Social workers find their field of action not only within the hospital proper but also throughout all the 36 counties served by the hospital.

Casework services are the core of any good psychiatric social work program. Appended is a chart showing the total number of casework services rendered in each of several categories.

In addition to the casework services detailed, an average of 40 administrative services were carried out each month, principally State-at-Large reports and Veterans Administration forms.

The total caseload parallels the number of staff members. In August 1958 the caseload reached a low point of 229 active cases but when the staff increased by 2 (22%), the caseload climbed to 332.

The staff covered 41,000 miles in field travel and in an average month provided direct casework services to 56 patients on conditional release and gave consultative services to 22 community health and welfare agencies, mainly on behalf of families of hospitalized patients or patients now at home on conditional release or through discharge.

Personnel

Last year at this time there were 5 fully qualified workers on the staff. This year there are 8 who have their Master's Degree. There is one additional member on a sub-professional level who performs the administrative tasks assigned to that department, and finds and evaluates Family Care homes.

Three staff members are qualified to be casework supervisor and only one vacancy occurred in that position when Mrs. Belva Melvin resigned. Her vacancy was filled by Mr. George VerHoven.

## Program

The attached chart shows mainly the kind and quantity of casework services provided and does not account for the fluctuations from month to month which are the result of subtle and unpredictable changes in the great variety of problems encountered. It can be seen that most of the social worker's time is spent in casework prescribed as an integral part of treatment, in assisting patients in their adjustment to the hospital or ward setting, in preparation of patients for release, in arranging for conditional release, family care, work placement, discharge, or nursing home placement. These are time-consuming procedures often requiring daily or twice weekly interviews that may extend for weeks or months.

During the final nine months of this reporting period special emphasis was placed on the Family Care program. Previously no more than one patient was on Family Care at any one time but in June 1959, 5 patients were out of the hospital in this program and 3 more were being processed. During the fiscal year covered by this report a total of 1708 patient-days were spent in foster homes at a total cost of \$2899, representing a cost to the hospital of \$51 per 30-day month, which compares to the average per capita cost for hospitalized patient of \$51.14 per week for that same fiscal year. This comparison of cost is not strictly accurate inasmuch as it does not take into consideration such costs as the time and travelling expense of social service workers necessary to supervise the patient and other hidden costs such as medicines, clothing, etc. However, this is the only available basis for comparison that we have at present.

The Social Service staff operates under the conviction that social casework should be an integral part of the total treatment program and made a renewed effort to strengthen working relationships with the other members of the treatment unit. Progress, if not necessarily complete success, has been achieved. It is recognized that a vast, virtually unexplored, area remains with respect to enlisting the help of the ward nurse and psychiatric aid in reaching the treatment goals. Marked strengthening of liaison with the medical staff has been attained but the handicaps of limitations of the medical staff in number and in psychiatric training often causes breakdowns in communications.

## Training

More than half the staff were able to participate in conferences, seminars or training programs away from the hospital. Mr. Berres attended an Institute on Social Treatment of Illnesses and Physical Disability sponsored by the University of Wisconsin Medical School and School of Social Work. Mr. Drayna and Mr. VerHoven attended a program on Family Therapy in Society at the Mendota State Hospital, and also went to Osawatomie State Hospital, Kansas, for a three-day institute on Chronic



Schizophrenia and Hospital Treatment Programs, along with Mr. Thompson and Dr. Dushack. All staff members participated in the preparation and presentation of a paper entitled "Casework with Psychotics - An Integral Part of Casework" for the annual meeting of the Division Social Workers.

Mr. Drayna attended the National Conference on Social Welfare and a meeting of state chiefs of mental health social work which preceded it.

Mr. VerHoven and Mrs. Barnes attended the University of Chicago summer seminar and the Great Lakes Regional Institute.

Staff members attending conferences presented reports at the regular weekly training sessions attended by the entire staff.

During the year two men were on the staff as full-time trainees and each was approved for admission to a graduate school of social work this fall. Also during the year there were four people, formerly in trainee status here, in graduate schools of social work.

The Social Service Department has been approved by the School of Social Work of the University of Wisconsin in Milwaukee as a field work placement for second year students, attesting to its competence to conduct individual training in casework and the excellent level of casework program and performance.

### Needs and Recommendations

The Social Service Department devoted almost all their energies to helping patients through casework. This is a step backward from the previous year, when a social worker conducted group therapy sessions. With the heavy caseload each staff member is expected to carry, there is no time available to plan, organize and conduct group therapy, but since that technique is itself a time saver, an attempt will be made to resurrect that program.

Thought has been given to adding a qualified group worker, thus broadening the program and extending to many additional patients the benefits of a new kind of social treatment program. This is a new concept in state psychiatric hospitals and while all aspects of the idea have not been fully worked out, the staff feels ready to accept such an addition. Finding a qualified person, is, of course, another matter.

The Social Service staff have continued in their efforts, both individually and as a group, to be a force for constructive social action toward better mental health in the community, by participating actively in professional organizations and in civic groups, and by meeting formally and informally with civic, fraternal, social, religious and other organizations with a view toward forming a better understanding and acceptance of sound concepts of mental health and psychiatric treatment.

MAJOR CASEWORK SERVICES  
PROVIDED BY SOCIAL SERVICE STAFF

Month	Pre-Admission and Admission	Social History	Prescribed Treatment	Institutional Adjustment	Service to Family	Preparation for Release	Follow-up service-(by hospital staff)	Follow-up service thru referral)	Placement (All Types)
1958									
Aug.	1	24	52	36	17	40	15	7	35
Sept.	6	23	77	19	8	48	14	5	28
Oct.	4	21	61	32	7	56	21	8	31
Nov.	1	21	56	30	4	54	26	10	32
Dec.	7	17	57	30	6	54	26	6	24
1959									
Jan.	0	20	67	40	13	59	27	9	17
Feb.	1	23	69	46	6	47	30	9	15
Mar.	6	21	50	38	7	66	41	8	27
Apr.	6	19	65	50	8	72	34	10	30
May	3	23	61	58	14	66	39	10	38
June	0	27	63	77	19	70	41	4	30

\*Figures for July 1958 are excluded because at that time a different reporting system which did not lend itself to comparison with the remainder of the fiscal year was used.



## ACTIVITY THERAPY DEPARTMENT

The present staff consists of 20 personnel, including 9 professionally trained therapists, 9 activity aids, and 2 aids with "on-the-job" training. One position is vacant, that of Recreation Therapy Supervisor.

During the past year the Activity Therapy Department engaged actively in the teaching program of the hospital and participated in interdepartmental meetings. The most important programs were:

1. Advanced training for aids
2. Instruction of new aids
3. Instruction of practical nurses in training
4. Instruction of affiliating professional student nurses
5. In-service education program for new employees
6. Gray Lady orientation.

Personnel

1. **Hired**
  - a. One occupational therapist, assigned to Hughes Hall full time
  - b. One practical nurse with previous activity therapy experience to work in recreational therapy at Hughes and Kempster Halls.
  - c. Two activity aids to supplement the professional staff, one being assigned to recreation therapy and one to occupational therapy, Kempster Hall.
  - d. One male teacher for summer months for the expanded summer program, spending half a day in teaching swimming and the rest of the time in ball park activities.
2. **Resigned**
  - a. Mr. John Birchall, Director of Recreational Therapy, to take a similar post at Hollidaysburg State Hospital, Pennsylvania.
3. **Promoted**
  - a. One occupational therapist from O.T. I to O.T. II, in charge of the O.T. clinic for patients on admission and treatment wards.
  - b. Four activity therapy aids from Aid I to Aid II, assigned to music therapy, recreational therapy, Hughes Hall O.T. and Kempster Hall O.T.

### Educational Program

One student from Mt. Mary College, Milwaukee, received her 3-months' affiliation in Psychiatric O.T.

For 3 months the hospital conducted a training course for 5 activity aids from County Hospitals and 3 from this hospital. County Hospitals represented were Eau Claire, Green, Manitowoc, Outagamie and Winnebago. The subject matter of the course was altered to conform to the recommendations of the National Association of Occupational Therapists and the course is being evaluated for accreditation by the N.A.O.T., so that graduating students would be recognized as Activity Assistants.

