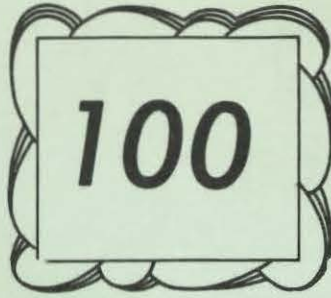


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## *"A Century of Patient Care"*

1873 - 1973



Selig M. Korson, M.D., F.A.P.A., Superintendent  
Assistant Clinical Professor of Psychiatry  
College of Medicine  
University of Iowa - Iowa City, Iowa

**MENTAL HEALTH INSTITUTE**  
**INDEPENDENCE, IOWA**



## P R E F A C E

Prior to 1867, there was one state hospital in Iowa. Located at Mount Pleasant, the hospital was very overcrowded and persons had to travel great distances to be admitted. Many insane persons in the State were deprived of the benefits of hospital treatment.

In 1867 and 1868 the Honorable W. G. Donnan introduced in the State Legislature a bill for the erection of a hospital for insane to be located in or near Independence. (Mrs. Donnan's brother, J. B. Donnan was the father of Mrs. C.W.Fiester and Mrs. Fred Limbert of Independence.)

The bill passed the Senate without a dissenting vote and passed the House easily along with an appropriation of \$125,000. A board was also created. Albert Clarke was the member from Buchanan County, but he died before the year was up. George Bemis was appointed to fill the vacancy.

The bill required donation of 320 acres to the State within two and one-half miles of the city limit. Several tracts were offered. Money was raised for purchase by subscription among citizens of Independence. The lot chosen by the Board of Commissioners was one mile west of the Wapsipinicon, one mile from Independence and one mile from the railroad. Total purchase price of this lot was \$6,080. The tract was unbroken prairie without a tree or shrub and furnished on digging, an abundant supply of soft water free from any foreign substance. It was also discovered the tract contained a bed of good brick clay which proved of great value in building.

A CENTURY OF SUPERINTENDENTS

1873 - 1973

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1873 - 1882	Albert Reynolds, M.D.
1882 - 1902	Gershom H. Hill, M.D.
1902 - 1920	W. P. Crumbacker, M.D.
1920 - 1948	R. A. Stewart, M.D.
1948 - 1949	R. W. Robb, M.D.
1949 - 1953	Max E. Witte, M.D.
1953 - 1956	Donald L. Kyer, M.D.
1956 - 1958	James O. Cromwell, M.D.
1958 -	Selig M. Korson, M.D.

1869

Mr. George Josselyn was hired as Superintendent in charge of construction.

At this time the General Assembly also provided for a three-man commission to work with Mr. Josselyn and report to the General Assembly on the progress and needs of completing the hospital. The three men appointed to the commission were: Mr. Maturin L. Fisher, Clayton County who upon his death in 1879 was succeeded by Mr. A. G. Case, Floyd County; Mr. Erastus G. Morgan, Webster County and Mr. George W. Bemis, Buchanan Co.

1870

Ran out of appropriated funds so operations on the construction had to cease. Most of the workmen were dismissed.

By now 80 acres had been enclosed by fences and 40 acres broken.

The hospital grounds had been planted with 200 apple, 50 cherry and 1000 ornamental trees.

In 1871 construction resumed.

1872

A cistern was constructed so as not to waste water running from the roof when it rained. Capacity 2000 barrels.

A bake oven built in the bakeshop large enough to bake bread for 600 persons.

Washing machine with wringers was purchased along with washing, boiling and rinsing tubs made.

The Tenth General Assembly provided for a Board of Trustees to have the general supervision of the hospital upon its completion. Original board members were: Mr. Maturin L. Fisher, President;

from Farmersburg; Dr. John G. House, Secretary, from Independence (he succeeded Rev. John M. Boggs who died before the first meeting was held); Mr. George W. Bemis from Independence; Mr. E. G. Morgan from Fort Dodge; Mrs. Prudence A. Appelman from Clermont; Dr. C. C. Parker from Fayette and Mr. T. W. Fawcett from Chariton.

The trustees appointed Mr. Albert Reynolds, M. D., Clinton, Iowa as the FIRST SUPERINTENDENT of the hospital at a salary of \$2000 per year. Dr. Reynolds served as assistant physician in Kings County Lunatic Asylum at Flatbush, New York under superintendency of Dr. Edward R. Chapin and afterward traveled in Europe visiting principal institutions for insane in Great Britain and Ireland.

Trustees hired Mr. George Josselyn as hospital steward at a salary of \$1000 per year. Mr. Josselyn had been superintendent of hospital construction. His wife, Mrs. Anna B. Josselyn was hired as matron at a salary of \$500 per year. Both had served in this capacity at the hospital in Mt. Pleasant for several years previous.

Dr. Willis Butterfield was elected assistant physician at a salary of \$900.00 per year on the strength of satisfactory recommendations as to his education, abilities, acquirements and good moral character.

1873

Before completion, the plan of the hospital contemplated the construction of a main center building (five stories high) with two wings each three stories high with five attic wards provided in wings on the fourth floor. One wing for female and the other wing for male patients. One ward each on the fourth and fifth floors of the main building with a total accomodation for 500 patients with all necessary apparatus, machinery, and

appointments for cooking, warming, washing and ventilation.

Trustees hired Mr. George Eccles as engineer at a salary of \$60 per month; Mr. Charles Hartwell, apothecary and supervisor of male wards at a salary of \$400 per year and Miss Mary Sisson, female supervisor at a salary of \$30 per month.

Seamstress and mattress-maker employed to make mattresses and bedding for patients prior to opening date.

May 1st...The hospital opened for reception of patients. Only two sections of the north wing and parts of the main center section were completed. Capacity was only 150 patients.

Trustees fixed the price of board and care of each patient at \$3.20 per week, the highest charge permitted by law to charge.

From May 1st to December 1st, a total of 178 patients were admitted with 26 discharged. 123 patients were transferred from Mount Pleasant.

"It was feared that the opening of a new hospital would bring a large number of visitors, but fortunately the number has at no time been so great as to seriously annoy the patients or interfere with the legitimate business of the hospital. Every day except Sunday, we have had a few visitors and on one or two occasions as many as fifty have passed through some parts of the institution between the hours of two and four. They are usually shown one male and one female ward, not stopping to converse with, or particularly to attract the attention of patients, seeing only those who are not excitable, and who would not be the subject of special notice or remark. Some unreasonable persons are wont to insist on seeing the 'worst cases', and those in cells, etc. and are unwilling to believe we have none so confined, and forgetting too often that patients are

placed here partly for seclusion, and are not on exhibition. I believe that humanity and the best interests of the patients demand that there should be no visiting of the wards of the hospital by people who can show no better reason than curiosity for their visit." A direct quote from the Superintendent's report.

Persons from the counties of Dubuque, Buchanan, Black Hawk, Clayton, Fayette, Bremer, Butler, Floyd, Chickasaw, Mitchell, Howard, Winneshiek, Allamakee, Jackson, Jones, Linn, Tama, Benton, Grundy, Hardin, Hamilton, Wright, Franklin, Hancock, Cerro Gordo, Winnebago and Worth were admitted.

Chapel services were held every Sabbath afternoon. Weekly dances were held in the chapel and ward amusements have been checkers, cards and music. Forty Books purchased and every book has been read, some of them by as many as a dozen persons.

The appendix of the annual report clearly states: "No person should be brought to the hospital without having been clearly informed of his destination. If he is too insane to appreciate it no harm is done: while, if some reason still remains, he will understand that at least his friends intend to deal honestly with him. Nor should he be told that his stay will be but a few hours or days, or that he can go home when he pleases. Such promises give a patient a distrust of the hospital and those under whom he is placed. Some person should accompany the patient, who is familiar with the history of the case; some member of the family if practicable. Parties in charge of patients arriving by night should remain in the city until morning creating less disturbance and inconvenience."

From Dr. Reynold's report....."Of those sent to the hospital during the first two months of their illness, three-

fourths recover, and those, the duration of whose insanity has been more than one year, but one in four recover, is the best reason why there should be hospital accomodation for every insane person in the State."

Total expenditures to run the hospital from February 1st to November 1st was \$19,856.58.

1875

251 patients residing at the hospital. The patient care cost was \$443 per week.

Due to the resignation of Dr. Willis Butterfield, assistant physician, the trustees appointed Dr. G. H. Hill to this position.

A pleasant episode was a visit in July 1874 from Miss Dortha L. Dix, whose name is familiar as household words in every hospital for the insane in this country. We are indebted to her generosity for a parlor kaleidoscope and for 100 pictures for the walls. It needed not these outward tokens to keep her name in remembrance in our household.

Built barn approximately 50' x 75' with granite foundation, having frostproof cellar 8' in depth under the whole with capacity for storage of all vegetables and root crops for winter use. Two stories above ground, first for stalls, carriages, granary, threshing floor and hostler's room (with water and heat). Second story used for storage of hay, grain and straw.

Three yards have been fenced with painted, high boards....two for open exercise grounds for patients and the third for drying and airing clothes.

125 acres of land fenced with 70 acres under cultivation and 50 acres for pasturage.

Slaughter house built. Old machine shop

formerly used for construction now converted into an ice-house.

Amusements: During fall and winter season, dances are held. Many thanks were given the "Tennesseans" and the "North-Carolinians" for entertaining concerts in our chapel; The "Peak Family" and the "Japanese" for their inimitable entertainments. Major Power talked to a full chapel about the canyons of the Colorado and the "Kendall Komedie Company" entertained with a farce and fine music. The "Continental Glee Club" and the "Armonia Troupe" each gave an excellent concert. Debarred as our household is from public entertainments, we are all very grateful for such manifestations of generosity and good feeling.

Newspapers: The following named newspapers have been sent us regularly during part or the whole of the biennial period. I trust we shall receive a much larger number in the future. We have for the last year added our number by weekly purchase of exchanges from the Bulletin office: "Buchanan County Bulletin", "National Democrat", "Fort Dodge Messenger", "Decorah Republican", "The People's Paper", "Lucas County Republican", "Chariton Patriot" and "The Iowa Commercial" from the biennial report.

1877

322 patients residing at hospital from 50 counties with a total population of 546,886.

There are 60 employees. One baker baked 2600 loaves of bread a week using 14 barrels of flour. Two cooks and five assistants prepared the food. One butcher dressed and prepared all meat, took care of the entire stock of cattle, hogs and poultry and made all the soap used in the laundry. Two girls with the help of one male patient did the laundry for the entire household. One gardner with the help of patients during the summer took care of 15 acres of garden besides

the flowers and grounds. One man took care of the milk cows (14) and helped about the farm part of the day. Three teamsters were employed....two to do the farm work in summer and haul coal in the winter, one to take care of hospital wagons, care for carriages and harnesses.

May 15th, Mr. George Josselyn and wife, Mrs. Anna B. Josselyn, Steward and Matron presented their resignation. Trustees appointed Mr. George B. Smeallie as Steward and Mrs. Lucy M. Gray as Matron.

As many as 30 men and 20 women patients are employed at a time in the work areas of the hospital. Nearly all male patients and many of the females are outside daily in good weather. Rarely there is not more than one man and only as many as six or eight women in camisoles at any one time.

Amusements: Usual evening entertainments such as dancing, magic lantern, etc. have been continued. Our stock of pictures for the magic lantern is small. Two years ago we exchanged with the hospital at St. Peters, Minnesota and last winter Dr. Ranney of Mount Pleasant kindly loaned us 300 which enabled us to keep up the exhibitions through most of the winter.

Contributions: We have received a number of boxes of papers, magazines, second hand books which were very acceptable. The American Bible Society contributed Bibles and Testaments, the latter printed in both English and foreign languages. J. L. Pierson, New York City lately contributed a very valuable box of books, pictures, stereoscopic instruments and pictures, games, etc. About 40 lithographs, chromo lithographs and engravings were among the list. 32 newspaper subscriptions are contributed by their publishers.

The bill of fare was varied by a regular system, every day of the week. Coffee served every morning and tea at supper.

Roast beef, corned beef or beefsteak served once or twice daily, fish on Fridays. White and graham bread were always on the table, butter for breakfast and tea. Potatoes were used daily, cabbage, onion and beets often. All garden vegetables used in abundance, in their season, and large quantities of tomatoes and green corn kept for winter use and pickles made. Dried fruits, green apples used in abundance and berries in season. Hot griddle cakes were furnished for breakfast twice a week during the winter and hot corn-cakes the rest of the year. Fresh strawberries and raspberries served to all patients several times in the summer and melons in their season.

1879

450 patients residing at the hospital at a cost each of \$10.00 per month.

Mr. Maturin L. Fisher, president of the board died on February 5th, and the Governor appointed Honorable Almon G. Case to that position on March 13th.

Trustees appointed Dr. Henry G. Brainerd as second assistant physician. Mr. Noyes Appelman was appointed as Steward to replace Mr. G. B. Smeallie whose term had expired.

Owing to the necessity for a light more safe than coal-oil lamps, which had been in use at the hospital from its beginning, the Commissioners directed the building of works for the manufacture of gas from coal consisting of a brick building 22' x 41' with annex 12' x 16'. At this time a cistern 35' in diameter and 10' deep was built. It was later found to be too expensive to manufacture gas from coal so they changed the works by putting in new retorts plus other slight changes so gas could be made from petroleum.

The Superintendent reported: "I can



conceive of no official post requiring more external support, and forbearance, than that of Superintendent of a hospital for the insane; and I know of none more likely to be misunderstood or maligned. So much obscurity and mystery, in the public estimation, hang about the insane, that it no wonder a hospital filled with them should be the subject of much comment by those who know a little of it, and afford the press a never ceasing theme for gossip, and suggestive investigations."

#### 1880

460 patients residing with a cost of \$10.00 per patient per month.

90% of all patients go out-of-doors a part of each pleasant day.

A reservoir was constructed to aide in case of fire or drought years. This reservoir 80' wide and 12' deep has capacity of 15,000 barrels. The hospital used 1,050 barrels a day.

During this year they experimented with construction of large tanks for disposing of the sewage (known later as the septic tanks) as present manner was getting too expensive. Mr. Josselyn's expert advice on helping to perfect this method made it a successful venture.

Farm: At present 120 acres are used for raising corn, oats, potatoes, beans and garden stuff. About 30 acres are occupied by brick yards with the balance in pasture and meadow.

Amusements: Usual amusements such as concerts, readings, magic lantern exhibitions, have been continued through the fall and winter seasons. The dance is the entertainment calling out the greatest number, and seeming to give the most satisfaction even to those who do not take an active part. The music is furnished by our household. Two of the

male attendants play the violin, a female attendant plays the organ and one of the patients plays the bass viol, an instrument he has made during his stay here. It is believed no other entertainment in the hospital for the insane furnished so much diversion to all, patients and employees, as the weekly dance.

Contributions: We are indebted to the Public Library and Reading Room of Independence for a large supply of papers and magazines and to several private individuals in the city and vicinity for the same. Dr. M. A. Cleaves of Davenport has lately sent to our library Hutton's Biographies of Scott, Gibbon and Johnson.

The payroll for 1880 was \$15,422.96.

#### 1881

522 patients residing at the hospital. Cost of patient care \$3.30 per week.

Trustees gave permission to spend \$50.00 for the magic lantern. A bowling alley was furnished in February and furnished a great deal of enjoyment to many patients during the late winter.