Staff members had the opportunity to attend state and national institutes including the National Music Therapy Convention and the Wisconsin Activity Therapy Institute. Mrs. Savitt, Department Director, also attended all meetings of the Wisconsin Council for O.T. Student Training.

### Program Highlights

Miss Rubin spoke to the Omro Music Boosters Club about Music Therapy and that group later came to the hospital to see a musical production by patients. Miss Rubin also addressed the Psychology Class of Oshkosh State College. Mr. Birchall spoke about Recreational Therapy to a P.T.A. and addressed classes of Oshkosh State College several times during the year. Mrs. Savitt and Mrs. Antkowiak spoke to 20 high school students about O.T. as a career during the Career Day program of Oshkosh High School.

The traditional July 4 picnic was rained out and replaced by an indoor carnival and dance. On Labor Day, an afternoon of stunts and games was held, with a dance in the evening.

The Oshkosh State College admitted 20 patients free of charge to the college football games. During County Fair week 185 patients were admitted free of charge to the Fair.

The Sportsmen Club made several field trips: to the Horicon Marsh to see the many thousands of migrating geese, and to Wild Rose Fish Hatchery, and to near-by conservation projects.

In September the patients presented a musical program consisting of excerpts from "South Pacific" and "Oklahoma". In December they presented a musical show written by patients entitled "Christmas Around the World," showing how Christmas is celebrated in various countries. A typical carol and dance in costume was presented for each country.



A physical disability program has been developed and has been greatly expanded. The clinic contains walking rails, a standing table, weighted pulleys, and muscle strenthening devices. One registered occupational therapist spends five afternoons a week working with physically disabled patients.

### STATISTICAL REPORT

#### Average patient contacts per month

Music Therapy	1974
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Recreational Therapy	4498
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Occupational Therapy	3012
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Average number of patients attending evening and special activities per month	402 per activity
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## VOLUNTEER ACTIVITIES

A total of 243 volunteers come to the hospital on a regular basis. Fourteen come weekly, twelve come bi-weekly, the rest every three weeks or monthly.

There are also approximately 80 active Gray Ladies, 13 active Red Cross staff aides, and 22 active Gray Men.

Thirteen sponsor groups come to the hospital regularly, each with an average of 10 volunteers.

### Sponsor Groups

- King's Daughters, work with teen-ages
- Catholic Daughters
- Gold Star Mothers
- Wolf River Square Dancers
- Oshkosh Business Women's Club
- American Legion Auxiliary
- VPW Auxiliary
- Evening Gray Ladies
- Oshkosh State College Sociology Class
- Council of Catholic Women
- FHC Church Group
- Oshkosh Kiwanis
- Menasha Homemakers

The following groups contributed various gifts including tray favors and decorations, party decorations, party prizes, etc., or money:

- Oshkosh Business Men's Auxiliary
- Mausau Area Council for Retarded Children
- St. Matthew's Evangelical Lutheran Church Ladies Aid Society
- Vinland Center Homemakers
- St. Peter's School Cub Scouts
- Trinity Lutheran School Bluebirds
- Oshkosh Junior Red Cross
- Okidawa Campfire Girls
- Girl Scouts of Omro

An interesting turn-about is the project introduced two years ago in which the hospital patients repair discarded toys collected by the Oshkosh Marine Corps Reserve for underprivileged children of Oshkosh.



## The work of the Red Cross Volunteers:

### Red Cross Staff Aides

1. Four tutored teen-age patients
2. Two operated the patients' library
3. Five worked in the medical library
4. 20 Gray Men served at smokers for men patients
5. At various times, staff aides did typing and filing for music therapy, nursing office, medical records office, and in-service education.

### Gray Ladies

1. Assisted at Gynecology clinic monthly
2. Admission and treatment wards:  
millinery classes, dance classes, manicures and facials, song-fests, bookcarts, special tutoring
3. Women's back wards:  
rhythm bands, calisthenics, dance classes, recreation and crafts
4. Long term women patients:  
bookcarts, tutoring, facials and manicures, crafts, table games, group games, escorting patients to gym or on walks
5. North Cottage:  
classes in copper enameling, craft and party groups, tutoring teen-agers
6. Long-term men patients:  
bookcarts, group games
7. Hughes Hall:  
assist in music therapy with disk jockey show, supervise piano practice, tutor teen-agers, work in beauty shop (a licensed beauty operator who volunteers one day a week), dance classes
8. Geriatric women:  
manicures and facials, ward decorations, corsages, games
9. Surgical ward  
manicures and facials, table games, ward decorations, boutonnieres.

### Donations

Volunteers donated: millinery decorations and hats, craft and sewing supplies, buttons, 145 knitting needles, crochet hook, cotton, yarn, stocking, patterns, scissors, hundreds of prepared craft items; 300 writing pads.

Two ironing boards, two irons, a sewing machine, four card tables. Magazines, 500 library books, 50 textbooks; complete set of rhythm band instruments for 15 patients, poetry; special magazines and maps for remotivation classes.

Sixty swimming suits; 20 pairs of ice skates; 10 square dance dresses; neckties.

Cosmetic supplies; 1500 prizes; 400 pieces of new jewelry; games and crafts; gift wrapping and ribbons; 36 boxes of Kleenex; special shoes and special clothing at request of staff.

New Christmas cards; \$48.00 worth of stamps for mailing cards; nearly 400 Christmas gifts, wrapped and labeled for distribution; Easter eggs; Valentines; cigarettes, candy, nuts, crackerjack.

### New Projects

Two Neenah musicians come twice a month to help in music therapy, instructing in quartet ensembles and slumber music.

Twenty-two Gray Ladies attended remotivation classes and since have assisted that program by typing, doing research in obtaining material for classes, etc.

Ten patients have been referred for special tutoring. One teen-age patient has received tutoring twice a day in reading and writing since February. Tutoring has included trips to town to the airport, to the museum, to the bank, etc.

### RED CROSS VOLUNTEERS AND THEIR HOURS

	<u>No. of Volunteers</u>	<u>Hours Spent</u>
July 1958	53	664
Aug.	46	509
Sept.	60	688
Oct.	80	1202 (408 Orientation hrs.)
Nov.	77	720
Dec.	63	724
Jan. 1959	70	732
Feb.	65	668
March	70	848
April	72	958
May	66	704
June	56	<u>601</u>
	Total	9018 hours



## BUSINESS MANAGER'S REPORT

Financial

The year's I.B.M. accounting tabulations are complete except for adjusting and closing entries, and any figures shown will be on that basis.

Total Material & Expense and Operation Budget, 1958-59	\$488,830.00
Expenditures, July 1, 1958 through June 30, 1959	<u>531,687.34</u>
Net Deficit	\$ 42,857.34

The above deficit was supported by Emergency Board Funds, and was based on a request for such funds because of increases in costs in the following categories.

1. Transportation of Patients	\$1463.
2. Field Service Travel	1521.
3. Administration, Stationery & Office Supplies	1011.
4. Postage	908.
5. Telephone and Telegraph	1748.
6. Electricity, Sewerage and Water	13575.
7. Medical Supplies	5408.
8. Special Surgical and Hospital	3311.
9. Laboratory and X-ray Supplies	3112.
10. Awards	<u>5832.</u>
	\$37,889.

Increase in Stores	<u>5,145.</u>
	\$43,034.

In certain categories, there were savings and deficits which offset each other, and were not of the general nature indicated above.

Item No. 1 is unpredictable because of the unknown expense involved in transportation of patients within the state and in deportation.

Item No. 2 is a reflection of the increase social work program.

Item No. 3, 4, and 5 reflect the general trend in increased Administrative costs as well as special increases such as the postage rate.

Item No. 6 was due to a known under-estimating of the cost of utility service to new buildings and will be offset in the current year because of the Turbo Generator installation explained in the Engineer's report.

Item No. 7, 8, and 9 reflect the resulting costs of an increased medical, surgical and general treatment program. The increased use of tranquilizers accounts for part of the deficit in the category of medicines; however, the increased surgical program also affected this portion of the budget. In item 8, Special Surgical and Hospital, the increased physical medical program is primarily responsible for these increased costs, with a larger number of consultations, special surgical procedures and referral of gynecological cases to the University Hospitals. The increase in item 9, Laboratory and X-ray, is a direct result of an increased program brought about by the addition of a well qualified technician in the laboratory and further extension of work in pathology.

The total drug budget of \$75,000. was exceeded by \$5,408. The total expenditure for the tranquilizer type drugs for the period July 1, 1958 through June 30, 1959 was \$43,893. compared to the previous year cost of \$35,601. This increase is due to an increase in number of patients on such medication and to some degree to the increased cost of newer types of this medication.

Item No. 10 is the cost resulting from the payment of unemployment compensation benefits to retired employees.

Repair and Maintenance Budget for 1958-59	\$32,293.
Actual Repair and Maintenance Expenditures	33,545.

This program consisted almost entirely of routine repair and maintenance of equipment and buildings.

Miscellaneous Capital Budget, 1958-59	\$ 8,142.
Total Capital Expenditures	20,803.

This consisted primarily of expenditures for replacement and additions to furniture and furnishings with the exception of \$2001. for the installation of the barminutor for the garbage disposer outlined in the engineering report. The excess expenditure was supported out of Department reserve funds and was required to correct refrigeration deficiencies in the new food service building, a project which has now been satisfactorily completed.

Salary Budget, Operation	Base \$1,980,019.	Bonus \$560,129.
Actual Expenditure	Base 1,914,680.	Bonus 558,828.

The major savings in the above category were in the medical professional positions and because of the vacancies in the psychology department. Complete salary statistics are outlined in the personnel report.

In May of 1959, the State Budget and Account Auditors made a detailed audit of all accounting procedures and monies, and the resulting audit report indicated satisfaction with procedures and verified the accuracy of all accounts.

Collections from individuals for cost of care furnished patients at the Winnebago State Hospital in 1957-1958 and prior years totaled \$437,364.65 for the period of July 1, 1957 to June 30, 1958. The figures for 1958-59 are not available.

Current per capita rate is \$55.05 per week.

#### Current Budget

The budget under which the hospital is currently operating includes an allocation of two additional positions. These were for two Domestic Service Helpers to initiate a partial Food Service on Ward 2, North.

The operation budget in the amount of \$571,740. differs from the previous year's budget in that it has included an amount of \$22,000. for insurance, with an additional amount of \$60,910. being provided to avoid deficits in those areas for which Department of Administration funds were required in the previous year, as well as recognizing certain known increases in operating costs.



The Repair and Maintenance budget of \$45,575. includes approximately \$15,000. in special repair and maintenance projects for such things as water and steam line revisions, replacement of plumbing fixtures, complete renovation of ash handling equipment, surgery floor replacement, and repair of railroad spur.

The Miscellaneous Capital appropriation for the year in the amount of \$36,050. will provide approximately \$12,000. worth of additional medical equipment, the usual replacement of furniture and \$10,400. for revision of the ventilating system in the new laundry. This latter project of laundry ventilation revision is currently reaching the bidding stage in the Bureau of Engineering.

Current comparative salary figures are not available; however, certain basic statistics are included in the personnel section.

#### Special Projects

Hughes Hall Sidewalks - Total contract in June of 1958 amounted to \$2975. Work was completed in July of 1958.

#### Maintenance Building

General Contract - DeKeyser and Rasmusson	\$103,100.
Heating and Ventilating - Star Plumbing & Heating	29,140.
Electrical Work - Uptown Electric Company	19,258.
Total Contract Awards	<u>\$151,498.</u>

\$160,000. was available for this project and the balance will be utilized for Architectural services, miscellaneous change orders, and some equipment. Bids were opened October 21, 1958, and contract award was made on October 31, 1958. As of September 1959 several of the shops are in the process of moving into the new maintenance building. This building will house all maintenance crafts and will provide a much more effective and efficient service as well as utilization of shop facilities. In addition, it will aid in reducing the fire hazard in the old main building by removal of shop activities.

Hughes Hall Service Road was completed in May. This road provides connection from main road to Hughes Hall basement entrance.

Tunnel Pupiling and Equipment - total contract of \$17,483. awarded to R. Wenzel Co. September 26, 1958 and completed in September of 1959. This project includes installation of new hot water heaters and supplies the main building as well as additional supply for the Food Service Building, and revision of steam distribution facilities to the old main building.

#### Personnel

Statistics concerning personnel are available in that section of this report; however, I wish to briefly comment on two major changes in positions in this department.

In January 1959, the services of the chief engineer were terminated, and until June of 1959, this position was vacant and at that time it was filled with the present chief engineer, Mr. Karl Knudsen. During the three months that Mr. Knudsen has been in this position, he has shown considerable interest in the functioning of the entire hospital and specifically has demonstrated the necessary ability to perform successfully the requirements of the position.

The second major change was the transfer of the personnel officer, Mr. Alesch, to Central Colony in January, and the subsequent hiring of his replacement, Mr. Borowski. In the approximately two years that Mr. Alesch had been in this position, he had established minimum standards for the personnel office, and was in the process of expanding the area of influence for this department. With the change, it was necessary to, first of all, indoctrinate the new employee in civil service routines. It, therefore, has slowed down considerably the progress into new areas for this department. It is, however, a firmly established fact that a personnel office, as it presently functions, is not only desirable but a necessary part of this organization.

#### Patient Labor

During the past year, the problem of utilization of patient labor has become more and more a critical one. In areas such as Food Service, Housekeeping, Maintenance, and Farm and Garden, specific jobs as well as volume of work are dependent upon the number and capabilities of patients assigned to such areas. In the maintenance crafts and housekeeping, lack of assignment, or lack of ability on the part of patients assigned results generally in reducing the amount of work done or the efficiency of the service provided due to the output capacity of employees in those units. In the Food Service, however, this problem was more critical in that it is not possible to reduce the number of meals served and certainly not desirable to reduce or restrict the quantity and quality of food for any given meal. The reliance, therefore, on patient labor is of a more positive nature and without satisfactory assignments, an undesirable situation develops. Surveys, statistics, and general observations have been made over the years and, as a result of reviewing these and submitting such information to the Department of Administration, we were granted an additional six laborers, two of whom were provided as a substitute of an existing vacant budget position. It is expected that the addition of this staff will at least relieve the pressure in the most critical areas, but will still leave the total Food Service function dependent to a great extent on patient labor. It seems quite evident from statistics and general observation that this same problem in the other areas, housekeeping, maintenance crafts, and farm and garden, will eventually need to be met by further additions of paid employees.

#### Housekeeping Service

The efficiency and effectiveness of the Housekeeping Service is well recognized at this institution, and within the past year, the extension of Housekeeping Services into certain ward areas has been successfully accomplished with the satisfactory results of such services being observationally apparent.

#### Canteen Operation

The Canteen, which is established under section 46.03(14), had total sales of \$43,283.20 and additional miscellaneous revenue of \$1680.17. During the past year \$8092.29 was spent from Canteen profits for patient recreational benefits. During the past year the entire ward cart service has been operated by Canteen Operators with a more frequent and more general coverage as the result of this change. Prior to this change, on-the-ward canteen distribution was by Occupational Therapy staff and/or canteen employees.

#### Farm And Garden

The Farm and Garden report generally outlines the year's crop production as well as routine operations concerning the Farm and Garden and grounds. No basic changes were effected during the current year. The patient labor situation in this department is comparable to the others in that



it is not a satisfactory one. The lack of patients to assist in general care of grounds was quite evident, as well as the lack of competence of many of the patients to operate power lawn equipment. Generally, the number required to adequately perform all functions in this department were not available.

The various activities necessary to the routine functioning of the Food Service Department were carried out during the year.

Mrs. Swisher, the assistant dietitian, was gone for a six months' period. Because of the added work load, I requested and received help from a nurse, Mrs. Janiak, who assisted in the carrying out of special diet functions between October 1958 and April 1959. The number and varieties of special diets are on the increase. In July 1958 we fed 15,267 special diet meals as compared to July 1959 when we fed 19,543. We began feeding many patients on special diets in a cafeteria this year rather than on the wards and this has been very successful.

During this fiscal year we solved the remaining problems with the new equipment and facilities in the Food Service Building. We improved the cooling system in the refrigerators and increased the effectiveness of the dish dryer by a correction of the blower system.

We have observed a consistent drop in the number of employee meals. Miss Ridler, the Nutrition consultant, states that this pattern is general throughout the institutions. This could possibly be due to increased canteen facilities and to a lessening of emphasis regarding employees eating in the dining rooms.