\$106.70 was spent for flowers and plants.

#### 1882

Dr. Albert Reynolds resigned as Superintendent on account of failing health. Trustees appointed Dr. G. H. Hill then to fill the post.

There having no money to expend for building during a part of these years, the Commissioners dispensed with the services of George Josselyn, superintendent of construction. However, in the Spring of 1882, they again employed him at a salary of \$125 per month.

Another cistern constructed on the west side of the hospital 100' long and 10'

wide at a cost of \$1,250.00.

The road on the east side of the hospital grounds to the main road leading to Independence has been improved.

June 22, a severe windstorm blew down the large chimney, unroofed the main building and several wings of the institution, moved some towers on several buildings, blew down fences and some outbuildings, crushed the roof of the boiler house damaging two boilers leaving the institution without steam or any way to make steam. All washing, ironing and carrying of water had to be done by hand. There was no warrant in the law to make necessary repairs. The Trustees took the responsibility and by using the contingent fund, running in debt and using the support fund, set to work and repaired the damages.

One questions if the patients could be given proper care without so much mechanical restraint? What industrial pursuits could be used to exercise the minds and bodies of those not too much debilitated to engage in occupation? We know it is true that employment, fresh air, and sunlight for insane persons tend to make restraint, tonics and sedatives unnecessary. Farming and gardening seemed well adapted to the requirements of the men, but unfortunately the work is seasonal. We need shops and devise employment for men in the winter months.

While two-thirds of the insane are provided for in the hospital under the supervision of a Board of Trustees and visited monthly by the State Visiting Committee and guarded by special restrictions...the other third are entirely without control and scattered throughout the state in alms-houses, jails, with private custodians, etc. It may be impossible for years to provide for all in the state hospitals, however, it would seem to be the duty of the State to extend its protection over all

this class of citizens in some supervisory way.

1883

580 patients residing at the hospital. Cost of patient care \$16.00 per month.

December 1st...The building of the main hospital was completed at a cost of \$845,550.

The hospital serves people in 28 counties: Dubuque, Delaware, Buchanan, Black Hawk, Clayton, Fayette, Bremer, Butler, Floyd, Chickasaw, Mitchell, Howard, Winneshiek, Allamakee, Jackson, Jones, Linn, Tama, Benton, Grundy, Hardin, Hamilton, Wright, Franklin, Hancock, Cerro Gordo, Winnebago and Worth.

Farm: Profit from farm was \$7,567.65 or a per capita of \$11.95. It was shown it would cost about \$1.00 per month more to support each patient in the hospital if there was no farm connected with it.

Managers of the Buchanan County Fair are kind enough to permit a large number of patients to view the exhibits and witness races each day of the fair every year free of charge.

1885

694 patients residing at the hospital. Cost of care \$15.16 per patient per month.

The General Assembly appropriated money to buy additional 80 acres of land which would give us 400 acres. All of this under fence and in use for plowed lands, garden, meadow, and pasture. Also discovered on this land was a good water potential for additional wells. Later in the year the wells were installed and furnished water at the rate of 2000 barrels a day. (This 80 acres for some years belonged to a Mrs. Gray. In the

Spring of 1883 she was determined to sell. Superintendent, Dr. G. H. Hill purchased it in order to save the land for the State as it was very much needed. Dr. Hill purposed to sell it to the State for what it cost him, which he did. The cost was \$2,680.)

With the terrible overcrowding conditions it was difficult to keep the wards clean. Greatest trouble though was found in the cooking, washing and baking departments.

From the Superintendent's report: "A cause of insanity which characterizes this generation and the American people, I will call fast living. It is most noticable in cities and among business men; but it is indident, in some degree, to every occupation and every station in society.....the tendency is toward the 'survival of the fittest'. I believe certain cases of premature decay and of general paralysis result from high pressure. This intense activity in living also co-operates with other causes in producing other forms of insanity."

Buildings: Large cow barn, cost \$3000; carpenter shop, cost \$3000; cold storage building, cost \$3000 and the laundry enlarged and basements and attics made more nearly fire-proof.

Physicians and trustees, believing that it would be a good thing for many female patients to be occupied out-of-doors, ordered a plat of ground prepared for gardening for women to cultivate flowers and small fruits and vegetables.

1886

732 patients residing at the hospital. \$40,000 appropriated for the building of a cottage with kitchen to house 100 additional patients of either sex, with rooms for attendants. Patients housed here to be the chronic and harmless.

This building became known as "Grove Hall" and was completed in February 1887.

Arrangements were made with the city of Independence to use water from the city water works. Initial cost was 7¢ per thousand gallons.

A small press costing \$35.00 purchased with which to print programmes of entertainments given in amusement hall and also for folded leaflets for use during Sunday afternoon services. A weekly paper called "The Hospital Press" also printed. A good share of job printing required for the offices was done which consisted of supplying letterheads, forms for various reports, etc. This work all done willingly by patients, most of whom knew nothing about printing.

1887

791 patients at the hospital at a cost of \$170.89 per person per year.

Rear center building enlarged in three stories 40' x 40' added to the west of the present kitchen, providing additional cooking and baking facilities. The upper floors used for storage and housing for the kitchen, laundry and sewing room girls. \$3000 spent to enlarge laundry building and furnishings. Money also appropriated to make the basements and attics more nearly fire-proof has been expended. Now in case of fire in any attic or ward, by keeping the doors on each side closed, the progress of the fire would be greatly retarded.

Report to the trustees by the Superintendent: "To be sure no one is put in the hospital who does not belong there, persons who have been patients once should be re-examined when they are sent back, unless they are absent on a short visit without being discharged from the institution. It is not just to act upon the principle that a person once insane

is always insane. In dealing with the insane we should be governed by the golden rule, even if it does cost more.

Amusements: "It is now customary for 'professionals' who give evening entertainments in Independence to visit the hospital in the afternoon to amuse our family for half or three-quarters of an hour with extracts from their regular programme. We are thus indebted for a concert by the Hyer Sisters, a musical and elocutionary treat by Misses Merrill and Cope of Des Moines, a very skillful and wonderful sleight of hand performance by Prof. G. H. Pray, and an afternoon by the Howorth Troupe. G. Paul Smith interested us with an afternoon by the caricatures. The chief of elocutionists, Helen Potter, was our willing guest. Mugg's Comedy Company gave us songs and recitations. H. W. Leroy, Woodward, White, and Miss Robinson of West Union favored us with choice music and recitations. Concerts and elocutionary entertainments have been repeatedly participated in by the following list of Independence young people; Messrs. Raines, Jacobs, Grimwood, Lake, and Hunter; Madames Raines, Chandler, Goen, and Shoemaker; Misses Whitney, Morse, Smale, Scarcliff, Poor, Lake, Gearhart, Markham, Donnan, Herick and Davies." from the report.

1889

766 patients residing at hospital. Cost of patient care \$16.00 per month.

To date 728 patients have died while in residence since the hospital opened in 1873. It is customary for the Medical Staff of the hospital to make a post-mortem examination in every case of death. Dr. Voldeng has been in charge of this department.

The patients, whenever possible, help with such things as housework, dish-

washing, mending, bedmaking, sweeping, dusting, etc. Both male and female patients work regularly in the kitchen and laundry. The women from convalescent wards go to the sewing room daily and plain sewing distributed regularly on the female department wards. Men assist in handling coal in the boilerhouse and with the chores at the horse and cow barns. Plumbers, carpenters, masons, painters and butcher also get help from the patients.

On October 29th the hospital organized its training school for attendants. Lectures on physiology, medicine, nursing, the duties of attendant and on insanity to be delivered to the class every week during six months by members of the medical staff. Clinical instruction given by all physicians. Purpose of the school...to make good attendants for the insane and to make skillful and reliable nurses for the sick. Smith's Elementary Physiology, Connecticut Hand Book for Attendants, English Hand Book on the Insane, and Rules and Regulations of this Hospital are the textbooks to be used. Two years experience here required for graduation.

The General Assembly approved the expenditure of \$3000 to enlarge the Chapel by the erection of a gallery, this enabling chapel to accommodate 600 persons. An appropriation of \$3000 made to improve and ornament the grounds. Mr. J. Weidenmann of New York City to have charge of this work. This man also directed the plans for improving the capitol grounds in Des Moines.

After laying 6" cast iron main approximately 6 foot underground connecting the hospital with the water-works of Independence, the hospital contracted with the city to furnish water to the hospital for 10 years at a cost of 7¢ per 1000 gallons, with water for fire purposes free. The hospital is using an average of 65,000 gallons daily.

Farm: The farm of 580 acres has a herd of 70 superior milk cows furnishing a great plenty of milk to the hospital. This year the State appropriated money for the purchase of 180 additional acres known as 'Smyzer Farm', situated south and adjoining the hospital farm, cost of the land \$6485.75.

1889

Amusements: Two pianos, one billiard table and a printing press purchased at a total cost of \$750. Almost every traveling troupe which visits Independence favors us with a 'matinee'. On June 9, 1888 Flower Mission Day was observed by the distribution of bouquets to all the patients. W.C.T.U. members Mrs. M. O. Whiting, Mrs. Hunter, Mrs. Lake, Mrs. Goen, Mrs. Purdy and Miss Meyer all of Independence were present. Miss Vina Warr, principal of City High School entertained with her pupils presenting music, recitations and graceful exercises with wands and Indian clubs. The hospital dance has been continued weekly with scarcely an omission during the past two years. Stereoscopic exhibitions with the calcium light are given every fourth night during five months of winter. Rush Park Stock Farm is nearby and Mr. C. W. Williams, the owner, welcomes us at all the races and to the Buchanan County Fair. The last fair was attended by nearly 300 patients free of charge. Two bowling alleys, three billiard tables, four pianos and a dozen cabinet organs all contribute to the diversion of the minds of those who make their home for the time being in the hospital. Convalescent female patients have a ride to town and an opportunity for shopping once a week. 100 other women, including invalids, get a ride every week.

1891

833 patients residing with cost \$13.25

per month. The number of patients treated since 1873 is 4064.

We have 32 male and 40 female attendants. A larger proportion of female attendants required as the women are more difficult to care for than the men. In the cottages, there are only 10 attendants for 200 male patients.

Construction of conservatory for flowers located in front and to the south of the south wing of the main hospital approved at a cost of \$3000.

Coal-house constructed with a stone foundation and brick walls...cost \$5000. Passenger elevator from Hale Elevator Company installed with a tower of brick and dressed limestone erected in outside angle of building between offices and the amusement hall. The outside of the tower will have attached to it iron stairs from top to ground to be used as a fire escape. Total cost \$3000.

The Library enlarged so that it now occupies one end of a large cheerful reading room. The male patients have access to the room in the forenoon, female patients in the afternoon and the employees in the evening.

Because of the proximity of Rush Park Race track to the hospital and the kindness of Mr. C. W. Williams, owner, about one-half of the male and one-fourth of the female patients are permitted to witness the races free of charge. This opportunity helps to break up the monotony of life. For the male patients, at least, nothing but a circus would prove more interesting. They are allowed as much freedom about the stables and in watching the colts at their morning work as anyone else.

1893

868 patients residing at the hospital...

much too overcrowded. Cost of patient care \$3.00 per week.

Accommodations provided by the State for mental patients are such that each county in Iowa is entitled to one bed in one of the State Hospitals for each 100 population.

New fire-proof coal-house finished with capacity of 2000 tons. The hospital now consumes 180 car loads in 90 days and there is the necessity to secure against blockages and strikes at the mines.

An electric light plant constructed at a cost of \$8000 with Mayo Dynamos, 240 am-piers, 110 volts each which run at rates of 1170 revolutions per minute to gener-ate the electricity. Two Ideal 50 H. P. engines furnish the power for day and night. The wires are concealed with mouldings.

Airing court enclosures are completely worn out, however, every patient not confined to bed is taken out of doors at least once a day, weather permitting. No patient is ever kept locked in a room all day and rarely one is kept for one-half hour on account of viciousness or disorderly habits. Straps formerly used to keep patients in bed are a thing of the past. Well managed hospitals in the East use padded rooms, but there is no need for them here now. We do not claim to have totally and forever abolished the use of all forms of restraint, but to have abandoned the use of mechanical restraint habitually, one when patient, with close watching, will answer better. No patient is now subjected to the continuous use of restraint, and the use of it for an hour or two at a time is very seldom prescribed.

Two-thirds of the male patients admitted to the hospital are either farmers or farmers' sons, hence farm work is the chief occupation followed by the men. One man patient weaves 1000 yards of

rag carpeting every year. Two or three male patients are constantly employed in the printing office and female patients assist in the ironing room and in the sewing room and kitchen.

Mr. C. W. Williams constructed an elec-tric street railway which is 3 miles long and connects the hospital with Rush Park, the business portion of town and both railroad stations. One motor pas-senger car is kept in motion from 6:30 A.M. until 10:30 P.M. It meets all trains and makes a round trip every 40 minutes. Fare is 5¢ each way, with patients rid-ing for half-fare. On an average, 10 patients ride to town each day. Women are usually accompanied by their attend-ants, but the men are seldom attended.

There are pictures on the walls in every ward, which help to furnish and make apartments cheerful. Curtains are used almost everywhere. All sitting room floors are covered with carpet and all bedrooms are furnished with rugs. Rock-ers and easy chairs are plentifully sup-plied. Many wards have plants and, in some areas, canary birds may be found.

1895

945 patients residing at the hospital and care is \$14.00 per month.

A cottage for female patients has begun to be built, located on the south side of the hospital proper. Foundation of granite with two stories above ground constructed of red brick with hammer-dressed limestone trimmings and roof covered with slate. The attic in the central portion is large and can be used in winter as gymnasium and armory. The cottage has a porch 150' long and 12' wide. This building will be occupied by female patients that are chronic cases who are more or less careless in their habits. Building to accommodate 100 patients and referred to as "Sunny

Villa". Pathological laboratory included at a total cost of \$40,000.

A new slaughter house and also a cold storage house built. The total cost of both buildings being \$3500.

The electric street railway connecting the hospital with Independence has been purchased by a Mr. Richard Campbell.

A good musician passes from ward to ward every day playing for the patients and singing to or with them.

#### 1897

986 patients residing here at a cost of \$14.00 per month.

It is again recommended that the Legislature should somehow provide for an annual inspection of all insane kept in city and county asylums.

Applications for attendants must have good common school education. Females must be at least 18 years of age and males at least 21 years old with none older than 30. Women should not weigh less than 125 lbs. and the men not less than 160 lbs. To date, ninety have graduated from the attendants class with 45 still employed in this institution. Of the graduates from our training school for nurses, two males have become physicians and are practicing medicine in this state, one has become a pharmacist. Seven females have married, two becoming wives of physicians not graduates of this school, one doing private nursing, four nurses in other hospitals and eight remain here. Because of our training school and opportunity afforded to acquire the science and the art of nursing, there are numerous applicants of both sexes for positions as attendants.

As a fire precaution, numerous bottles

of "Star Hand Grenade" fire extinguishing liquid are located in suitable places throughout the institution.

An epidemic of typhoid fever struck in September 1896. Thirty-five cases were reported with nine fatal. How this fever originated has not been determined.

Eighty additional acres purchased for the farm use. The State now owns 660 acres besides renting an additional 180 acres.

Five hundred books carefully selected by the Superintendent have been added to the patients' library (circulating).