Our creamery operation has grown. We made all our cottage cheese and about half of our butter requirements in addition to the other processes. The remaining requirement of butter has been provided through Government Surplus commodities.

During the last two years we have gradually increased our usage of frozen fruits and vegetables and decreased the requirement for canned goods, as we find the frozen foods more attractive in appearance and more acceptable in flavor.

We also established a six months' bid system for locally buying miscellaneous food items not covered by the Bureau of Purchases contracts. It has effected about a \$2000-per-year savings.

We were granted two additional domestic positions which will enable us to give limited service on the North wards. These positions release aids and nurses to perform their primary functions.

Formal training of Food Service personnel is at the formative stage. It has not been practical at this point to put such a program into action. Presently all new employees do participate in the general Hospital Orientation Program as frequently as is possible.

The further development of active therapy programs and the volunteer activities have made a notable increase in special refreshment requests to us, as it is considered desirable for the patients to receive refreshments at these various functions.

To help alleviate the critical need for patient workers, we were granted a laborer position for the Creamery in July 1958 and two laborer positions for pot washing in August 1959. All three of these positions were provided by shifting of budgeted positions from other departments within the hospital.



The insufficiency of patient workers and the rapid turnover of those assigned has been a matter of great concern for several years. Very recently Mr. Spevacek and Mr. Graham studied the situation and have assured us that they will take steps to try and provide this department with additional employees to carry out the basic routines necessary to operate and to maintain minimum standards. For the fiscal year we had a total shortage of 3218 men patient work days.

### Meals Served

Patients	1,176,750
Employees	67,525
Students	33,037
Miscellaneous	824
Total	<u>1,278,137</u>

Total Food Cost \$254,183.42

Average cost per meal 0.19887

### Special Diets

Bland	2,772
Diabetic and Low Calorie	79,597
Soft	54,767
Liquid	651
Low Fat	2,644
Low Sodium	9,634
Modified General	41,881
Total	<u>191,946</u>

Average number of people per day receiving special diets 174

## HOUSEKEEPING &amp; LAUNDRY

Department Status

Total complement on 7/1/58 - 54 positions (inclusive)  
 Total complement on 7/1/59 - 64 positions (inclusive)

Housekeeping Service

- 37 - Positions on 7/1/59
- 9 - Positions were added - (4 B.M.H. II & 5-B.M.H. I)  
 (6-Positions transferred from  
 Nursing Service account on Sept.  
 1958)  
 (3-Positions allowed on 1958-59  
 budget)
- 8 - Resignations
- 2 - Retirements (Koepeke, Walter, Laborer I)  
 (Cox, Sadie, D.S.H. II)
- 18 - New Employees
- 1 - Position vacant on 7/1/59 (Laborer I)
- 3 - Promotions - (Gradl, John, Laborer I to Laborer II)  
 (Noe, Harry, Laborer I to B.M.H. II)  
 (Noebel, Kenneth, Laborer I to B.M.H. II)
- 1 - Reclassification - (Vienola, Thomas, B.M.H. II to B.M.H. IV)
- 8542 - Scheduled work tricks
- 251 - Scheduled vacation days
- 248 - Scheduled holidays
- \*217½ - Authorized sick days
- 44 - Days absent

Laundry Service

- 24 - Positions on 7/1/59
- 1 - Resignation
- 2 - Retirements - (Kellett, Emma D.S.H. II)  
 (Schwab, Molly, Ldry. Worker I)
- 2 - New employees
- 1 - Position vacant on 7/1/59 (Laundry Worker I)
- 1 - Promotion - (Roger, Ruth, D.S.H. I to D.S.H. II)
- 5.811½ - Scheduled work tricks
- 247 - Scheduled vacation days
- 165 - Scheduled holidays
- \*181 - Authorized sick days
- \* 78 - Days absent (Robinson, Violet, Laundry Worker I, obtained  
 an approved 90-day leave of absence.)



## Allied Crafts

- 2 - Positions on 7/1/59
- 1 - Position was added (Upholsterer II) transferred to this department on Aug. 1, 1958 from Engineering dept.
- 471 - Scheduled work tricks
- 15 - Scheduled vacation days
- 12 - Scheduled holidays
- \*51 - Authorized sick days
- \* Included in total scheduled work tricks

The unusually high rate of sick leave and absence, in each of the services, exceeded the estimated allowances as established on a post trick basis. Although we experienced a siege of flu during the winter months the bulk of the time was due to major illnesses requiring medical or surgical attention.

During this period, individual employee performance evaluations and interviews were conducted at the immediate level of supervision. This procedure has helped to strengthen the position of the immediate supervisor and will add to their growth and development. In the course of this new approach, a new employee performance rating form which was developed by the hospital, was used. The new form not only considers individual task accomplishment but individual traits or characteristics relative to the overall.

## DEPARTMENT ACTIVITY HIGHLIGHTS

### Housekeeping Service

During July of 1958 we extended scheduled Housekeeping services throughout Kempster Hall with positions granted in the 1957-58 fiscal year.

On July 1, 1958 an inter-Bldg. transportation unit was established, within the Housekeeping Service, to serve not only the tunnel connected buildings but the outlying, or non-tunnel connected buildings as well.

In September 1958 the 9 positions granted in this fiscal year were filled and the new personnel was put through our basic in-service training program.

In October 1958, 6 of the 9 new positions were assigned to Main Building and limited Housekeeping Service was extended to the first floor of Main Building.

Also in October 1958 a wing in the basement of Hughes Hall "A" section was set up as a "Property Storage" area for the storage of all hospital equipment or furnishings not in use. The function of "Property Storage" has been delegated to Housekeeping Service under the control of Hospital inventory policies and directives.

By November 1958 the laboratory was able to meet our request for bacterial checks of our germicidal procedures. Although, to date, this has been on a rather inconsistent basis, a program is now being worked out, with the laboratory, whereby areas considered critical, (such as: surgery, medical/surgical or infirmary, are checked on a definite scheduled basis.

During January 1959, Housekeeping Service assisted in localizing and combatting an outbreak of "Staph" infection on the South Wards of Main Building.

During February and March 1959 we experienced some very heavy snowfalls. On several occasions there was cause of concern from the standpoint of fire safety, due to the accumulation of ice on the metal fire escapes of Main Building. There were, also several occasions when all empty beds, in the employee's quarters were made available to employees, who were forced to stay overnite, due to the severe snow storms.

In April 1959 a conductivity check was made of the floors in the Operating Rooms, Surgery, Kempster Hall. It was reported that the readings were 1 to 1½ million ohms over the accepted safe limit.

In June 1959, the annual reconditioning of the gym took place with new court markings being painted and the floor resealed.

Value of cleaning supplies and equipment dispensed from Secondary Stores, for this period, total \$5,856.08.

### Laundry Service

June 18, 1958 through June 16, 1959

Pounds of laundry processed.....	1,523,165
Pieces of linen issued from central supply.....	1,556,325
Valuation of linen mended.....	\$67,513.00
Valuation of linen condemned.....	11,241.00
Valuation of linen added to inventory.....	6,595.36
Pieces of personal clothing altered or repaired.....	25,100

During this period the laundry continually reviewed their supplies and procedures. The most notable change in supplies was the adoption of a new type of press cover which has given us double the amount of service over any press cover we had previously used.

A "Laundry Production Guide" was recently completed. It's purpose is to better coordinate the washing and finishing phase of laundry production.



## Allied Crafts

This service, or division, was first established, in January 1959 and is presently composed of the Upholstery Shop and Shoe Shop. The combining of the two crafts, as such, was purely for organizational purposes. The delegation of the two crafts, to this department, is comparatively recent in that the Upholstery Shop joined the department in August 1958 and the Shoe Shop in March 1958. The two crafts are lacking in adequate statistical justification, however, satisfactory progress is being made in regard to this.

The Upholstery Shop recently made a survey of all the beds in the hospital as to their number, type and condition for the purposes of standardization; inventory; improved maintenance; general appearance; and in some instances, to add to the physical comfort of the patient. A movement of all beds in the Main Building was made in accordance with the survey, and was completed in July of this year. A manual of the survey, was made and distributed to all concerned services.

The purchasing of shoe repair supplies is now being done, for the most part, for twelve month periods on a competitive bid basis and substantial savings has been realized.

## SUMMARY

Although Housekeeping Service has realized considerable expansion in this period, it is still not sufficiently staffed, to meet its demands for service in Main Building, nor is it able to maintain more than a token force (2 positions) in Hughes Hall.

Laundry Service has, for the most part, been sufficiently staffed with the exception of its linen maintenance, or mending phase. This unit of the laundry is more dependent upon patient help than, what other units are. A year ago this unit normally had 12 to 14 patients to assist them. The past four or five months they have not been able to acquire more than 2 or 3 patients. There are two paid positions maintained in this unit and with the limited patient help, they are unable to keep up with the necessary mending or any required manufacturing of certain items.

The Allied Craft service will have considerable emphasis placed on personnel needs in future budget requests. The mere fact that the Upholstery Shop consists of only one position to service, the furnishing for the entire hospital fairly well indicates the shortage of personnel, that exists in this service.

I would also like to report that, during this period, I had an opportunity to attend an eight week course, on "Hospital Housekeeping" at Michigan State University.

## MAINTENANCE AND ENGINEERING

### Power Plant

During the fiscal year the following statistics will summarize the power plant operation.

Lbs. of Steam generated	119,285,000
Tons of Coal Burned	7598.2
Average Evaporation	7.8 lbs. steam/lb. coal
Water pumped	97,378,700 gal.
Sewage pumped	90,511,900 gal.
Electricity Purchased	2,848,592 KWH
Electricity Generated	181,600 KWH

No major maintenance work or difficulties were encountered during the year. The Turbine Generator was operated as much as steam demand would allow between November 1958 and April 1959. It produced 181,600 KWH during the fiscal year. This power would have cost approximately \$2980 to purchase. As the turbine extraction steam is used for heating purposes, there was very little cost involved in this electrical power produced. Changes in steam piping during the latter part of the fiscal year will naturally increase the capacity for producing our own electrical power and more substantial savings in electrical costs can be expected in the future.

During the winter months all of our steam generative facilities were in operation to carry the heating load. Additional boilers will be necessary for any further building expansion program.

The sewage pumping plant and a new Barminutor installed to cut rags to pumpable size. This materially improved the pumping efficiency.

Changes were made in the steam piping and hot water system supplying the main building. This was done to improve the hot water service and to increase the low pressure steam demand so that the turbine generator can be utilized to the maximum possible efficiency. At the same time the piping changes make it possible to abandon the rear part of the main building.

### Mechanical Maintenance

The Mechanical Maintenance was, for the most part, engaged in the task of correcting faulty services in new buildings and in maintaining standards in the old main building.

More new showers and sanitary facilities were added to the main building to replace those that were condemned. This work is still in progress. Fire protection hose racks were purchased and installed as a safety precaution in the old building.



Studies have been made of the heating and ventilating problems in Hughes Hall and Kempster Hall and minor changes have made some improvement in comfort in these buildings. Work has continued in metal-cladding the wood hoods on heaters in the main building to decrease fire hazard.

The Bureau of Engineering has made a preliminary layout for improving the heating and ventilation in the laundry. This layout has been approved and returned to the Bureau for final plans. This ventilation change would improve working conditions in the laundry and would prevent the stench of soiled linen from permeating the Food Service Building. It would also increase operating efficiency of the dryers.

### Building Maintenance

Maintenance of the main building has been kept to a minimum. Some plastered ceilings were replaced in various rooms as a safety measure. The old plaster was deteriorating to the point where it was dangerous to personnel. Some wood floors were torn out and replaced with concrete. The wood had rotted and had become a safety, sanitation, and fire hazard.

Work is progressing in the renovation of the nurses residence. Repairs to doors and wood work has been extensive and the actual painting has been a small part of the work required. Renovation of the South Cottage (Student Nurses' Residence) has also begun.

The Maintenance Building was nearly completed during this fiscal year. This building will house the carpenters, masons, painters, upholsterer, blacksmith, plumbers and steamfitters, and electrician. Moving of shops from present locations will vacate areas in the main building which constitute fire hazard and the rear area which can then be torn down. Having all shops in one building will also make the maintenance operation more efficient.

### General

#### A. Water Corrosion

Our water problem is still a continuing headache. Plumbers spend a great deal of time in repairing corroded pipes, valves and fittings and their time is thus taken away from other necessary improvements. The loss of water supply while repairs are effected also disrupts hospital routine.

Studies of this corrosion problem are still going on but during this fiscal year little has actually been done to correct the situation.

Planning work is going on in Kempster Hall for replacement of all cold and hot water lines in this building. The cost is expected to be in excess of \$50,000.

## B. Patient Help

Patient help is also a major problem in the maintenance department. Lack of adequate number of patients in the various departments is curtailing service and slowing down repair and improvement projects.

Patient help has an inherent inefficiency in that the need for close supervision impairs the work of the employee; however, the total maintenance program with the present staff is dependent upon continuation of patient help assignments.



## FARM AND GARDEN

During the year some improvements have been made on the grounds. More could have been accomplished if patient help were available and an extra paid employee to run the equipment.

The lawn west of Hughes Hall has been completed and is ready for use next year.

The planters on Hughes Hall and the Food Service Building have all been planted with evergreens.

The dead trees on all the lawns have been removed. All the elm trees have been pruned and dead wood taken out as a protection against Dutch Elm Disease. New trees have been planted where needed on the grounds.

Outside flower beds were planted with:

- 1000 geraniums
- 750 border plants
- 300 cannas
- 1000 bedding plants

The plants were all raised in our greenhouse.

Last year was a good year in the garden and orchard. The following list shows some of the crops that went into storage:

- 11 tons Onions
- 6 tons Squash
- 8 tons Carrots
- 22 tons Apples
- 1200 qts. Strawberries
- 1400 qts. Raspberries

During the summer months the institution was supplied with fresh fruits and vegetables which were used directly from the garden and orchard.

We also supplied the Prison at Waupun the following vegetables for canning.

- 12 tons Snap Beans
- 60 tons Carrots
- 120 tons Tomatoes
- 44 tons Apples
- 8 tons Beets

## PERSONNEL REPORT

This department changed its directorship in January 1959, bringing about significant changes in plans and goals. This present report covers principally the period since Mr. Borowski became Personnel Director. The aim of Mr. Borowski has been to instill a spirit of cooperation and understanding between departments, between the Personnel Office and departments, and between the hospital and the Department of Public Welfare. The Personnel Officer has striven to keep in mind that Service is the primary function of that department. This report has been divided into the various functions of the Personnel Office.

EMPLOYMENT

Specific hours have been set aside for applicants and employee interviews so that the Personnel Director can devote scheduled time to other duties.

A new procedure using "Employee Authorization Request" has been instituted in order to keep close check on the number of vacancies. Each supervising employee is required to submit this as soon as a vacancy occurs in his department so that it can be checked against the budget allocation.

Recruitment

An attempt is being made to organizing a filing system for applicants. A daily record is kept of the number of applicants on file, positions applied for, and any notations as to risk. Certain positions are filled through local resources.

Advertising is carried out for certain positions.

Interviewing

Individuals initially screened by the Officer are referred to the prospective supervisor for a further interview.

A new application blank for hospital use is being formulated to be more adequate and informative.

Selection of Employees

The only method available now is direct interview. Objective testing techniques are desirable but not yet available.

A pre-employment physical examination is the final step in the employment of an individual. Two physicians in Oshkosh carry out these examinations in their offices on a part-time basis.

Reference Checks

Depending on whether the check is made on a local or non-local level, the reference check is made by phone or writing.



## Testing

No definite testing program is being used but work in this area is being done using a battery of tests in hiring aids. Present employees are being studied to learn what qualities make a "good" aid.

## Induction

Orientation in the Personnel Office is carried out in the areas of insurance benefits, retirement program, obtaining personal history of employee for personnel records, use of sick time, handling of personnel problems, paying procedure, salary increases, vacation plan, parking rules. Employee is given available printed information, is informed of the Employees Union, Credit Union, meal Tickets, bond purchases, and completes Form F4 (Employee's Withholding Exemption Certificate).

The induction program is good insofar as it goes but it does not go far enough. A more comprehensive program given over the probationary period rather than in one lump sum is the eventual aim.