From the trustees report: "We believe the citizens of Independence and of Buchanan County have never been more friendly and helpful in promoting the work of the institution than at the present time."

The population including the patients and employees is nearly 1200.

#### 1898

By an Act of the Twenty-Seventh General Assembly, the Board of Trustees were replaced by the newly appointed Board of Control. The new Board to have charge of all state operated mental institutions. Members (3) are appointed by the Governor and their term is for six years.

#### 1899

1387 patients residing at a per patient cost of \$12.00 per month.

A total of 7568 patients have been admitted since the opening in 1873. Normal capacity is now 1000 patients.

There are 53 cases of diphtheria this year, 1899, none fatal. Housekeeping

and disinfecting were so well done that there were no more cases.

Industrial building for men was erected, two story brick with granite foundation and slate roof 144 feet long and 36 feet wide. The paint shop located in the rear on the first floor and fire-proof.

The General Assembly approved the name changed from "Hospital for Insane" at Independence to "State Hospital" at Independence.

The hospital has a fire department composed of an engineer, his assistant, one of the assistant physicians acting as chief marshal and a score of male employees, half attendants and half workmen outside the wards. They practice once a week.

An average of \$14,000 spent each year for coal for hospital use.

To date there have been 7 graduating classes from "Attendant Training School" with 99 persons finishing the course. Thirty-seven are at present employed in the hospital. Since men do not look forward to nursing as a vocation to engage in after leaving the institution, higher wages must be offered to men in order to secure good male attendants.

#### 1901

1050 patients residing at the hospital. \$40 a month charged for special service for individual patients if requested.

139 persons have graduated from the "Training School for Nurses" since it began in 1889.

Typhoid fever outbreak is due to the water supply. Also the water supply received from Independence is inadequate for the upper floors late in the day. There is a need for additional water supply.

Purchased two 224 H. P. Sterling Water Tube Boilers at a cost of \$6000. In addition \$1500 was spent for new radiators and \$1000 for new shower baths. Also purchased was a new mangle at a cost of \$1100. New telephone system installed at a cost of \$855 and \$400 spent to enlarge the old greenhouse.

The fiscal year 1900 showed \$57091.68 was paid in salaries and wages.

#### 1902

A third year course of instruction for nursing now offered.

#### 1903

921 patients residing at the hospital.

A training school for nurses and attendants has become an established factor in every well conducted State Hospital for the Insane. All attendants are required to become members of a training school. A course of two years duration is required before an applicant may obtain a certificate as a graduate attendant, and at least three years experience and study is required before one may receive a certificate as a graduate nurse....we think perhaps it would be wise to have mostly female attendants caring for male patients. As a result began hiring female nurses to take care of male patients for the first time.

Building: A two story building with basement erected to be used as a store-room at a cost of \$7142.72. A two story building providing quarters for 10 employees to be used as a fire station costing \$3338. Fire escape at the main building on the fifth floor covered with wire netting. Each wing has three flights of fire-proof stairs from the upper story to an outside door on the first floor. The old wooden floor in the main hall of the administration



building has been replaced by a ceramic tile floor of beautiful design, making one of the most substantial improvements the hospital has undergone. An ice-house was constructed 50' long, 28' wide and 18' high with a capacity for 600 T.

Farm: In addition to the present 660 acres now owned, the State purchased an additional 540 acres at a cost of \$48,507.75, bringing the total land to 1200 acres.

A special appropriation for cement walks has been utilized in laying extensive walks which are ornamental as well as useful.

#### 1905

1037 patients residing at the hospital.

Mechanical restraint is no longer used.

The Superintendent reported to the General Assembly: "The association of inebriates with insane is detrimental to the insane as they exhibit a tendency to annoy and ridicule and make sport of the insane patients, of their weaknesses and eccentricities."

Under the inebriate act, the first patient was admitted January 10, 1903 and in the following two years and six months, 252 admissions were men and only 7 were women. Of the 252 male inebriates, 101 have eloped one or more times. Those admitted comprise three categories including: 1. Those who come to the hospital as a result of their own initiative and are anxious to reform, 2. Those who manifest no desire to reform and who are compelled to do so as a result of having degenerated into such nuisances to their kindred and to the community as to be no longer tolerated and 3. An intermediate class divested of the force of character requisite to make them an initiative power either for good or evil. Of course every available medical, surgical and moral aid should

be called into requisition in the endeavor to alleviate the inebriate. Somatic diseases should receive intelligent medical care and surgical skill. We have discerned no specific to eradicate the craving from the human breast and appease the burning desire for alcohol. It must be admitted that whatever merit the administration of these medications may be found to possess is in great measure due to the psychological effect of the treatment on the patient. We trust the day is not far distant when fewer homes will be rendered dismal and unhappy by the over-powering curse of excessive indulgence in alcoholic beverages.

\$6000 appropriated by the General Assembly for carpet and rugs. \$400 for beds, bedding and furniture and \$2500 for bathtubs.

A new wing was erected on the greenhouse 38' x 16' and an addition to the laundry of 29' x 21' for drying room at a total cost of \$2500. New washing machines added. Two building for hogs constructed, each 96' x 20' at a cost of \$1500.

Farm: The State acquired an additional 40 acres of land at a cost of \$3000 making 1240 acres to date. \$2500 spent for fencing this land.

56% of the male patients are employed in some sort of suitable work. 63% of the female patients are at present working either on the wards or outside the ward area. The primary concern is the effect of the industry on the individual. The secondary consideration is the pecuniary emoluments of this labor should not be lost from view.

#### 1906

1058 patients residing in the hospital. Eighty patients died.

The resort to depresso-motor and hypnotic drugs so frequently and constantly

employed a few years ago has been almost completely tabooed here.

A new cow barn erected 115' long and 40' wide at a cost of \$4000.

Amusements and matters tending to create diversion are provided for the benefit of the patients as frequently as the resources at hand will permit.

#### 1908

1142 patients residing in the hospital.

The water supply quite unsatisfactory and it is necessary on occasion for river water to be used partly or entirely.

The rewiring of the hospital has been finished.

#### 1910

1176 patients in residence and 191 died during the biennium.

Tuberculosis quite prevalent. 152 head of cattle were tested on July 16 through July 22, 1908, and of those 128 showed reaction of tuberculosis and were condemned. At present, the herd consists of 21 cows, 21 heifers and a bull all free of tuberculosis.

On November 24, 1909 the State chemist, C. V. Kinney, wrote to the Independence municipal authorities: "Regarding the character of your water, it seems to me that the water is in unsatisfactory condition. It is coming into the wells not properly filtered or purified. I would advise you to take steps to rectify the same." There is definite need for more water source here at the hospital.

An Infirmary Building started. The plan is "T" shaped, two stories high with a center section of three stories...to be 259 feet by 125 feet of concrete and brick construction. The entire building

faced with straw-colored pressed brick with cut and polished trimmings of best grade Bedford Stone. The second floor of the center section provided with 22' by 15' operating room with floor laid of highest grade white vitreous tile and wainscoted 6' high with white enameled tile. Equipment comprising the paraphernalia necessary for administration of Scotch douche, vapor bath, needle bath, shower bath, sitz bath and perimeal douche. Included are four tubs constructed for administering continuous water bath fitted for the application of electric light baths. The building will accomodate 200 patients at a cost of \$125,000.

\$20,000 appropriated for 8900 feet of track to connect the hospital coalhouse with Cedar Rapids division of the Chicago, Rock Island and Pacific Railway.

The new cowbarn just erected in 1906 was struck by lightning and completely destroyed. A new smoke-stack was erected at a cost of \$8000.

#### 1912

1252 patients in the hospital and 214 died during the period.

The new greenhouse building 50' by 24' together with remodeling the old north wing of the original building cost a total of \$4500. A 100 feet by 40 feet extension to the coalhouse erected costing \$6232. A tunnel of cement construction 6 feet by 6 feet approximately 500 feet long was completed connecting the powerhouse with the basements of Grove Hall and Farmers Lodge costing \$5000.

A new elevator car was purchased (6' x 5') with motor to lift loads of 2000 lbs. at a cost of \$3000. Constructed a new cold storage building 40' by 30'. The first floor affords five rooms with walls of meat and cutting room lined from floor to ceiling with pure white "Opalite" glass tile and space provided

overhead for storage of about 400 tons of ice. The basement of the building to provide further storage capacity. Building of red brick with slate roof costing \$6500.

#### 1914

1296 patients reside in hospital....181 have died.

Seven food lifts installed in the main building costing \$8000.

The Thirty-fifth General Assembly, in Chapter 187, authorized the sterilization of certain insane and other defectives. Three had been sterilized as of this time.

Home for nurses constructed at a cost of \$57,000. This is a three story brick structure 130 feet by 73 feet to accommodate 92 employees with 52 single rooms and 20 rooms for married couples.

Four wells drilled giving much needed water supply, the city of Independence still furnishing 60,000 gallons daily.

Granary 80' x 20' built with cribs on each side and a driveway through the center, and has a capacity in excess of 5000 bushels of corn in the ear. Also built two silos 20' wide and 40' high constructed of hollow tile, a valuable addition to the dairy equipment.

#### 1916

1294 patients residing in the hospital with 182 having expired.

Jonathan Bland resigned as gardener March 1, 1915 after serving 16 years.

Sixteen drinking fountains purchased and installed about the central corridors, and in wards for the patients' use.

Erected a laundry building 120' x 60'.

Floors are of cement, door and window sills, gable blocks and coping are gray Bedford cut stone. Total cost \$15,842. Cement tunnel built 6' x 5' about 430' long connecting the new laundry with the power house.

New hog house built 96 feet by 20 feet.

#### 1918

1125 patients in the hospital. 236 have died. Cost of care now \$17.00 monthly.

Due to the war, management found it extremely difficult to retain more than 80% of usual quota of employees.

Autopsies made on all cases where permission from relatives can be obtained. Hospital raises own rabbits and guinea pigs for laboratory testing and have at present 83 rabbits and 10 guinea pigs.

Dentist hired to serve the hospital on a full-time basis. He is Dr. F. R. Nice.

A new horse barn constructed at cost of \$6000 and a tunnel connecting the basement of the laundry with the new barns.

A concrete root cellar for storage was constructed.

#### 1920

1362 patients residing in hospital, 229 have died. Care per month per patient now \$24.00.

Tuberculosis still a big killer, only 21.7% recovery on patients admitted.

It has been stated by the doctors here that the economic consideration on the part of the county authorities tend to increase county care of chronic insane, they deem this unadvisable.

Dr. W. P. Crumbacker, Superintendent died on May 14, 1920 of pneumonia. Dr.

R. A. Stewart appointed to take his position.

## 1922

1517 patients in the hospital.

All patients and attendants are given positive Schick tests. The Wassermann tests, small pox vaccinations are given to all admissions.

As the city of Independence water is often very muddy and tests unsatisfactory, two 180' ten inch wells were drilled in the spring equipped with Indiana Air Lift Pumps and a Worthington Feather Valve Air Compressor. Each well has a capacity of 200,000 gallons daily and we now have an abundance of our own water.

Ice house increased in size by digging a cellar, giving capacity of 200 tons.

New mangle installed in laundry at a cost of \$7190.

Tuberculosis Cottage completed Sept. 1, 1922...a two story building of red brick with red terrarium floors. Interior finish in white and mahogany. The building is fireproof and will accommodate 69 bed patients. Cost \$55,000 and known as "Hilltop."

Student internes now working with us. We endeavor to give them practical work on the wards including taking blood and spinal fluid for Wassermanns and making spinal cell counts. They assist in examining new cases and are privileged to attend staff meetings.

James Netcott, steward for 45 years, resigned October 21, 1921. Fred Murphy appointed as steward from October 1921 to February 1922. Glenn Greif appointed on February 1, 1922.

Ralph Plummer resigned April 15, 1922 after having been druggist for 19 years. He will live in Los Angeles. Bruce Ed-

wards appointed druggist April 1922.

Amusements: Church is conducted each Sunday afternoon except in the summer. Dances are held every Monday, and picture shows on Friday, except during the summer. Picnics are given in the grove during the summer months, also band concerts given on the lawn at various times.

Modern 160 K. V. X-Ray machine installed.

## 1924

1279 patients residing in hospital at a cost of \$20.00 per patient per month.

Modern garage built to accomodate 15 cars. Granary erected (capacity 5000 bu.) also a third silo with capacity of 275 tons and two new corn cribs.

100 black and white walnut trees set out on the grounds. Many maple and boxelder trees replaced by elms.

Hospital dairy herd won total of 21 ribbons in 1923 at various state fairs, Cattle Congress, etc.

## 1926

1423 patients in the hospital including the inebriates.

Staff meetings held four times a week, new cases diagnosed and paroles discussed also.

The old smoke stack razed and replaced by a new hollow time one. New machine shed erected and wagon shed, bull pen and seed house for the gardener built. A new silo replaces the one which fell.

Amusements: Ladies Auxiliaries of Independence and adjacent cities have made frequent calls upon our soldier boys, supplying them with reading material, candy, nuts, tobacco and other presents, much to their appreciation.

1928

1428 patients in the hospital. For the first time, female inebriates are being admitted.

June 1, 1927, Mrs. Helen Blackburn (Independence resident) received a certificate of graduate attendant and on June 12, 1928 received the certificate of graduate nurse. Since beginning in 1899 the hospital has graduated 121 women and 8 men nurses also 338 graduated as attendants (267 women and 71 men).

Erected a new hollow brick dairy barn to accommodate 67 cows. A new silo and a new hog house plus a garage to house 32 cars completed. Purchased new hose cart and 40 gallon chemical fire extinguisher.

Amusements: Purchased a projectoscope machine. The entire Legion band of Waterloo gave a concert for all of the patients.

1930

1462 patients residing in the hospital. Each patient is presented at a staff meeting and diagnosed. Blood Wassermann and Schick Test done on each patient and a spine fluid Wassermann when indicated. We have had no diphtheria in the last two years and no epidemics.

Modern cold storage room installed in the main building in addition to the newly installed cooling system at the dairy barn for milk sanitation. A new lumber shed erected and a modern sewage plant completed.

Amusements: The Ladies Auxiliary of the American Legion treat the soldier boys often. They supply them with \$2.00 each for spending money every month. The residents of Independence have entertained us with a number of home talent

shows to the enjoyment of all.

1932

1531 patients in the hospital.

Half of the dairy barn was remodeled and equipped as a test barn for official milk testing. A new calf shed erected and a new horse barn erected to replace the one burned September 20, 1931 after it was struck by lightning.

A new concrete root cellar erected and a garage to hold 30 cars.

Michael F. Fitzgerald, supervisor for many years, died of pneumonia on February 25, 1932.

Amusements: It is becoming difficult to secure silent picture films. We hope to secure sound on film pictures soon. Picnics are given in the grove as often as possible, while in the winter, chapel parties are enjoyed.

1934

1692 patients residing in the hospital. "Our statistics show the reason for our steadily increasing hospital population. During the biennial period there were 533 first admissions. Of this number 256 were cases of dementia praecox, psychosis with mental deficiency, epileptic psychosis and paranoia. Few if any such cases recover and they remain in the hospital for as long as 70 years before claimed by death. These types of mental disease are hereditary, and we must be prepared to take care of them. At present, they occupy about 60% of our beds." .....From the Superintendent's report of July 1, 1934.

Economic situations have made it necessary to reduce salaries of all employees

and officers and to decrease numbers of employees. Medical staff reduced to four, one doctor to 425 patients. Fifteen wards have had no night attendants for several years. One attendant to 16 patients at present and overcrowding is acute.

Major surgery cases are sent to the University Hospital at Iowa City accompanied by one of the institution nurses.

Effective this year, all employees are given a complete physical when reporting for duty.

Building: New building remodeled using old brick from dismantled smoke stack and slaughter house to be used for drug store, laboratory and morgue. Old drug store will be used for filing case room. New bake shop erected costing \$20,000. New slaughter house and new smoke stack built. A new well 180 feet drilled giving 420 to 480 gallons per minute. An ice making machine added so it is no longer necessary to harvest and store river ice.

We receive every case properly committed although most hospitals with a rated capacity have a waiting list. The public expect their relatives here to receive any medical and hospital care which will aid them to recover and return to their homes as useful citizens and an asset to the State.

Amusements: A new sound film projector has been installed enabling us to secure the latest films which adds to the pleasure of the patients.

#### 1936

1742 patients residing in the hospital at a cost of \$190 per year. The superintendent's salary now at \$250 per month.

A total of 187 officers and employees working at the hospital.

Many patients work about the kitchens, industrial building, engine room, laundry, garden, butcher shop and art departments. Middle and back ward patients who do not work are taken out once or twice daily for exercise.

Sunday morning chapel, Monday night dances, Friday afternoon and evening picture shows are enjoyed by patients.

On the farm at present there are 153 head of dairy cattle, 532 hogs, 1021 chickens, 7 acres of orchards, 90 acres of gardens and of the grains.....there are 246 acres in oats, 63 acres alfalfa and 180 acres of hay.

In the industrial shops work is done on repairs mostly, however brooms and scrub brushes are made for use here.

#### 1938

1784 patients residing in the hospital at a per patient cost of \$183.16 yearly.

Recently the use of Metrazol in the treatment has been introduced. Shock treatment room was organized to give insulin shock treatment.

Fire hazards that have been in existence since the buildings were occupied still a problem. The gradual overcrowded conditions has for some years accentuated the need of enlarging the toilets, bathrooms, and lavatories. Ward equipment has gradually been reduced. This was inevitable in the face of rising costs with decreased support fund, especially noticeable in the matter of bedding, curtains, rugs, plastering and painting.

Since the summer of 1937, we have treated a number of cases of dementia praecox with insulin. Some of the chronic cases who had been in a deteriorated state for many years did show marked improvement in weight and habits. There is a great demand from the relatives that this

treatment be given. In October 1938, a shock treatment room was organized for those cases as well as manic depressives and cases of melancholia. Here they are given the insulin treatment, the Metrazol treatment and the combined treatment of which ninety cases have been treated.

Shock treatment is not a specific or cure for all cases of this type, but it is a distinct advance in their treatment and it has been the most stimulating event in psychiatry since the discovery of malarial treatment for general paralysis. To carry out this work successfully, and to meet the many requests for the treatment requires a fairly large medical staff which is now most difficult to secure and retain.

1940

1661 patients residing in hospital at a cost of \$216.64 per patient per year.

A fire escape from the second floor of Farmer's Lodge has been constructed, fire doors at the entrances into the wards from the center section of the general hospital have been added. The first floor of a small building was remodeled at a cost of \$1900 for a library.

The wiring was changed from D.C. to A.C. at a cost of \$50,000. A new water tower was erected 100' high with a capacity of 300,000 gallons costing \$16,645.43. The toilets and bathrooms remodeled in the mail building costing \$30,000.

A total of officers and employees is 238.

Amusements: We continue to have church services each Sunday morning except in the summer, also weekly dances on Monday night and picture shows on Friday. A number of professional entertainments are arranged each winter and we are able to secure a similar group at our summer picnics in the grove, the expense borne

by profits from the canteen. The Ladies Auxiliary of the American Legion continues to be active and makes frequent visits, providing all of our patients entertainment and the ex-service men with treats and holiday presents. To this organization we extend sincere thanks.

1942

1749 patients in residence at a cost of \$252.82 per year.

There are 260 officers and employees.

The regular dentist, Capt. Robert J. Henderson was called into the military service on September 4, 1941 as well as two successors. Dr. W. G. Whitney comes out two days a week.

Our consulting surgeon, Dr. Fred Marquis has performed 91 operations and 13 cases were sent to the University of Iowa Hospitals.

Electric shock treatment started August 1941 with good results, the method is that of Kalinowski. 240 cases treated by this method to date.

Many employees called into service since the war was declared last December 1941. A large number left for more lucrative jobs and it is more difficult to fill these vacancies. We cannot continue our nurses' training course. The reports of our "after care" or "parole work" is now inadequate.

Starting this year, by adding additional personnel, day attendants work only from 6:00 A.M. to 6:00 P.M. with one day off each week and every fourth Sunday off. Night attendants work from 6:00 P.M. to 6:00 A.M. with the same time off. This is more satisfactory than the old arrangement of 6:00 A.M. to 7:30 P.M. with only one-half day off and every fourth Sunday off also. The Night attendants

worked 7:30 P.M. to 6:00 A.M. with no time off at all.

A new well drilled to furnish 350 gallons a minute. Only one other well in use. A chlorinator installed and a water softener. A canning factory built which processes 12,000 cans annually.

Farm: The farm consists of 1360 acres of land.....80 acres in orchard, garden, and vineyard, having 630 acres soil depleting in the AAA program and about 470 acres soil conserving. The milk cow herd is 110 and about 2500 chickens are raised. We try to produce all the hogs needed for the hospital pork usage.

1944

1740 patients residing in the hospital at a cost of \$69.60 per quarter. There are 189 employees.

An increase of admissions of both sexes of advanced age, suffering with arteriosclerotic insanity and senile dementia, many living only a short time and little can be done for them. We continue to lose employees also.

A paint crew works continuously and carpenters take care of all the minor repairs.

With the depleted medical and nursing staff, electric shock used only occasionally. All urgent operable cases sent to University Hospital. There are now five on the medical staff.

The farm has been mechanized, only eight teams kept, five tractors purchased.

Amusements: Due to the lack of attendants, Monday night dances were discontinued, Sunday church services held with difficulty and the motion picture shows are held on Friday afternoons only.

1946

1725 patients here with cost \$79.83 per quarter. There are 188 employees.

The Superintendent's salary raised to \$325 per month. A part-time dentist now.

Middle and back ward patients seldom are outside for exercise. Amusements still curtailed.

The hospital has not recovered from the effects of the war. We still have but four assistant physicians, no registered nurses and only 85 attendants. It is difficult to compete with institutions of neighboring states who are paying \$600 to \$3300 more for physicians. Attendants salaries have increased but we do not have an eight hour work day.

All refractions are done by Independence oculists and many patients are supplied by our own drug store.

Three prefabricated homes erected for the farm manager and dairymen. A ground dusting program with DDT began. A young orchard of over 100 trees set out.

Amusements: Still unable to resume the Monday night dances and the moving picture shows are offered on Friday afternoons only. Religious services now are conducted as before the war.

1948

1694 patients at the hospital, costing \$124.01 per patient per quarter. There are 222 employees.

The salary of the Superintendent raised to \$625 per month, assistant physician's salary raised to \$577 per month, physicians to \$400 per month and the business manager to \$300 per month.



Doctor R. A. Stewart, Superintendent, died May 24, 1948 and Doctor R. W. Robb appointed acting Superintendent.

Addresses for tour groups has been resumed. Time and effort spent in demonstrating clinical cases, in presenting facts and dissipating factions regarding mental disease is in the interest of all. Sixty-two classes have been so addressed in the last two years.

The organization "Alcoholic Anonymous" has been of real value in helping the inebriate patient meet and solve problems. A chapter is to be organized at the hospital.

Two duplexes built to provide quarters for physicians with families.

Amusements: Sunday morning chapel continued, Thursday, Friday and holiday afternoons picture show. Entertainment twice a month for ex-service men by the Auxiliaries to the American Legion and the Veterans of Foreign Wars. Professional entertainment on July 4th. Un-scheduled softball games for male patients during the summer months. Ping-pong tables, cards, checkers, radios, magazines, books and newspapers are available along with pianos on some wards.

#### 1949

Doctor Max E. Witte appointed Superintendent on January 10, 1949. Mr. C. L. Rigby, business manager passed away May 16, 1949 and Carl D. Rinker appointed.

Out-patient Department opened November 8, 1949 with 240 treatments to date.

January 1949, hydro-therapy department re-opened and an average of 3300 treatments given each month. Ward therapists are employed to help patients who have no interest in anything to become stim-

ulated into some sort of activity.

A protestant minister, Walter Bell began the chaplaincy program on January 1, 1949.

March 1949, Ward 14 started the open ward policy for inebriates and they are given freedom of the grounds. An alcoholic Anonymous chapter organized as it is felt this the best therapy for alcoholic patients.

#### 1950

1632 patients residing in the hospital. Cost per quarter of patient care is \$152.39. 311 employees.

General morale of the patients and employees is undergoing a slow but conditional improvement, doubtless due to group therapy for employees which was introduced by Dr. Charles C. Graves, Director of Mental Hospitals and continued by Dr. Witte.

The displaced physician group has become a wonderful stop-gap. It has been possible to employ twenty of these physicians in the four mental hospitals and schools for mentally retarded.

The first registered nurses employed since the war, begun last year, now the group numbers ten.

Care provided patients includes: physical and mental examinations, routine laboratory tests, diagnosis and treatment as indicated, including electric shock therapy, insulin therapy, occupational therapy, music therapy and art therapy plus the hydro-therapy. X-rays are taken on a part-time basis by an X-ray technician. Chest X-rays taken on all patients and all fractures are now X-rayed. Under the guidance of a psychologist the Rorschach tests are run on every new admission except seniles and are very helpful in diagnosing cases. The Bellevue Wechler tests are run when

necessary.

March 1950, ward government conducted on the alcoholic ward with the patients selecting their own ward counsellors. The chairman for the AA meetings elected monthly.

Parole care is under the supervision of the Social Welfare Department. Paroles are for a 12 month period and may be extended or discharged. The number on parole at present is 252.

Personnel department organized, with plans to purchase a machine to do the accounting and payroll work allowing budgetary accounting on a departmentalized basis.

Occupational Therapy Department organized and classes have been held with aides trained and graduated. The art psychotherapist helps patients put their emotions and complexes on paper. Various occupational therapy craft products are made by the patients. Variety shows are under the supervision of this department.

Patients who do not work off wards are taken out for exercise twice a day.

A pastoral intern employed in the capacity of a Social Worker. Under a pastoral psychiatrist, pastoral aides have been trained and several ministers have worked part time to get training in pastoral psychiatry.

March 1 the new employees' dormitory "Stewart Hall" completed. It is a three story building with recreation room and a lounge, costing \$370,410.

April 12, the Screening Center opened with the Governor, members of the Board of Control, and Commissioners of Insanity present.

A new kitchen and dining room addition completed with the power supplied by a new turbine.

June 1950 arrangements made with Independence to extend a power line from the city limits to the hospital to purchase electric power when and if needed at a reasonable rate. The arrangement is reciprocal.

The hospital fire department consists of one pumper truck, one 55 foot aluminum ladder on the truck and 65 hand extinguishers in various buildings.

Spring 1950, group psychotherapy classes started and during the summer, various ministers and members of Friends groups and other hospital personnel carried out 17 classes. We expect these to be continued.

A volunteer workers' organization formed and representatives of the various groups sent 8 or more ladies to entertain with picnics, group singing, current events, etc. all followed by refreshments. An eight hour training course given for the Gray Ladies and they have begun to work in various departments. Parties for veterans held by the Auxiliaries to the Veterans of Foreign Wars, American Legion, Disabled American Veterans and Amvets each week. Professional entertainment furnished by the Waterloo Federation of Musicians.

## 1951

January, the kitchen and employees and patients' cafeterias opened. The canteen moved from a basement room in main building to a brick building vacated by the Library and equipped with furniture and additional room.

May, the hospital received the National Achievement Award from the Mental Hospital Service of the American Psychiatric Association for having made the most progress over a three-year period. The award based on increase in therapy and change in atmosphere of the hospital overall. Francis McElroy named the Psychiatric Aide of the year 1950.

1952

1490 patients residing in the hospital including those 'on visit' and 'guest' status. The name State Hospital at Independence changed to Independence Mental Health Institute. It is very helpful in the field of public relations and in the attitude of the general public towards the institution.

October....Student nurses receive affiliate training in psychiatry. Schools included in affiliation are: Deaconess at Marshalltown, St. Luke's Hospital at Cedar Rapids, Mercy Hospital in Cedar Rapids and St. Luke's Hospital in Davenport. The first class began with nine and 112 affiliated during the biennium.

Transorbital lobotomies continued, 151 performed since 1950 when it was initiated. An X-ray and laboratory technician employed. Electro-cardiographs are done on all admissions. 79% of the voluntary patients recover or are improved. Majority receive sub-coma insulin treatments. Electro-shock therapy continues.

The teaching center section of the Occupational Therapy Department has graduated four from the University of Minnesota, 19 taken the aide training and 12 completed requirements. Eight are ready to attend.

Employees are graded every six months under the merit system program. In-service training is given. Orientation for all new employees and attendants receive a 9 month psychiatric aide course. To-date 90 have graduated as psychiatric aides. A seminar held once a week for those who want further instruction.

Mrs. Mary Agnes Fitzgerald was named the Psychiatric Aide of the year 1951.

About 400 patients are on an industrial assignment where the patient can realize his worth in re-adjustment to society in

renewed functional efficiency, social integration and self-respect. Other selected activities medically prescribed are a part of the treatment program. All media of arts and crafts are used to obtain the desired results.

Mrs. Eva Rudyhar joined the staff as Psycho-dramatist in March 1952, and regular sessions in psycho-drama are held. It has helped improve the mental condition of many patients and has created a great deal of interest throughout the hospital.

It is next to impossible to purchase clothing for patient needs. There is also a shortage of furnishings on the wards and new beds are badly needed. It is also hard to compete with wages paid men and women in industry.

\$1,251,849.01 spent for salaries, \$960,843.86 spent for support, and \$40,039.92 paid out for repairs, replacements and alterations.

Amusements: Dances and moving pictures held once each week. Variety shows are given. Softball games, ping-pong tables also cards, checkers, radios, magazine subscriptions, books and newspapers available to patients. Some pianos on wards. Mr. Lloyd Anderson and Mr. Dave Clubine direct recreational therapy.

1953

Dr. Max E. Witte died on November 12, 1953 and Dr. Donald L. Kyer was appointed Superintendent.

Mrs. Susanna Van Vooren named Psychiatric Aide for the year 1952.

1954

1263 patients in the hospital. The

staff consists of seven physicians and the Superintendent.

Austin Evans resigned business manager and Lawrence Schneider appointed to the position.

The 500 bed Witte Building was completed and ready for use. It is a three story building containing men and women admission wards and facilities for electric and insulin shock treatment. Now the attic wards can be cleared. Cost of the building \$1,897,290.

A grievance committee established among the employees. The policy committee holds weekly meetings. The Superintendent writes a column on mental health for the Waterloo Daily Courier and the Cedar Rapids Gazette.

Several men from Independence have volunteered to work evenings with the children in the newly organized program.