Employee Morale (Employee turnover, abuse of sick time, absences, disregard of hospital policy)

The rate of turnover is a statistically measurable index of employee morale.

## VACANCIES (6/30/59)

Psychiatrists III	3
Psychiatrists I	2
Graduate Nurse III	2
Therapist III	1
Psychologist IV	1
Medical Records Librarian	1

Note: No vacancies are shown for Graduate Nurse II positions because of commitments made to applicants.

## PAYROLL AND RECORDS

Notice of Employment; Personnel Change Order; Notice of Termination. These records are submitted to the Department of Public Welfare Personnel Officer as soon as the action takes place instead of waiting until the payroll cut-off date.

A new system using the Visi-record System will be put into operation to organize employees records. This system is now in use in other parts of the hospital, including medical records, store records, and business office.

## EMPLOYEE RATING

### Permanent Employees

A new rating form for hospital use only was devised on a trial basis in cooperation with department heads. Employee ratings are being done three times a year instead of the annual report, to avoid the year end scramble and also to give the employee a sense of being recognized.

### Probationary Reporting

To supplement the required probationary report which is now completed toward the end of the probationary 6-months period, a report every month or at the most two months is contemplated in order to develop mutual understanding and discuss problems while they are still fresh.

## TRAINING

The Personnel Officer is responsible for all in-service training, and supervisory training. At present he participates in and coordinates all training programs. Special emphasis is being given to Supervisory Training. A program is being developed in cooperation with the Training Officer from the Department of Public Welfare Personnel Office and this will be held on a continuing basis.

## COMMUNICATIONS

### Employee Bulletin

A Winnebago Employees Bulletin is handed out with the pay-check. This contains notices affecting hospital employees; information about certain procedures (grievance procedures, sick leave, absences, etc.); names and positions of new employees; lists of promotions and terminations; noteworthy news items; special announcements.

### Bulletin Boards

Three hospital bulletin boards are used to disseminate further information such as notices of meetings, Savings Bond literature, Bureau of Personnel job announcements, notices of charity drives, and announcements of certain social functions such as nurses dances, etc. Employees are permitted to use the boards to post ads for items they are selling. The control of the material to go on the boards lies in the hands of the Personnel Officer. Most of the notices have a "take-down" date to avoid a cluttered-up bulletin board which loses its effectiveness.



## Meetings

The personnel officer attends the monthly department heads meeting which is used to discuss inter-departmental problems and to disseminate information. He also attends the administrative staff meeting held weekly and presents those more serious personnel problems which require administrative decisions at the Superintendent's level.

## PHYSICAL HEALTH PROGRAM

The present program consists of:

1. Pre-employment physicals
2. Food Service employees examinations
3. Annual physicals

In addition to the usual laboratory and physical examinations, food handlers undergo Stool examinations. This is a new program added during the past year.

Annual re-examinations are given all employees including x-rays and laboratory work. Already several previously undetected serious illnesses were discovered, including several serious heart lesions in young people. Special attention has been given the older employee with an eye to correcting so-called degenerative disorders in their earlier stages. Employees discovered to have any pathological states are, of course, referred to their private physician.

## COMMUNITY RELATIONS

The hospital plays an important role in the economic life of Oshkosh and a satisfactory tie with the community is not only essential but equally rewarding. In hiring, we must rely on credit references, and vice-versa, other employers rely on the hospital. Recruitment techniques necessarily require contacts outside the hospital. The reputation of the hospital in community life is important for the self-esteem of the employees and for allaying some of the old fears of the public regarding public mental hospitals.

## RETIREMENT, INSURANCE, AND WORKMEN'S COMPENSATION

These programs are interpreted and implemented by the Personnel Officer. A new method of reporting injuries is being studied at present.

The following table indicates hires, separations, total employment and turnover ratio.

	Hires	Separations	Total Employment Force	Employment Turnover
<u>1958</u>				
July	14	9	610	1.46%
August	7	15	602	2.49%
September	31	13	620	2.09%
October	10	8	622	1.29%
November	6	5	623	.80%
December	6	9	620	1.45%
<u>1959</u>				
January	17	11	626	1.77%
February	8	7	627	1.12%
March	5	5	627	.80%
April	3	13	617	2.11%
May	4	10	611	1.63%
June	20	14	617	2.28%
	<u>131</u>	<u>119</u>	(Ave.) 618.5	<u>19.29%</u>

#### PAYROLL STATISTICS

	<u>June 1959</u>	<u>July 1959</u>
Total Payroll	\$207,337.84	\$218,906.58
Average per Employee	336.04	351.94
Average Increase in Salary	\$15.90	(includes Merit Increase and General Legislative Increase)
Increase Through Merit Increases	\$4975.00	
Increase Through Legislative Increase	\$8958.00	



## INSPECTION BY JOINT COMMISSION ON ACCREDITATION OF HOSPITALS

On October 8, 1958, the hospital was inspected by a field representative of the Commission, John C. Galbreath, M. D., and as a result of the inspection, its accreditation was withdrawn. It is significant that the chief criticisms are matters over which the hospital itself has little or no control, assuming that the objections are listed in order of importance. Because of the significance of the report of the Joint Commission, it is herewith reproduced in its entirety:

"Recommendations and Comments"

1. Over-crowding in patient areas should be corrected.
2. The fire hazards in the old physical plant should ever be kept in mind and all precautions continued.
3. Minutes of discussions at medical staff meetings should be consisely recorded and reveal a thorough review and analysis of the clinical work done in the hospital. The minutes should include a brief clinical abstract of cases presented and pertinent discussions on selected deaths, unimproved cases, infections, complications, errors in diagnosis and results of treatment, both on patients in the hospital at the time of the meeting and on cases recently discharged.
4. The medical reference library should be built up by the addition of current texts and journals.
5. The gutopsy rate should average at least 20 per cent of hospital deaths.
6. There should be additional qualified members of the active medical staff.
7. Re-examination of long term patients should be recorded at regular intervals.
8. The staff and the Medical Records Librarian should restudy the forms and techniques of recording and filing medical records.
9. A simple index according to pathological diagnosis or body area maintained on all tissue reports.
10. Facilities for procurement and safe keeping of blood should be provided or be readily available.
11. Signed reports of radiological examinations should be filed with the patient's chart and a copy kept in the department of the hospital.
12. A simple index of x-ray reports, according to radiological diagnosis or body area should be maintained in the department of the hospital.

13. Precautions should be taken to keep the radiological department free of hazards for patients and personnel. There should be at least a blood test and an exposure test twice a year on all personnel.
14. All orders for medication or treatment should be signed by the physician.
15. There should be an automatic 'stop order' on dangerous or toxic drugs which will apply when drugs are ordered without time limitation or limitation of dosage.
16. The operating room register should, in addition, record patient's name, hospital number, pre-operative diagnosis, surgeon, first assistant, anesthetist, type of anesthetic and complications.
17. The anesthetist should record and sign a post-anesthetic follow-up.
18. An adequate Emergency Room service should be established for a hospital of this type and size.
19. The Commission with no criticism of the difficult work of the medical staff, can not in good conscience accredit this Hospital. A good Hospital must be a safe Hospital. The use of the old building does not lend itself to modern psychiatric treatment. For confirmation of this, we refer you to the Report of the Legislative Committee to visit State Institutions, dated April 10, 1958."

The overcrowding of the hospital has always been of vital concern to everyone in the Department of Public Welfare and the plan for replacement of the Main Building has been carefully drawn up. Fire hazards in the Main Building have been reduced to the best of our ability. The fire control program is described elsewhere in this report.

It is the opinion of all who had contact with the inspector that he was greatly limited in his knowledge of and experience in psychiatric hospitals. He was frank in admitting this himself. Many of his criticisms reflect his lack of familiarity with the purpose, functions and problems of a psychiatric institution and the inapplicability of many of the principles which hold true for general hospitals. This is not to say that many of the criticisms were not justified because we were long aware of our weaknesses but were unable for various reasons to implement what we knew to be desirable techniques. Much of this was due to the fact that more pressing needs required first attention.

Following the report of the Joint Commission, a concerted drive was made to immediately put into effect as many of the recommendations as were feasible. Most of the major points in the recommendations have already been corrected with the exception of those dependent on budgetary restrictions, or those requiring new buildings.



The desirability or necessity of maintaining a complete reference library not only in psychiatry and neurology, but in all specialties practiced in the hospital, as covered in the verbal recommendations of the inspector, is highly debatable, if not economically impossible.

Most of the recommendations pertaining to records have been put into effect, except the absence of a Medical Records Librarian makes it impossible to carry out all of the desiderata.

The autopsy rate has been greatly improved through the addition of a second pathologist part-time.

We have no quarrel with the recommendations that there be additional physicians on the medical staff.

The reference to staff meetings does not conform to the facts. Daily staff meetings have always been held for diagnostic and discharge purposes. The medical staff meets twice weekly to deal with administrative, procedural, and clinical matters on one day, and on the other day it concerns itself with purely professional and clinical matters and usually revolves about a discussion of some scientific subject presented by one or more doctors. The recording of these meetings is now being made in keeping with the Recommendations of the Commission. In addition, clinico-pathological conferences have been started once a month.

A complete report regarding the comments of the hospital on the Recommendations of the Joint Commission has been made to the Division and Department Directors.

## FIRE AND SAFETY CONTROL

The hospital continues to operate a volunteer fire department which has a monthly meeting, carries out a monthly inspection of the hospital, makes a written report and recommendations to the administration, conducts training classes for other employees, and cooperates with the Oshkosh Fire Department.

The Oshkosh Fire Department are on call, make periodic visits to the hospital, carry out inspections of the hospital, and permit the volunteer firemen to take part in their training procedures.

The Fire and Safety Inspector of the State Department of Public Welfare makes periodic visits, conducts inspections and fire drills, makes recommendations and cooperates closely with the administration.

The Chief of the Hospital Fire Department has these duties over and above his regular job as a hospital engineer. He has done an excellent piece of work in training other personnel, in attending training meetings, and in fostering an awareness of an attitude of prevention.

Many fire hazards have been eliminated in the Main Building by removing the center stairwell, erection of walls at critical places, use of fire-retarding doors, laying cement slabs on wooden floors in certain areas, such as the passageways between wards and in recreation rooms where smoking is done. The building still remains a hazard.

The fire rules and regulations of the hospital have been reconsidered and revised, and a new set of instructions has been issued.



## PUBLIC RELATIONS

Recognizing the importance of "good" public relations and the dire results from the lack of public understanding, we have encouraged the use of all possible channels in making the aims and problems of the hospital known. One of the most important aspects of public relations is to have the hospital staff known and respected by the community. We therefore have encouraged our professional staff to participate actively in their own professional organizations and we attempted to obtain insofar as possible, state funds for sending staff personnel to organizational meetings, including those at a national level. The publicity value of such contacts from the standpoint of recruitment has already made itself felt in the Social Service Department.

We have encouraged appropriate organizations to visit the hospital at which time a preface to a short tour of the hospital is given by a professional staff member. An average of four such groups visited the hospital each month. These included:

- 12 visits from Psychology classes of various colleges
- 21 visits from staff and personnel of other hospitals:  
general hospitals, psychiatric hospitals, state  
institutions
- 18 visits from County Judges, State and local mental  
health organizations, county guidance clinics,  
welfare departments and nursing organizations.
- 4 high school sociology and psychology classes
- 4 religious organizations and various types of  
community organizations.

The hospital played host to several meetings and conferences of professional organizations, including:

- District Meeting of Wisconsin Association of Medical  
Technologists
- Conference on Alcoholism sponsored by Public Health  
District #3, Winnebago and Manitowoc Nurses  
Association
- One-day meeting for the class on Social Policy and  
Administration from the University of Wisconsin  
School of Social Work.
- Conference on Pastoral Psychiatry for 25 ministers  
belonging to the Door County Ministerial Society
- Conference with the class on "Introduction to Social Work"  
of Lakeland College
- Conferences with psychology classes from various colleges
- A day's conference with the staff of the Winnebago  
County Welfare Department.

Members of the staffs of the music therapy, activities, social service, nursing and psychology departments were active in addressing community groups. The Superintendent also took part in this activity, and Miss Merrill, coordinator of Volunteer Services, was especially active. Addresses were given to 8 PTA groups and to 13 other organizations.

Members of the staff participated in the Career Day of Oshkosh High School, in which representatives of professions, business and industry participate. The Social Service Department also participated in the Educational Day Program of the Oshkosh Community Council, as well as playing an active role throughout the year in that organization.

In addition to the addresses previously described, Miss Merrill herself gave seven talks in the community, conducted seven workshops for Gray Ladies at various homes of Gray Ladies, and arranged for three workshops for Gray Ladies within the hospital, in which other staff members participated.

Mr. Drayna, Director of Social Service, assisted in the preliminary groundwork for the Winnebago County Guidance Center and Dr. Petersik acted as consultant to that group, attending four meetings with respect to the building plans, three with respect to personnel, and one meeting with regard to furnishings.

Various staff members cooperated with educational projects in the community. Mrs. Barnes of the Social Service staff acted as consultant to the Brown County Mental Health Association. Mrs. Schwei, Social Service, assisted the University of Wisconsin Extension Center in Menasha teaching the subject "case Work with Emotionally Disturbed Adolescents." Similar consultation was provided by the psychology and nursing services to vocational schools in near-by communities.

Fifty high school students, parents and teachers from Winneconne High School attended a musical program presented by the patients, featuring excerpts from "South Pacific" and "Oklahoma". These students had made posters advertising this production as part of their art course in school.

Probably the most valuable public relations mechanism is the Volunteer program which is described in detail in its own section of this report.

### Employer-employee Relations

This is also an excellent public relations device. There is no better publicity agent than a satisfied, self-confident, secure employee. On a state level, the obvious efforts to correct the previous blunders in employees' benefits have been of inestimable help in boosting morale.



Within the institution, the attempt to provide all employees with the opportunities to advance themselves in their skills and in their position has been a morale-building factor.

We have attempted to assure our employees of our interest in them by thorough pre-employment physical examinations, routine physical examinations for those in the older age group, periodic examinations of food handlers, pre-retirement counseling, and improvement of personnel practices in general.

## HIGHLIGHTS OF THE YEAR, MONTH BY MONTH

1 9 5 8

July

New medical staff members: Dr. William Dushack, Dr. John Steffenson and Dr. James Payne.

Joined the Psychology staff: Dr. Ronald Sindberg, for the summer.

Started on new expanded supervised swimming program for patients.

Employees picnics were given by the hospital for employees and their families on the hospital lake-front picnic grounds on July 29 and 30.

An in-service training program for staff occupational therapists was begun.

Leaks in Kempster Hall water-lines required replacement of two risers with copper pipe.

Classes in diet and diet procedure were begun for Domestics in the Food Service Department.

A garden club was started for residents of Hughes Hall with gardens in the courtyards. Instructors from Garden Clubs of the community demonstrated the care and identification of plants, use of flowers in decoration, floral arrangements, etc.

August

Joined medical staff: Dr. Albert Nemcek

Left the medical staff: Dr. John Steffenson (to military service) and Dr. Harold Danford (to enter private practice)

Began demolition of the old smoke stack.

Plans for new shop building are being completed.

Nineteen patients were admitted on August 19, believed to be a record for one day.

Began Orientation Course for all new employees.

Gray Ladies began a letter writing program for regressed patients, many of whom have had few contacts with their families because of indifference or discouragement on the part of families. In most instances, a form letter is copied by patients with a few sentences of personal news inserted. Four or five sample letters are written each week.



In July the Housekeeping Department began to provide basic housekeeping services to Kempster Hall ward areas. Five wards were given a thorough cleaning in these two months. Housekeeping personnel take care of floor maintenance and cleaning, restrooms, windows and light fixtures, also provide minor preventive and repair services.

A new inventory system for all hospital furniture and equipment has been started, and a full-time clerk hired for that purpose.

A coordinator of in-service nursing education has been appointed and a class schedule and curriculum is being prepared.

### September

A drug committee was formed and had its first meeting. It is composed of the two pharmacists, the superintendent, clinical director and chief of medical-surgical services.

Meetings were held to set up an in-service educational program for Registered Nurses.

An Environmental Observation Committee was formed with the purpose of inspecting the hospital from an interdisciplinary viewpoint and make recommendations for improving the therapeutic milieu. Recommendations of the committee embrace three main subjects: Surfaces, Fixtures and Furnishings. Reports include offices and other employee facilities as well as patient facilities.