During the past year, there has been a decrease in the population, due partly to the acute treatment inaugurated. Other factors involved are movement of patients to county and nursing homes. Trial visits are stressed and methods such as departmental meetings, inspection tours, canteen re-organization, hospital paper name and policy changes, introduction of birthday parties and the inebriate program were established.

Mrs. Della Donahue named Psychiatric Aide of the year 1953.

#### 1955

Mrs. Doris Sanders named Psychiatric Aide of the year 1954. The award is a national citation from the National Association for Mental Health given annually to outstanding representatives of the profession. This is the fifth consecutive year for the presentation.

December 4....Dr. Donald Kyer resigned over a stormy controversy and was dropped from the payroll. A five-member committee of department heads in charge of daily operations and works closely with the Board of Control.

#### 1956

1089 patients residing in the hospital with 2895 treated during the biennium.

April 1st...Dr. J. O. Cromwell, formerly Superintendent of Blackfoot, Idaho State Mental Hospital appointed to Superintendency with a salary of \$15,000 per year. In August, Dr. Er Chang Ping came to serve as Assistant Superintendent.

The residency training program for physicians lost approval in June 1956. The personnel turnover rate is 160% per year and there are many vacancies for professional persons stemming largely from salary scale. Also competitive bidding has intensified the problem.

The open door policy went into effect this year. The patients show better morale, are happier, and more hopeful... all are vital elements on the road to recovery. The Superintendent feels the citizens of Iowa must be educated to accept open mental hospitals and the employees must learn to care for the freed patient as in a general hospital.

Open house 1956 honored Ronald Zimmer as Psychiatric Aide of the year at a program held on the lawn. Tours were offered for visitors.

September....Rev. Charles Hart joined the staff as Protestant Chaplain and established a training program for Wartburg Seminary students. Also started a clinical pastoral education summer program for protestant clergy.

Dr. Cromwell named to the "fact finding"

training and research sub-committee of the survey of Iowa's overall needs and facilities with regard to mental illness and mental health.

Dr. Florence Chambers, concert pianist for 15 years came to work as the Music Therapist. She feels music therapy helps patients regain good mental health as it stimulates, tranquilizes and helps coordination.

The Out-Patient Department enlarged with the addition of three full time professional persons, a psychiatrist, a clinical psychologist and a psychiatric social worker.

#### 1957

January 23.....Children moved to Hilltop Building and Pogo area. They had been housed with adult patients over all the hospital.

February 1...Dr. William Menninger spoke before the Iowa Mental Health Association and issued a statement which Dudley Lowry, President made to a joint legislative session. Dr. Menninger called treatment given some patients in Iowa mental institutions "astrocious." Mr. Lowry commented that "all of Dr. Menninger's statements to the legislature were based on reports by the American Psychiatric Association and the Governor's Committee on Mental Health."

March 22...The House Board of Control Committee filed a report on its recent inspection of the State Mental Health Institute at Independence stating that conditions were precisely as it said it expected to find: There are no snake-pits and things aren't as bad in Iowa as Dr. Menninger, the famed Kansas psychiatrist, described them in his talk.

Fred Miller named Psychiatric Aide of the year 1956 at the Open House. The Theme of the day's activities was pre-

sented through a skit "Road to Recovery" by the personnel portraying treatment of a patient while in the hospital.

July...The Children's Unit activated and housed in a ward of the Infirmary Building. The Institute now has more doctors on its staff than ever before..thirteen.

July...Father Edward Frost assumed duties as Catholic Chaplain. A daily mass attended by patients and staff in the newly furnished St. Dymphna Chapel and Sunday mass held in the auditorium to accomodate the attendance.

An appropriation of \$250,000 was made to staff a Children's Unit here and admit children from all over the state. The appropriation was for 100 children to the age of 21.

July 17 and 18...A mass feeding project by the Iowa State Office of Civil Defense held to train social welfare workers in a 15 county area in the event of a major disaster.

August...Governor Herschel Loveless made a surprise visit to the hospital after he received criticism of use of some of the buildings. At the end of his inspection tour, the Governor indicated conditions appeared to be satisfactory considering the facilities available. He was accompanied by the woman who made the complaint.

Dr. Helen Barton returned to work on the psychiatric staff in September.

#### 1958

1104 average daily resident population at a cost of \$5.02 per day for care. There have been 1035 admissions and 771 discharges during the biennium. The Out Patient Department treated 397 during the biennium.

Janaury 1.....Dr. James Cromwell began duties as Director of all state Mental

Health Institutions in addition to serving as Superintendent here.

March.....There are 107 children under the age of 21 years in residence. After much discussion with the Board of Control, the age limit for treatment in the Children's Unit defined by the Board of Control as 16 years. Doors closed to further admissions until such time as the staff can re-evaluate cases, re-sort and discharge cases not proper for treatment here. The staff consists of Dr. Helen Barton, Psychiatrist and Director of the Unit, one psychologist, five teacher therapists, one half-time teacher therapist and three recreational therapists.

The Open House honored Mrs. Kathryn Keller as the nation's outstanding Psychiatric Aide of the year. This is the 8th straight year that an aide from our hospital has won this national award. Robert Lappen, Chairman of the Board of Control gave the address of the day and Miss Paula Robinson, Executive Director of the Iowa Association for Mental Health made the presentation of the award. A patient band played and the Independence High School band presented an hour's concert. Tours were lead by hospital personnel.

July 1.....Dr. Selig M. Korson took over the reins as Superintendent at the hospital. His salary \$21,000 a year plus maintenance. Dr. Korson served as staff neuropsychiatrist, chief grade, at the Veterans Administration Center in Bay Pines, Florida.

Sixty student nurses come for training during each 12 week session. A Vocational Rehabilitation and a Recreational Therapy Department established.

Rev. Charles Hart, Protestant Chaplain has received notice of certification as chaplain supervisor by the Division of Welfare of the National Lutheran Council and the theological students affiliated

with the institute to become acquainted with and skilled in meeting the needs of the emotionally ill.

The State Board of Control helped the Legislature to create a Department of Mental Health and to spell out the duties of the director and other board officials. Dr. J. O. Cromwell is the Director of Iowa's Mental Health Institutions.

Dr. S. M. Korson, Superintendent and Dr. Richard Cameron, Clinical Director have been appointed to full memberships on the Peoples Hospital consulting staff. The Institute-Town relationship is a step toward the goal of a three year residency program for doctors specializing in psychiatry by offering experience in psychosomatic medicine. Consultation with the institute specialists will be made voluntarily by the family doctor.

October 10.....State legislative candidates and incumbents toured hospital to gain first hand knowledge of the workings of the Institute, the progress and needs to carry out a complete program.

October 10.....A general practitioners seminar begun as a pilot project for a discussion of mental illness and symptoms of depression among patients. The speakers included doctors from the Mental Health Institute at Cherokee, the Iowa Psychopathic Hospital and others.

November 29.....Five of the state services are taking part in a two-way telephone circuit to increase professional skill and bring new information to the mental health personnel from the State Psychopathic Hospital. The program covers seven months and outstanding doctors from various parts of the U. S. will deliver addresses and lead discussions.

1959

1039 patients in the hospital. Admis-

sions for the year - 988, average length of stay one year and majority of patients discharged in 4 to 6 months. Ill persons now enter the hospital at an earlier stage of illness consequently the diagnosis is easier and the recovery faster.

March 18....An organizational meeting of the Buchanan County Medical Society was held at M. H. I. Dr. Korson was elected the first president.

March 18....Dr. S. M. Korson presented "The Hospital Disaster Plan - M. H. I. Independence, Iowa" at a national joint research conference on Utilization of Mental Hospitals during emergencies at Battle Creek, Michigan sponsored by the Office of Civil and Defense Mobilization and the American Psychiatric Association. Independence M. H. I. was the first institution to develop a Hospital Disaster Plan in Iowa.

April..A 200 bed emergency hospital unit stored for use in case of man-made or natural catastrophe. The unit is self-sufficient operating and can be transported on a large semi-truck. Other measures such as receiving stations, transportation and communications have been decided.

April....National recognition for Independence MHI for program training for pastors and ministerial students from the National Lutheran Council, a participating agency of the Council for National Standards. Over 100 students of all protestant faiths have participated in the program.

April....Richard Headley appointed Director of Activities Therapy. Occupational Therapy plays a very important part in hospital rehabilitation as it helps to re-socialize and gives a feeling of satisfaction in helping others. Activities are the arm of psychiatry. They fill in hours for individuals with planned activities.

April 26.....Open House day attendance reached 750. The theme was "Operation Friendship" and the Psychiatric Aide of the Year Award went to Leo C. Donovan. The national anthem was sung by a patient. J. R. Hansen, a member of the Board of Control was the speaker. A musical program was presented by the patients and tours were conducted.

April 28.....A recognition party for 147 volunteer workers held. The speaker was George Callenius, Chairman of the Board of Control. A Volunteer Coordinator Department organized which directs all volunteer groups giving new volunteers the required instruction and training necessary to help them do their work.

December 1....The American Medical Association and the American Board of Psychiatry and Neurology approved M. H. I. for a three year residency program after a stringent on-site inspection. The hospital is one of 35 state mental hospitals so approved. The program to go into effect July 1, 1960. The residency program means that medical doctors will establish residency for one, two or three years to receive training in psychiatry and neurology and thereby qualify for the certification examination in psychiatry. Dr. Richard Free heads the research, education and training program.

December 3.....The Ladies Auxiliary to the Buchanan County Medical Society organized for the purpose of working for the betterment of the local community. Mrs. Selig Korson named President and Mrs. Richard Free, Mrs. Charles White and Mrs. Chang Ping on the committee.

1960

1022 patients residing in the hospital. There were 942 admissions with 940 discharges. Ten years ago there were 403 admissions and 299 discharges. Payroll \$148,757 per month for 496 employees.

The new "open door" policy for patients had gone into effect during 1959 and more than 85% of the hospital wards are now unlocked. It can successfully be done now because of tranquilizing medication and more qualified personnel to conduct therapy and other activity. At least 850 patients are allowed freedom about 12 hours a day.

May 1...Mrs. Cora Mulvaney was named the Psychiatric Aide of the Year at the annual Open House. Visitors numbered 3218 who came to enjoy the program and be conducted on tours lead by the patients. Robert Lappen, former chairman of the Board of Control spoke on "Progress in Mental Hospitals in the State of Iowa." A civil defense emergency hospital unit was on display and "Music in Action" program was a part of the entertainment.

Dr. Robert Henderson promoted to Colonel in the U.S.A.F. Reserve. He is attached to the 640th USAF Hospital (Reserve) Unit of Chicago and commutes one weekend a month to serve as its Chief of Dental Service and Training Officer.

The hospital has hosted for two years an Upper Iowa University 'off campus' class center.

The first group of Catholic priests and seminarians began six-weeks of residential supervised training program. The supervisor is Father Edward Frost, Catholic Pastoral Counselor. This is a unique program designed to give clergy insights into mental illness.

Iowa has approximately 2500 mentally ill patients and 1000 mentally retarded patients residing in 86 county homes. Rehabilitation can be accomplished as well in properly operated county homes as in the state mental institutes, provided basic psychiatric services can be provided to those county homes at regular intervals. The 58th General Assembly appropriated additional funds and laws whereby all patients transferred to

county homes must be given periodic examinations and re-evaluations.

November 14 and 15....A two day workshop for social service workers held. The guest speaker, Mrs. Helvi Booth, an internationally known psychiatric social worker conducted the workshop. She has been on the faculty of United Nations Casework Seminar in Leicester, England and has traveled in Finland and Lapland as consultant, teacher and lecturer on the major problems of social work.

November 19.....Miss Madge Beauman, MS will take the position of Nursing Service Director for the Board of Control Institutions after service here as Director of Nursing.

November 25.....Dr. David Daly of Mayo Hospitals conducted program on the two-way telephone hookup with Iowa City Psychopathic Hospital, Cherokee, Mr. Pleasant and Independence. This is an annual series of 8 programs with distinguished leaders in the field of mental health.

December 1....The Interium Committee met at Independence and approved \$10,200 for fire doors to be installed. The Committee also learned that our statistics show that the work of the student nurses has reduced the number of patients who formerly did not respond to treatment. Of 126 patients, only 10 remained uncooperative, 16 had been discharged, 22 had convalescent discharges, 34 still on the program and 22 doing some industrial therapy. The program is two years old and 238 nurses have taken part in it.

20% of admissions are alcoholics...it is a major problem in Iowa. The basic aim of the program is to get the patient sober, help him become stable and then remove the need for the drinking.

December....The American Legion and Auxiliary conducted a gift shop for patients where veterans can select gifts to



be wrapped and sent to their family.

December....Employees of the W. T. Grant Company, Waterloo have for three years donated toys to Hilltop. The employees donate the money for the toys instead of exchanging presents.

December 2...Ronald Zimmer recently completed a technical course in electroencephalography at the University of Illinois Clinic for Epilepsy in the Neuropsychiatric Institute at the school. The E.E.G. machine records the electrical activity of the brain. The instrument is used in diagnosis and localization of epilepsy, brain tumors, brain trauma, cerebral abscesses and many other brain diseases.

1961

April 21....3218 persons toured the hospital at the 3rd annual Open House. The scene was a typical working day at the hospital. Mrs. Cora Hart was named Psychiatric Aide of the year. Guest speaker for the event was George Callenius, Chairman of the Board of Control. Dr. Walter Alvarez, nationally syndicated columnist mentioned the patient structured program and recognized Independence M. H. I. in his column.

April 26.....A one day clinic on "Aging" for Protestant ministers was held. Dr. Edgar Jackson, Ossawatimie, Kansas and Dr. John Hege, resident psychiatrist were speakers.

June 9.....A three year rewiring project begun. Some of the wiring had scorched the lath in the walls of some buildings and it is thought that only because of lack of oxygen, fires had not developed. Some of the wiring has been in use since 1910 when the Institute had converted from gas to electricity and a portion had been replaced in 1930 when the switch from direct to alternating cur-

rent was made.

Five schools of Nursing in Iowa are now affiliating with Independence for a three month psychiatric student nurse program. Between 40 and 45 student nurses come each quarter from St. Luke's Methodist Hospital School of Nursing, Cedar Rapids; Allen Memorial Hospital Lutheran School of Nursing, Waterloo; Iowa Methodist Hospital School of Nursing, Des Moines; Evangelical Hospital School of Nursing, Marshalltown and the St. Luke's Hospital School of Nursing, Davenport. The program was begun because students avoided patient contact as they did not know how to talk with patients and also the students were not getting enough educational experience in working with this type of patient.

June and July....The Legislative Interim Committee drew much criticism from many areas when they voted to place a limit of \$18,000 a year on salaries of employees in hospitals and other state institutions. Only the Superintendents were exempted from the limitation. The feeling generally was that such a limit would down-grade and demoralize the mental health program in Iowa. One psychiatrist at Cherokee resigned. The more adequate treatment of patients and the reduction in custodial type of care has resulted in the elevation of Iowa from 37th position in the United States to the top ten in the country. The total cost in the long run would be much less if we give better treatment to the individual and continue the reduction in census.

Finally, on July 14th, the 2nd vote resulted in an 8 to 2 decision to rescind.

September 19.....Francis Hayes, Director Social Work Department elected treasurer of the Northeast Iowa District of the Iowa Welfare Association and Mrs. Anna Pettit elected 3rd Vice President.

September 22.....Fifty-eight Psychiatric

Aides were graduated in a special ceremony.

Construction begun on a new store room building 97 feet by 97 feet at an estimated cost of \$160,000. The structure, being built by Gethmann Construction Co. of Gladbrook to be of concrete and brick and will be fire resistant.

November 3...Governor Norman Erbe toured the hospital and presented certificates to longtime employees in an awards ceremony. Sixteen employees were honored, among them Tom Donnelly for 45 years at Independence...longest term employee.

November 28...A new dress shop in operation for patients who have no relatives to pay expenses, where they can select clothing from the shop. There is a variety of colors and styles and about 13% of the patients will use the services. Alterations are possible and there is also a selection of jewelry, handbags and other items. The clothing is provided by the state and some is received through contributions.

1962

Average daily resident population is 892 and the average length of stay has dropped from 5 years to 318 days. The total full time personnel - 517 and part time only 4. The physician to patient ratio now 1 to 48. Voluntary admissions constitute 40% of all admissions.

Readmission rate of patients in the Out-Patient Department stays just below 15% while it remains close to 55% for all admissions and 40% just for hospital in-patient re-admissions. This is a reflection of our increased out - patient activities.

The present staff consists of five Board Certified Psychiatrists, eleven physicians holding Iowa licenses, two foreign

students who have completed three years of approved residency in America, one Board Certified Internist for Medical-Surgical Service, four psychologists holding Ph.D degree and six Social workers holding Master's degree.

January 9....Dr. Korson received fellowship from the National Institute of Mental Health to attend a two-week session of the Institute in Executive Development for Psychiatric Administrators. It is the first session of a one-month institute conducted for programs in government administration at the University of Chicago. The second unit will be conducted in the Spring.

March 6...Negotiations completed to install gas for use at the hospital. The Iowa Public Service will install a gas main and the Interstate Power Company will build a 7,200 volt line both for additional service. The new electrical system will provide standby and supplementary electrical power to the Institute and will be used mainly in the summer months. A new gas-fired boiler will be added and will be used in the summer to provide heat for cooking and hot water.

March 6....Four counties will send their patients to Cherokee instead of Independence. Cerro Gordo, Wright, Franklin and Hardin Counties will no longer send persons here. Jackson County patients will go to Mount Pleasant. The realignment made so that the four institutions will get about the same number of people.

March 23...Civil defense authorities announced that the Administration Building as well as Grove Hall, Activity Center (Farmer's Lodge), and Nurses Cottage are possible fallout shelter areas. They are among 21 buildings in Buchanan County so designated.

April 29.....Edward Zachar received the Award for the Psychiatric Aide of the Year by the National Association of Men-

tal Health. He is the 12th local aide to receive national and local honors in the aide competition. Speaker for the event was Msgr. Timothy J. Gannon, Director of the Department of Psychology at Loras College. He is a member of the professional advisory board of the state director of mental health. A play by the patients and tours conducted by the patients filled the afternoon.

The hospital now a field placement agency for graduate school in social service at the University of Iowa, as on-the-job training in final year of study. The Social Worker plays a vital role in the overall team care of patients....They start planning hopefully for the patient's discharge to their family from the day of admission and work with the families trying to help solve any problems that may exist.

An evening clinic established in the Out Patient Department for groups and individuals who cannot schedule daytime appointments.

The children's activities now being expanded. Dr. Melford Barnes, Child Psychiatrist, available as consultant to residents in psychiatry to help give proper treatment.

The Dietary Department reorganized using a five-week master menu, the same as is in all Iowa State Institutions. Training schools for all bakers, butchers and cooks being held which has resulted in up-grading the food service for the benefit of the patients.

The turnover rate in non-professional and lower salaried groups shows a marked decrease due to improved salary scales. Only 70 now live on campus. Every new employee receives an initial 10 hour orientation course designed to acquaint him with the institution and its policies, followed by further intensive training in the department to which he is assigned.

May 6.....After passing an examination before the Committee on Certification of Mental Health Administrators of the American Psychiatric Association, Dr. Selig Korson was awarded a certificate as an approved Mental Health Administrator. He is a Diplomate of the American Board of Psychiatry and Neurology and a Fellow of the American Board of Psychiatry.

The long range goal is to assist in the establishment of more mental health centers or extension clinics in counties in our area that are more remote from the hospital out-patient location and not yet serviced by any mental health center ....with the hospital service as an acute treatment center. Major communities will have to independently determine, plan and establish such facilities as they believe are required. These may include community mental health centers or clinics, special education classes, beds for the mentally ill in general hospitals and provisions for the mentally ill in nursing homes, custodial homes and county, boarding and foster homes. Other needed facilities might include half-way houses, rehabilitation centers, supervised boarding homes and supervised job placements as well as sheltered workshops.

November 13....For the second year in a row, the employees of the hospital gave to the United Fund 100%. There are 530 employees who donated this year. A commendation for cooperation and enthusiasm and interest was made by Carl Kruempel, county chairman.

Iowa is joining many states in developing a section of public information education. Board of Control Divisions are developing new or expanded old programs requiring full community participation, or community based programs. The cooperation of an informed and understanding public in regard to problems, policies, and procedures is imperative. Research has shown that despite repeated presen-

tation through mass communication media, the general public is still largely uninformed regarding mental illness, mental retardation, crime, delinquency, problems of children and needs of aged.

1963

January 12.....The Iowa Board of Control discussing a security mental health hospital to provide for all mental cases that require security. It is designed to alleviate the crowding at Anamosa caused by commitments from the mental health institutes.

Hilltop Building, built around 1900 as a tuberculosis sanitarium, has been remodeled and now has facilities for the 50 bed unit for the children who have been housed in the main buildings. It is the only such facility in Iowa with the exception of the 10 bed unit in the Psychiatric Ward at University Hospitals at Iowa City. The children range in age from eight to sixteen years and the average length of stay is from four to seven months depending entirely upon the nature of the child's emotional problems. No mentally retarded or brain damaged child is admitted. Overtly delinquent children are not accepted who require treatment in a controlled setting. The buildings are old, but extensive remodeling has made them usable, containing recreational areas, day rooms, study areas and dormitories in addition to the offices for the professional staff.

Intensive psychiatric treatment during the period of hospitalization in this unit is the most important aspect of the program. Referrals are made by the individual county welfare board, school authorities, juvenile courts, other institutions and by the parents or relatives. The most severely disturbed and mentally ill children from over the entire state are received. The initial

request for admission is made and a pre-admission evaluation is studied including the child's past history and current problems. If the child is to be admitted, arrangements are made to see the child, both parents, and, if indicated, the referring agency. In some cases a treatment plan that can be carried out in the home community is advised, thus avoiding the expense and other associated problems of hospitalization. The referring agency or parents are required to retain custody of the child being admitted. Plans are made at the time of admission, for an early release. The academic school is composed of a principal and seven teachers, all certified by the State Department of Public Instruction. Generally classes are quite small and some are so emotionally disturbed that they can tolerate only short periods at a time.

January.....The four county special education unit of Buchanan, Clayton, Delaware and Jones Counties held a meeting here. Dr. Bealka, Director of the Children's Unit spoke on "Who is the Emotionally Disturbed Child?"

February 8.....Dr. Daryoush Khoshbin, native of Teheran, Iran and a resident psychiatrist killed in a four-car automobile accident. Burial was in Mt. Hope Cemetery.

February 19...The hospital and the Woodward State School jointly sponsored a conference on the trends in mental health programming and working relationships of the two institutions and the counties which they serve. Panel members were members of boards of supervisors, matrons of county homes, directors of relief and staff from the hospitals.

March 3....A program in Vocational Rehabilitation begun in Waterloo schools and at the hospital here. Harlan Watson, Vocational Rehabilitation Counsellor began duties as supervisor for one or two

days a week at the hospital and the remainder of the week in Waterloo. This is a demonstration project broadening the service to include all disabled physical and mental.

March 8.....Arch Devlin selected as the outstanding aide for the past year. He has worked at the hospital for 12 years and his name will be entered in the National Association for Mental Health competition.

April 25....The third annual seminar for general practitioners held at the hospital. The session objective is to provide practicing physicians with psychiatric concepts and treatment processes which would be of practical value in the daily practice of medicine. Dr. Milford Barnes, Director of the Des Moines Child Guidance Clinic discussed "The Disturbed Child" and Dr. Max Pepernik, Assistant Professor of Psychiatry from the Department of Psychiatry at the State University of Iowa also talked. His topic was "Marriage Counselling."

April 28....Open House held with 3000 in attendance. Dr. S. M. Korson, Superintendent, addressed the visitors on the "Progress in Mental Health." Mr. Arch Devlin was honored as the outstanding Psychiatric Aide for 1962 and given national recognition by the N. A. M. H. This is the 14th successive annual award at the institute. A remotivation demonstration was given.

June 30....The first four doctors in our three year approved residency training program were awarded certificates of completion of training. Dr. Vernon Kliever will study further for child psychiatry. Dr. John Hege will begin July 1 as the medical superintendent of the Anamosa Reformatory. Dr. Donald Sanders will go into private practice. Dr. Laszlo Varga intends to go into the field of education and research. This is the first three year residency training program to be completed at the hos-

pital. Dr. Hege studied under the National Institute of Mental Health Grant.

The second session of the third annual seminar on psychiatry for general practitioners held with Dr. A. S. Norse handling the discussion on "Treatment of Depression." Dr. Norse is an Associate Professor of Psychiatry at the State University of Iowa. Also Dr. Paul Huston, Director of the Department of Psychiatry at Iowa City talked on "The Role of the General Practitioner Providing Psychiatric Services."

September 15.....Demolition of "Sunny Villa" Building completed. The building had not been in use for some time and formerly housed female patients.

A workshop for Public Health Nurses of District 1 and 5 held sponsored by the Director of Nursing Education and Social Service Department and hosted by the hospital. The workshop geared to development of interviewing skills.

November.....Workshop for Northeast area Health, Education and Welfare Planning Council held with the goal to integrate services available in the area.

Seven counties in Northeastern Iowa have no community psychiatric clinics and hence these counties turn to the Mental Health Institute for advice and help with psychiatric problems. Some counties are also faced with chronic problem solving of staff shortages and waiting lists for services. They, too, frequently refer patients to us for clinic evaluation and therapy. An evening clinic has been established for the working patient.....one night a week individual and group therapy are given on a limited scale.

Radio broadcasting....Our program entitled "Mental Health is Everybody's Business" now played alternately between KOEL, Olewain and KOUR, Independence. These broadcasts cover talks or panel

discussions from professional staff regarding the latest treatment methods and timely subjects of interest to the general public.

A certificate of Achievement Award for 1963 given to the hospital for noteworthy performance in the National Vehicle Safety Check for Communities.

July 11...Conference held for members of the Iowa Welfare Association, Northeast District with Francis Hayes, District Chairman presiding. Anthony Travisono, Superintendent of the Iowa Training School for Boys; James Hoy, Chief of the Social Service at the School; Harlan Wulke, Marshall County Probation Officer and Irl Carter, Board of Control as guest panelists. Dr. Richard Bealka and David D'Angelo were also on the program.

July 23....Dr. Bruce Ambler began as Clinical Director of the Acute-Intensive Service. Dr. Manuel Fernando now Director of Pathology and Laboratory Services; Dr. Richard Moore, Director of Out-Patient Department. Dr. Hermenegildo Kadile appointed staff psychiatrist as well as Dr. Mayeed-ur Rahman, Dr. Nebahat Soykan and Dr. Nihat Soykan. Dr. Irfan A. Ozer rejoined the staff as Director of the Medical-Surgical and Geriatric Service.

August 1....Mrs. Margaret Mary Angole, a representative of women's organizations of Uganda, Africa toured the hospital as part of her study of the United States and its people. She is a teacher and a community development assistant.

August 14....One hundred fifteen Northeast Iowa priests attended the second workshop in pastoral psychiatry. The adolescent, his problems and his relationship with the clergy was the theme for the workshop.

November 26....Rev. Charles Hart elected to the executive board of the Northeast Iowa Branch of the Academy of Religion

and Mental Health. The organization will promote a study of the problems which are mutual to clergymen, psychiatrists, and other physicians, psychologists, cultural anthropologists, sociologists, social workers and others in the behavioral sciences, community mental health leaders and interested laymen.

November....Dr. Phillip H. Tenney, resident psychiatrist, had a professional paper published in "Archives of Neurology", Vol. 9, Number 5, 1963. The paper was entitled "Methocarbamol in the Therapy of Tetanus."

1964

721 patients in the hospital. For the fiscal year 1963, we had the highest level of admissions and discharges in the history of the hospital....1187 admissions (592 were voluntary) and 1237 separations. 53.3% admissions are voluntary as compared to 15 years ago when only 15% were voluntary.

Turnover of employees 38.57%. Not many years ago, the yearly average was well over 100%. The stability and motivation of the Psychiatric Aides has a great significance in patient care as aides are the members of the team who spend the most time directly with the patient.

Added to the staff....Wayne Wright, M.A. as Director of Alcohol Services; Daniel Campbell, M.S.W. as Director of Social Service Department; William Haley, M.S.W., Social Service Department; Dr. Richard Bealka, Board eligible Child Psychiatrist, Director of the Childrens Psychiatric Service and Dr. James Wool-Sam, Ph.D. joined the Childrens Service as psychologist.

February....A conference held with chief social workers from all mental health centers in our area. The purpose to integrate services of our respective agencies and lead to additional meetings be-

tween medical directors, chief social workers and personnel of the Institute.

March 4...Seminar for Protestant clergymen centering on "teen-age problems" began. Series one afternoon each week for ten weeks.

March.....Cornell College students have become volunteers as a part of their extra curricular activities. Between 18 and 20 come each Saturday afternoon. Four coeds work exclusively at Hilltop with the children.

The Social Service Department has continued to participate actively in orienting County Commissions of Hospitalization and County Clerks of Court regarding the Mental Health Institute and its role....resulting in a better understanding as well as a collection of more data for the admission of patients and earlier treatment and care. The hospital also plays an active role in the orientation of county officers as to patient care and planning.....and are seen regularly in a working relationship to bring about greater understanding and better services. County Homes have brought personnel here to receive orientation to patient care and we in turn visit them to demonstrate the technique of remotivation for its patients. Floyd County Home is the first county home in the United States to use volunteers to present techniques of remotivation. Al-lamakee County Home and Floyd County Home have developed a program with volunteers participating in intensive training program in remotivation who have been certified by the American Psychiatric Association Remotivation Unit as being qualified in this area. Linn County Home personnel are learning techniques and Marshall and Jones County plan to use it. Winneshiek wishes activities therapy program.

Spring..The Hospital had an exhibit from the Childrens Program at a convention of school officials in Des Moines.

June...The announcement made of the book "Nervous Tension, Behavior and Body Function" by Dr. Helen Barton to be published in the fall. Philosophical Library, the publishers accepted the 450 page manuscript which is a report of more than 10 years of exploring feelings that are called nervous tensions which often produce fatigue and illness.

June.....The Hospital paid employees in \$2.00 bills to show the impact on the community of the \$71,500 payroll every two weeks. The action was a result of movement underfoot concerning a vote of the Independence School Board to ban certain rural high school tuition students from attending Independence school. This would have included children of staff people here. The board resinded its ban and other conditions were met. Subsequently reorganization did take place to include many rural areas. This unique event was featured in newspapers all over the United States.