### October

The hospital was inspected by a field representative of the Joint Commission on Hospital Accreditation and lost its accreditation.

On October 22, the State Board of Public Welfare met at the hospital.

A course in advanced training for psychiatric aids was started.

Another hot water riser in Kempster Hall sprung a leak.

Remodeling of the Food Service refrigeration system was begun.

An orientation course was given to Red Cross Gray Ladies.

October 21 was the deadline for bids on the new maintenance Shop Building.

### November

The Winnebagoland District Nurses Association met at the Hospital.

Mrs. Gorwitz, R.N., Director of In-Service Education, attended a two-day conference given by the University of Wisconsin Extension Division on teaching methods for nursing instructors.

The contract for the new Maintenance Shop is being awarded.

December

The firm of N. Howard Johnson, Consulting Engineers, inspected the hospital at the request of the Governor's Office.

On December 26 a reception was held for retiring employees and on the 22nd of Dec. the annual Christmas reception and tea for employees was held.

Mr. Robert Alesch, Personnel Officer, transferred to that position at the Central Colony.

Dr. H. M. Bachhuber took an educational leave to enter a psychiatric residency program at the Cherokee State Hospital, Iowa.

Construction was begun on the new maintenance building.

1 9 5 9

January

On New Years Day we held our annual dinner for employees, their families and retired personnel. Present at the dinner were 191 guests of whom 13 were retired personnel.

A new personnel officer, Mr. Ralph Borowski, joined the staff.

The Chief Engineer, Mr. Herbert Loeper, resigned.

February

The loyalty of those employees who managed to get to work in spite of the severe snowstorms and the selflessness of those who remained on duty for long hours was greatly appreciated by the hospital administrators and by patients. Both groups gave courageous example of devotion to duty.

Mr. Charles Darnell, Supervisor of male aids and a hospital employee for 32 years, died after one of the snowstorms.

Mrs. Gorwitz, Director of In-service Education; Mr. Last, Instructor in the In-service School and Mrs. Adams, an aid, took training in Remotivation techniques, preparatory to setting up a program here.

A near-calamity in the operating room resulting from the use of an ancient anesthetic machine makes it imperative that it be discarded and a new one obtained as quickly as possible.



March

The continued several snowstorms, these worse than those of last month, elicited from the employees an outstanding display of courage and devotion. It is too bad we can do no more than commend those employees who struggled to get to work or who remained on duty with little sleep.

A program of instruction in Remotivation techniques was begun.

A group of 38 aids completed the 60-hour course of advanced training.

Mr. John Schober, Jr., Director of Housekeeping Services, wrote a prize-winning essay which won him a scholarship to Michigan State University for an 8-week course in hospital housekeeping which is bound to benefit all other housekeepers in the state system.

April

The hospital conducted a one-day conference on Pastoral Psychiatry for 25 ministers.

A new class in advanced training for aids was begun.

New breaks in the water-lines at Kempster Hall occurred, almost disabling the central supply and surgery.

May

John Cook, Chief of Hospital Volunteer Fire Department, attended an institute on Patient Evacuation and Fire Control at the Veterans Administration Hospital, Minneapolis, Minnesota.

A series of discussion periods for graduate nurses which began on January 6 was completed on May 5. A total of 16 hours of class was held with an average of 29 nurses participating.

Mr. Drayna, Director of Social Service, attended the National Conference of Social Welfare in San Francisco from May 24 through 29. This was preceded by a Conference of Chief Social Workers for State Mental Health Programs on May 21, 22 and 23.

June

On June 1, Dr. Petersik submitted his resignation, to become effective on October 1.

On June 12 graduation ceremonies were held for the second class of aids who took the course in advanced training.

A new Chief Engineer, Mr. Karl Knudsen, joined the staff.

## SPECIAL MENTION

To single out a few employees for special mention is most difficult and perhaps unfair to all the employees who have conscientiously served the hospital, yet there are certain performances which can not pass unnoticed.

First, probably the most outstanding service was given by those loyal people who braved the severe snowstorms of the past winter, often travelling varying distances on foot, many times being unable to park their cars any closer than the main highway. Equally brave and unselfish was the work done by those employees who remained at the hospital doing the job of several people.

Dr. Colgan, the Clinical Director, deserves commendation for his efforts and role in sponsoring the educational program of the hospital and for fostering a spirit of inter-departmental exchange of information. Among the innovations for which he was responsible were: clinico-pathological conferences, library committee, milieu committee, pharmacy committee and others.

Dr. Loftus has been the spark behind the improved medical-surgical program. His attention to the needs of the patients is attested to by his presence in the hospital any time of the day or night, any day of the week and in any kind of weather. He can truly be said to be a credit to those who practice the healing art.

Mr. Thies plays a role in the hospital which is not fully appreciated except by those who have worked intimately with him. There is not a phase of the hospital operations with which he is not thoroughly familiar. The efficient operation of those departments which are directly in his charge reflect his personal interest and close contact with the details of their operation.

Miss Mary Klapka, Director of the Dietetics Service, has done more than any other person to keep up morale through her infectious good humor, her unfailing energy, and her ability to maintain both of these in the face of what at times seemed to be insurmountable difficulties. In spite of many problems, the Food Service Department has maintained a high level of efficiency and sanitation and has even expanded, particularly in the area of therapeutic diets.

John J. Schober, Jr. provided an example of industriousness and ingenuity in winning a scholarship to Michigan State University for a course in Hospital Housekeeping. His leadership has helped to organize the housekeeping and laundry functions of the hospital into an efficient group.



John Drayna has pointed the way in showing what can be done by way of diligent and enthusiastic recruiting in building up the Social Service staff to its present high level. This could not have been done except for his own firm convictions. He has conveyed some of his own dynamic and original thinking to the members of his staff and had made many successful attempts to interpret psychiatric social service to the community and to other departments within the hospital.

Mr. Donald Thompson and his staff have laid the groundwork for a continuing in-service educational program in nursing and the results will be of inestimable value to the hospital.

POPULATION MOVEMENT

1958 - 1959

65

Month	Admissions				Separations				
	New Adm.	Ret.	Trans. In	Total	Releases	Deaths	Trans. Out	Other	Total
July	91	52	14		142	15	11	13	
Aug.	84	65	22		120	6	29	13	
Sept.	92	59	16		115	7	19	13	
Oct.	80	46	14		111	10	2	4	
Nov.	64	52	15		111	10	17	13	
Dec.	74	48	11		86	12	40	14	
Jan.	75	63	12		92	10	59	9	
Feb.	78	55	21		84	8	18	7	
Mar.	77	48	14		109	15	55	12	
Apr.	87	57	22		126	12	41	10	
May	81	55	17		105	10	58	8	
June	73	65	25		140	7	18	4	
	956	665	203	1824	1351	122	367	120	1960

COMPARISON OF YEARS 1956 - 1959

1956-1957	1024	523	211	1768	1207	124	512	83	1926
1957-1958	1085	605	206	1896	1217	134	363	106	1820
1958-1959	956	665	203	1824	1351	122	367	120	1960



## POPULATION STATISTICS

1958 - 1959

	Resident Pop. beg. of month	Resident Population End of Month			Average Daily Pop.	Pop. on Leave End of Month	High Pop.	Low Pop.
		Total	Male	Female				
July	1124	1100	507	593	1113	370	1129	1092
Aug.	1100	1103	506	597	1105	371	1123	1084
Sept.	1103	1116	520	596	1116	383	1132	1103
Oct.	1116	1129	538	591	1118	387	1129	1108
Nov.	1129	1109	539	570	1112	422	1128	1098
Dec.	1109	1080	540	540	1079	428	1108	1067
Jan.	1080	1060	530	530	1084	429	1095	1066
Feb.	1060	1097	557	540	1075	435	1094	1057
Mar.	1097	1045	510	535	1064	442	1107	1045
Apr.	1045	1022	488	534	1031	457	1050	1017
May	1022	994	465	529	1006	446	1022	990
June	994	988	465	523	993	456	1005	984

Average Daily Population for the Year 1075

AUTOPSY RATE

Number of Deaths	122
Number of Autopsies	36
Percentage of Autopsies	29.5%