June 22.....The first group of Catholic nuns began supervised training in the clinical course of Pastoral Psychology who are non-nursing sisters. The six weeks program is an intensive study of the nature and treatment of mental disease and designed to enable priests, seminarians and sisters to act as better counselors in the school and parish. They learn to recognize normal behavior patterns and reactions to everyday events and to recognize early signs of future difficulty. Eleven nuns were in the first program. This is the only such program in the United States.

July 23....The Minute Man Flag raised by Troop 47 Boy Scouts for 72% savings bond payroll participation. Fourteen state institutions raised similar flags simultaneously for over 50% participation in the bond drive. The flag raising took place at 9:20 A.M.

July....The Nursing Education Department sponsored a workshop for all five af-

filiating schools of nursing. These schools....Allen at Waterloo, St. Luke's at Davenport, Evangelical at Marshalltown, St. Luke's Methodist at Cedar Rapids and Iowa Methodist at Des Moines participated with resource speaker Alice Robinson, RN, MS and Director of Nursing Education at Vermont State Hospital, Waterbury, Vermont. The program trains four classes yearly with over 300 student nurses completing the affiliate nurses training course.

The Dietary Department serves 1100 meals three times a day with 33% on modified diets. The dietitian writes working menus for 12 different variations of diets specified by the doctors for their patients.

Industrial Therapy Department assigns approximately 70 jobs each month. Some 40% of the total hospital population take part in the assignments. They provide therapy for patients in keeping them occupied and in as normal a setting as they would find in the community. The jobs are assigned according to patient needs, interests and capabilities.

August....Mrs. Lorna Goede, Clinical Instructor in Nursing Education was awarded a \$1000 scholarship to complete her college work for a B. S. degree. The Mary Scott Scholarship is awarded each year through the Iowa Association for Mental Health, Inc.

September.....A one week camping experience for both male and female patients planned alternately at Camp Hartman in Waterloo. Patients eligible were cleared and about 40 patients take part weekly. Eight patients and one aide were assigned to each cabin with crafts, hiking and meal preparation a regular part of the daily activity.

September....The Office of Public Information created to present the public various facets of the program. Four radio stations carry "Mental Health is

Everybody's Business" a guested information program. They are: KOEL, Oelwein; KOUR, Independence KWWL, Waterloo and KLWW, Cedar Rapids. Colored slide and taped narration scripts are used for speaking engagements.

October....The hospital adopted the Unit System of organization. Patients remain in one building throughout the entire stay in the hospital. Formerly patients were shuttled from one building to another in the course of treatment. The system is designed to permit care and treatment as an individual in a stable environment with secure living conditions, continuity of relationship with doctor, nurse, psychologist, social worker, aide and therapist. It provides for improved application of basic psychiatric principles which indicate that a patient's recovery depends upon the establishment of certain relationships with other human beings in which he can gradually acquire trust, and maintain that trust until he has recovered. Two equally staffed units were organized, one in the Witte area called the Witte Unit, named after Dr. Witte a past Superintendent, and one in the Main Building called the Reynolds Unit, named after Dr. Albert Reynolds, the first Superintendent. The units accommodate 200 patients each and are staffed with an equal number of professional personnel making up the treatment team. Each area receives admissions on an alternating basis. In addition to the two acute intensive treatment areas, the hospital also has separate geriatric, medical, alcohol and children's units and an outpatient department.

About 20% to 25% of those admitted are in the senior citizen age range and the treatment is somewhat different in view of the fact that the majority of geriatrics have some organic brain changes. Attempts are made at remotivation by the entire team and with special projects by the student nurses. This has been successful in awakening the patient's in-



terest and has given the student nurse a meaningful experience in caring for this type of patient.

The patient returning for treatment is assigned to the same area of previous care where personnel and case history are known and available. The treatment process consists of a continuation of previous care in the hope that the patient may be benefitted to the point where he will again be able to adjust to the community.

The alcoholic program is somewhat different than the program and treatment of the mentally ill. Of the total admissions about 20% are alcoholics who are referred to the separate ward specializing in that program. Attendance is required at lectures, films and group therapy sessions. Specific ways of dealing with the problems are stressed. Small group psychotherapy sessions with four to five patients enables all to discuss their conflicts and problems in a small intimate setting. Weekly sessions with the chaplaincy is a part of the rehabilitation process. The chief of the continued treatment service administers the program and a resident in psychiatry is assigned to the unit. Dr. Leo B. Sedlacek serves as consultant from Cedar Rapids.

Approximately 75% of all patients are receiving some form of tranquilizing medication. Electro-shock therapy is considered a specialized treatment process averaging four each week. It is the treatment of choice for endogenous depression that might be a suicide risk. Patients with severe depressions respond more rapidly to electro-shock than to medication alone. It should be remembered that the use of tranquilizing drugs does not constitute the entire process of treatment of the mentally ill. There must be a social milieu and the proper therapeutic climate. The open door policy and ward government have helped much and now are a part of

the total treatment program. This and the reorganization into the unit system have been possible only because there is enough qualified staff to handle the programs.

December.....Dr. Milford E. Barnes, Consulting Child Psychiatrist from Des Moines and Director of the Des Moines Child Guidance Center has been certified by the Committee on Certification in Child Psychiatry of the American Board of Psychiatry and Neurology, the Residency Review Committee for Psychiatry and Neurology, representing the American Board of Psychiatry and Neurology and the Council on Medical Education to conduct a residency program in Child Psychiatry in affiliation with our hospital. There is only one other state hospital in the United States approved for this type of residency program...the Metropolitan State Hospital at Waltham, Mass. Dr. Paul Tempel now completing his regular psychiatric residency here, will be the first resident to begin his six months training in January 1965 on the Childrens Service. He will then go to Des Moines for further training.

Amusements: A portable electronic piano allows music on the wards. A stereo system installed in the Auditorium and speakers planned for the Cafeterias. Musical programs can then be scheduled on a planned basis for enjoyment. Instrumental instructions are provided and social dances held twice a week. The air-conditioned Auditorium allows 52 week usage. In the past, the movies had to be discontinued in the hot season. The movie projectionist is employed to show films three times a week in addition to repairing radio and TVs. A new outdoor area completed and lighted for evening activities. A nine hole miniature golf course constructed which furnished enjoyment for many. Also during the season patients are taken to baseball games, football games as well as concerts and other events. A total of 220 volunteers assist in these areas.

Additions and repairs: A new heating system in the entire Main Building and remodeling of the system at Hilltop employs a new gas-fired boiler. The houses on the grounds used for employees now equipped with gas fired furnaces and baseboard hot water heating. There are new drinking fountains on all wards. 45 units of new street lights flood the grounds. All the wards in the Main Building and Infirmary are rewired and the toilets and bathrooms remodeled over the hospital. New fire doors installed in Main Building, Grove Hall, Nurses Cottage, Hilltop and Infirmary. Rubber tile floors installed on Ward Q. Nurses Cottage remodeled. The old drug room and morgue building remodeled into Hilltop School. The hog house rebuilt, a barn cleaner and hay conveyor installed in the dairy barn. A milking parlor added to the milk processing building at a cost of \$23000. Over 20,000 bricks used to brick up the old ventilator and heat stacks and trash chutes in the Main Building. The old Sunny Villa Building razed and the ground graded level. The Grove Hall Building converted into an Activity Center housing recreation, music, occupational therapy and library facilities. An addition built to the laundry for sorting space. Some roads surrounding the hospital paved. The four dormers removed from Main Building, the pitched slate shingle roofs were re-roofed with asphalt shingles. Oxygen piped into the Medical-Surgical Ward from a bank of oxygen cylinders in a room built on the basement porch.

1965

Admissions for the year totaled 1410 and discharges.....1574. The average daily census 551.

January 27-28....Workshop held for county home employees sponsored by the hospital. Purpose to give all who work with the patients an opportunity to meet, to provide better care for the patients,

also to acquaint others with the treatment given in the hospital.

February 21 to 23.....Activities Therapy display made by Grace Matousek and Tom Atwood of the Occupational Therapy Department was shown at the annual meeting of the Iowa Association for Mental Health in Des Moines. Dr. William Menninger was featured speaker. He praised the State for its achievements in mental health over the last eight years, but added: "We haven't much more than begun to do what we have to do for this troubled world, and the trouble begins in the minds of men." There is need for qualified personnel to help treat ill persons. Dr. Menninger, president of the Menninger Foundation in Topeka spoke to the joint session of the Iowa Legislature about costs: "Eight years ago Iowa paid \$3.30 per patient for care, today you spend \$10.15 and in three or four years the cost will be doubled. America has made progress but it is only a start. There are more persons in mental hospitals than the total in general hospitals. It means that to get trained personnel, we must train them ourselves.

March 30...The new book "Nervous Tension Behavior and Body Function" by Dr. Helen Barton went on sale. A special display and sale held at McGraw Book Store in Independence.

April 2.....More than 200 persons from county departments of social welfare and relief attended workshop on "Hospital and Community." Members of the State Department of Social Welfare and of the hospital staff conducted the meeting.

April.....The Junior Chamber of Commerce toured the State to obtain support for legislative action to allocate state funds for a new childrens hospital to be constructed here.

May 2.."A freer road to patient recovery" was the focal point for the annual Open House. About 3000 persons toured the

hospital, saw remotivation techniques, viewed occupational, music and recreation therapy in action.

May 4.....Dr. Selig Korson presented a paper on "Empathic Relationship Therapy Utilizing Student Nurses -- Five Year Pilot Study" at the 17th annual meeting of the American Psychiatric Association in New York City. The paper explained the use of student nurses to treat regressed mental patients on whom other means have failed. "Sixty percent of the original group of 126 patients assigned to the program 5 years ago have been discharged. Patients receive more tender, loving care which is the basic ingredient necessary to improvement of recovery on the mentally ill." Eight patients were assigned to a team of two student nurses who associate closely with the patients in occupational therapy as well as music and recreation. Mrs. Winifred L. Hayes, former Director of Nursing Education here, co-authored the study.

May 4....At the same meeting in New York City, Dr. Charles E. White and Dr. Harry Oestreicher were inducted as Fellows of the American Psychiatric Association. The honor is given to association members for meritorious contributions to psychiatry. Dr. White functions as Director of Education and Dr. Oestreicher as Clinical Director.

On display at the Association of Mental Hospital Chaplains held in conjunction with the A. P. A. was a program focusing on "Religion and Psychiatry" constructed by Rev. Charles Hart.

June 4.....Governor Harold Hughes signed the bill for funds to build the childrens unit here. The money, \$700,000 is a part of the major improvement bill appropriating \$5,610,000 from the state general fund for capital improvements. The House recently passed the bill 104-7 and the Senate 43-12. The building will make room for 50 beds with facilities

under one roof.

June 9....Thirty-five women and men volunteers were honored at the annual recognition ceremony. James Fields, Director of Nursing, gave the address and Dr. Selig Korson presented certificates to the honorees.

June 10.....MHI hosted the fourth annual seminar on "Psychiatry for General Practitioners" for doctors in the 20 county area served by the hospital. The one-day session had been accredited by the American Academy of General Practice and was co-sponsored by Smith, Kline and French Laboratories. The aim of the clinic was to provide the general practitioner with psychiatric concepts and treatment which would be of practical value to him in his daily practice.

June 11..The new milking parlor completed and ready for use. The installation provides a more efficient operation and insures a better product. An increase in herd size is not planned. The herd has 83 milking cows with a total of 259 including calves, bulls and steers. The herd has been on an analyzing and testing program since 1954 and produces 3000 pounds of milk daily.

June 15....Graduation exercises held for 51 psychiatric aides who also received certificates and remotivation pins. Mrs. Louis Sagert, President of the Buchanan County Mental Health Association was the guest speaker.

June....The 6th supervised training program for Catholic clergy and the second for Catholic sisters begun. The summer session is for six weeks of study in "Institute and Clinical Work in Mental Health." The program is the 8th summer session for the Protestant clergy.

June 27....C. H. Hutchins, attorney from Belle Plaine and a member of the Board of the Iowa State Commission on Alcoholism was speaker for the annual alumni

picnic of the Alcoholic Unit.

July 1....Colonel Robert Henderson, Director of Dental Service, retired from the Air Force Reserve after more than 30 years active and reserve military service.

July 1...Adult Education section has begun for patients who are older than 18 and who have less than a 9th grade education. It is intended to help with communicative skills such as reading, writing, speaking and listening. It is aimed to better enable them to adjust more effectively to a productive life outside the hospital. The program is financed under Title II, Department of Public Instruction and two full-time teachers instruct an average of 50 patients

July..More than 500 patients participated in day camp spending five days in crafts and recreational activities. The camp at Wildlife Park continued until the end of August.

July 28.....Announcement was made that farming and dairying operations would end at the hospital in the fall. Cattle and land along with the equipment to be sold in the fall. "They are no longer used to any great extent as a rehabilitation facet for patients because of the short stay as patients, and the active therapy program" was the announcement made by Dr. Korson and Lawrence Schneider, Business Manager. Similar adjustments to be made at the other state mental institutions.

August.....A new 500 gallon pumper fire truck costing \$15-16,000 delivered and the old truck sent to another state institution.

August.....Members of the staff and patients presented a variety show at the Buchanan County Fair. The show consisted of country music, humorous readings, a German band, dancing and a table

tennis demonstration.

August 3....Problems of the elderly were discussed by Dr. Korson and local welfare personnel at a county mental health meeting. The meeting was held to plan future programs to meet the needs of the older citizens in the community.

October 7-8..County public health nurses from Northeast Iowa attended a two-day workshop here. The purpose of the meeting was to plan how both the public health nurses as well as the MHI staff can better work together for the overall improvement of services to those needing mental health care.

October 8.....An exhibit was constructed by Rev. Charles Hart to present the correlation of religion and mental health. It was shown at the regional meeting of the American Psychiatric Association in St. Louis.

October 22.....Dr. Richard Bealka talked with parole, juvenile and welfare officers at the Iowa Council on Crime and Delinquency on the topic "Communications With Clients." He counseled never to preach to but rather help children arrive at their own solutions and allow the individual to express himself.

November 2...Employees exceeded the goal of \$2,100 for the United Fund to lead Buchanan County into the drive.

November 23.....A Homemaking program for women patients begun. Under the direction of Mrs. Jean Mahurin, a graduate home economist, the therapy program is the first to be established in Iowa. Kentucky, Pennsylvania and Colorado have begun such work. The primary aim is to retrain women who will be responsible for their own households upon release from the hospital. Special emphasis to be placed on meal planning, preparation, baking, preservation of food, effective use of time and energy in overall homemaking. Care, construction and repair

of garments, making the home more attractive, personal care and etiquette to be stressed also. A unique four-room apartment was created for this project.

November.....The speech class of St. John's High School, Independence presented a three-act comedy "It's Spring Again" for patients. The production was under the direction of James Fields, Director of Nursing who has done considerable work in the dramatic arts field.

December 1.....Minimum starting wage for all employees raised from \$235 to \$270 per month. Hopeful result to be the recruiting of more qualified personnel thus insuring better treatment and care of patients.

December 14..1046 acres of land auctioned at a public sale. The land had been divided into seven parcels and bids received. 250 acres of land was kept by the state for garden and orchard area in addition to beautification of the grounds. The total price received for the farmland was \$318,753 and the purchasers were: L. C. Von Lehmden, E. A. Madill, Dr. Robert Henderson, Leonard Ronnebaum, Cyril Handfelt all of Independence and Dr. H. Lloyd Miller of Cedar Rapids. Not included was a tract of 54.54 acres which was withheld for possible purchase by the city of Independence to be used as a municipal airport. Some time ago the City had offered to pay \$7500 but was turned down by the Board of Control.

December 15.....The farm equipment was auctioned with the sale grossing \$18,675. Included in the sale were 5 tractors, corn picker, combine, 25 tons of hay, 30 tons of straw, 10 tons sudan and soybean hay, and 45 tons silage besides many small items and miscellaneous tools.

December 20....The Board of Control sold to the city of Independence the 54.54 acres of MHI land for \$15,000 with \$1500 paid down at once and the balance upon

delivery of the deed and merchantable abstract of title. The condition stated that the premise to be used only for a municipal airport.

Improvements: A new automatic shirt press purchased and installed in laundry.

1966

There were 1622 pateints admitted and 1659 discharged during the year with an average daily count of 366.

In March, 40 women from Black Hawk County enrolled for training under the Title II of the Economic Opportunity Act. A portion of the time spent in the classroom and the balance in actual on-the-job in dietary, housekeeping, laundry and the psychiatric aide areas. A grant of \$10,000 was used in this unique program. It resulted in ADC mothers obtaining jobs and so were taken off the welfare rolls.

March 4.....The smaller of the two brick chimneys was dismantled. It had not been in use for several years as only one smokestack was needed for both coal and natural gas.

March 12...The new telephone switchboard put into use with inter-hospital dialing a reality. Conference calls now also possible. A great saving of valuable staff time resulted from the system.

March 17.....Members of the Interim Committee of the Iowa Legislature toured the Activities Therapy Department and held their regular monthly meeting.

March 22....The Independence City council purchased an additional 18.8 acres of land for the municipal airport from Dr. H. Lloyd Miller who had purchased it in December. The city now owns a total of 73.34 acres for airport land.

March 29....A workshop for county depart-

ments of social welfare and county relief from the 20 counties served by Independence. Dan Campbell served as chairman of the meeting designed to coordinate services for recipients. The meeting was sponsored by the Iowa Board of Control and the State Department of Social Welfare.

March 30...Red carnations were presented the doctors by the Womens Auxiliary to the Buchanan County Medical Society. The occasion has been observed nationally since 1935 to honor the medical profession and its tradition of service in honor of Dr. Crawford Long's first use of ether for surgery in 1842.

April 7 and 8...Dr. Richard Bealka spoke on "School Pressures - A Cause for Mental Illness in Children?" at the annual elementary teachers conference at the State College of Iowa. Dr. Lucille Lindberg, Professor of Education at Queens College, City University, New York also talked.

April 18....A pastoral psychiatric workshop for priests from Northeast Iowa on "General Counseling and Marriage Counseling Techniques" held here.

April 30....The theme for Open House was "M H I Tells Its Story." The 8th annual event presented 2700 visitors displays on various wards and slide films showing the activities in various areas of the hospital.

May 17....Forty-one volunteers were honored for giving of their time in service to patients. Fred Humphery, Instructor in Recreational Leadership at the University of Iowa gave the address.

May.....County officials from Northeast Iowa attended a two-day conference on "Hospitalization of the Mentally Ill...A Joint Responsibility." The program included special sessions for auditors, hospital commissions, social welfare and relief directors and stewards and mat-

rons of county homes on the changing patterns of psychiatric treatment and relationship between the hospital and the community.

May 24...Awards were presented to 23 department heads and individual team captains in the 1965 Savings Bond Drive. 70% of the hospital personnel purchased bonds making it possible for the Minute Man Flag to remain flying.

June 1...Dr. Paul Haun, Director of Psychiatric Education for the State Institutions of New Jersey spoke to the Board of Control members and representatives of the 14 Board of Control Institutions in Iowa on the "Future Role of State Institutions." A panel consisting of persons from the Department of Corrections, Childrens Services and Health discussed views on the future roles of such institutions in Iowa.

June 14....The hospital was ruled certified for the Medicare Program after having been inspected by the State Health Department. The certification means the care and treatment of a patient who needs care and meets the requirements of the program can have costs paid.

September.....120 patients enjoyed Camp Wapaton, the YWCA Camp at Waverly. Age range was from the late teens to sixty plus. Thirty patients attended each week with two weeks camping for women and two for the men. They attended church in Waverly and a regular camp atmosphere and experience prevailed.

September 27.....Father Edward Frost has been appointed to the Advisory Board of the National Association of Catholic Chaplains. The board considers standards and certification of Catholic chaplains for general, mental and penal hospitals and institutions. Fr. Frost was recently one of the featured speakers at the 19th annual convention of the Association of Mental Health Chaplains at Atlantic City, New Jersey. His topic

was "A Catholic View of Confessions: Religious and Psychological." He has also scheduled five workshops for Catholic sisters in Indiana, Kansas, Wisconsin, New Jersey and Iowa.

October 18.....Eighty-four school nurses from 13 counties attended a meeting planned for them here. Presentation and open discussions on material of mutual interest were held in the workshop.

October 28...A symposium for county home workers in the 20 county area for the purpose of explaining and demonstrating therapies used at the hospital which can carry over into the county homes.

December 16...Floyd Fox retired as laundry manager. He had been employed 18 years. Mrs. Wilma Fox had retired in April after 24 years service.

#### 1967

The average daily census for the year was 370. There were 1820 patients admitted and 1812 discharged. It follows that notwithstanding the smaller number of resident patients, the work loads of the professional staff have greatly increased. State hospital systems have been upgraded, salary-wise and in other respects, and the effort in Iowa is no longer on a pioneering level. The average daily cost per patient is \$19.10.

The caseload in the Out-Patient Department has increased also, to about 500 patients thus resulting in quicker treatment and shorter hospitalization. It handles the follow-up supportive therapy to the discharged patients and also prevention of hospitalization.

The training program for student nurses has expanded with seven hospitals and colleges sending their students for an eight week residential course.

Thirty percent of all admissions are for

inebriacy who are admitted directly to the Alcoholic Unit which is geared to treat the problem with a detoxification therapy. The unit is a training center for Iowa Comprehensive Alcohol Counselors a number of whom have already begun. The program is A. A. oriented and the work is very closely correlated with the community and various industries in the population areas which employ patients.

Approximately 700 patients are evaluated each year in the 19 county homes in our area. The officials also bring their patients to the Out-Patient Department for evaluating and into the hospital for necessary care, treatment and stabilization. Of the discharges from the hospital, 12% went to nursing homes and 8% of the total went to county homes.

January 21.....Dr. Richard Bealka talked on the "Community Out-Patient Programs and the School" at the annual Iowa Association for Mental Health meeting in Des Moines.

February 4....The Winter Olympics, a series of patient participation sports events was sponsored by the Fayette County American Legion and Auxiliary. Such events as volleyball, basketball, table tennis, pocket billiards, darts and shuffleboard interested many in open competition.

February...A six-part series of pictures and story of activities at the hospital and various programs of in-patient and out-patient services was presented on KWWL-TV, Channel 7. The series was a special feature of the 6:00 P.M. news.

February 28...Eighteen psychiatric aides graduated from the 120 hour course of study and training. The course encompasses didactic and clinical training and a bonus for each graduate.

March 13-14.....A two-day workshop for county home matrons, stewards and employees including the county boards of

supervisors held designed to cover nursing care for the elderly patient, proper handling of medications, admissions and patient management. 141 persons attended the two sessions.

April 18.....Mrs. Mary Lake, Chief Technologist was installed as President of the Iowa Society of Medical Technicians. Over 200 technologists belong to the society.

April 30.....Over 3100 persons attended the Open House. Theme was "Modern Programming for Mental Health." Fourteen displays were set up in the auditorium. Two slide programs were shown, "The Life of the Patient" and "Alcoholic Service." Especially featured were Geriatric Unit, the Screening Center, the Alcoholic Unit along with Physical Therapy, Out-Patient, Adult Education and Homemaking. The Student Nurse Activity groups were in session.

May 16.....Guest speaker for the annual Volunteer Recognition Day was Dr. John P. Woods, pastor of the Westminster Presbyterian Church in Cedar Rapids. More than 100 volunteers were honored at the special ceremony from Independence, Brandon, Vinton, Rowley, Quasqueton, Winthrop, Jesup, Mt. Vernon, Oelwein, Cedar Falls, Evansdale and Waterloo.

May 30...A total of 64% of the employees are enrolled in the bond purchase program and over half also signed to purchase the Freedom Shares. The Minute Man flag is to fly for the third year.

June.....A bill was signed by Governor Hughes to permit the county commission on hospital insanity committee to commit a patient for treatment to a local hospital as well as to a state hospital.

June....Governor Hughes signed into effect a bill to create a merit system of personnel administration for state employees and to create the office of personnel director within the governor's

office. It is bill number HF572.

July 1...Capital investment at present is \$5,746,425.47. A total of 293 acres now owned by the state in campus, gardens and orchards.

July 11...A disaster drill was conducted for and by employees as a training program for the hospital disaster plan and civil defense fallout shelter. The plan is adaptable for two major types of disaster either within the hospital or the community. Since the drill, members of the staff have assisted with two major tornadoes and two floodings. There have been local citizens guested and fed at the hospital in accordance with the community plan. A police and short wave radio has been purchased to assist with the program. The city fire chief Paul Soener and assistant Ken Williams along with Don Parrish, Buchanan County Civil Defense Director and Dale White local mortician....plus twenty three boys and girls from the city assisted with drill.

July.....The Oelwein Jaycees presented a three-act play "George Washington Slept Here" to a full house. James Fields, Director of Nursing, directed the cast.

September.....Two of the boilers have been removed from the power house. They had been replaced several years ago by new ones. The boilers were used to produce steam heat for generating electrical current and for heating purposes. They were obsolete and no longer used.

September 21.....Dr. S. M. Korson talked on "New Horizons of Treatment" at the 19th annual Mental Health Institute of the American Psychiatric Association in Minneapolis.

October 28...Dr. Richard Bealka spoke at the conference for parents of retarded and slow-learning children at Cedar Falls on "What Parents and Teachers Can do in Coping With the Emotional Problems of Retarded and Slow-Learning Children."



In late 1967 the hospital was surveyed and met the standards for hospitals of the Joint Commission on Accreditation of Hospitals. For providing an acceptable level of patient care and for maintaining as its primary objective the safety and welfare of the patients, this certificate of accreditation was granted by the authority of the Joint Commission on Accreditation of Hospitals. The Joint Commission consists of the American College of Surgeons, the American Hospital Association and the American Medical Association.

November 1.....The goal for the hospital employees share of the United Fund was \$3000 and the total reached...\$3024.50.

November...A report by the State Auditor published indicating the decline in the daily patient population at the hospital is due to more sophisticated treatment programs, the use of new drugs and improved facilities so that patients can be rehabilitated quicker.

December 1...Jack Bickenbach, Personnel Director elected treasurer of the newly formed Iowa Hospital Personnel Directors Association. More than 30 hospitals send representatives. Problems such as availability of specialized labor skills and effective utilization of sound personnel management programs will be discussed. The group meets four times each year.

A program for senior students in psychology and social work has begun with Wartburg College. Selected students take part in a residential program for one month each.

December 13.....Dr. Avni Orer, internist named President of the Buchanan County Medical Society and Dr. Wm. Stone as Vice President. Both doctors are on the hospital staff.

December 19.....Hilltop Children's Unit presented gifts from many groups includ-

ing the 3rd Battalion Mechanized 133rd Infantry from Oelwein.

The radio program series "Mental Health is Everybody's Business" presently being broadcast on 9 radio stations in ten cities. The stations are located in Independence-Manchester, Oelwein, Waterloo, Cedar Rapids, Marshalltown, Charles City, Waverly, Decorah and Dubuque.

The color slide-audio synchronized programs of the various facets of the hospital program are presented to a variety of organizations in the 20 county area.

The trend of the patient population seems to become more youthful with each year. Reasoning would point out the fact that the majority of persons become more aware of the problems of mental illness sooner and seek help quicker than had previously been the case. Also the stigma of relatives having mental problems is less great and families are more willing to ask for assistance earlier.....before the illness has been allowed to cause severe and incapacitating results.

Improvements: The installation of fire detection and alarm system begun. Construction of Childrens Unit Building begun. A wash space for cars and trucks added to the fire station. Rubber tile installation begun in Reynolds and Infirmary Building wards to help make the living areas more homelike. About this same time wooden beds, dressers, mirrors and many pictures were put on the wards with the feeling of more pleasant surroundings. The patients are urged to bring and wear their own clothing and accessories.....this in the attempt to more quickly rehabilitate them.

1968

There were 1809 patients admitted to the hospital during the year and 1746 discharged. The average daily count 345.

The Pastoral Counselling Program is nationally accredited by the Association for Clinical Pastoral Education. The aim is to assist the clergy with a basic understanding of personality development and emotional problems of their congregations, so that the referrals from them bring the patient early for treatment before there is an insidious progress of his mental illness.

A full time Vocational Rehabilitation counselor works with the staff to place patients in jobs suited to their needs and aptitudes after they have improved sufficiently to warrant discharge from the hospital.

January 11..A one-day seminar for judges along with county attorneys, county clerks, parole officers and attorneys in private practice was held to correlate psychiatry and the law dealing with criminal behavior and the criminal psychopath problems facing the public today. The symposium was "Psychiatry and the Law."

Janaury..James Fields, Director of Nursing was named President of the Iowa Health Council.

January....Helen Moeller, former patient published "Tornado", a personal experience with mental illness. Mrs. Moeller spent three months here and some of her feelings concerning the treatment and care were expressed in the book.

January 29...Two of the color slide-tape programs from the hospital were presented at the 25th annual Iowa Association Mental Health meeting in Waterloo.

March 20....Dr. Richard Bealka, Director of the Childrens Unit spoke on "Family Breakdown: Some Results" at the annual Spring Institute of the Iowa Corrections Association held in Iowa City.

March 28....The hospital held a recognition program and reception for long-time

employees. One hundred twenty six employees were honored.....members of the staff who have worked at the hospital for 10, 15, 20, 25, 30, 40 and 50 years. Thomas Donnelly presently supervisor of the garden and grounds has spent 52 years in service at the hospital. Among others who hold records are: Lawrence Schneider 43 years, Fred Ulm 36 years, Dr. Robert Henderson 31 years, Berford Ing 31 years, Edgar Harberts 32 years, Mrs. Mary Fitzgerald and Mrs. Ella Ritchie 26 years, Dale Henderson, Mrs. Cora Hart and Jackson Magonigle 25 years, Mrs. Anna Henderson, Frank Hearn and Rex Mulvaney 23 years, Mrs. Veda Ulm 22 years, Mrs. Helen Freeman 21 years and Mrs. Ida Smith 20 years were the long time honorees. Dr. James O. Cromwell was guest speaker and presented the certificates and pins. The hospital remains the community's largest employer with a staff of over 500. Mr. Donnelly related that the hospital salary in 1916 was \$28 per month in the winter and \$33 per month in the summer. Employees worked all day long every day, and once in a while had a Sunday off. They lived on grounds and could stay out until 11 P.M. twice each month and until midnight once a month. In 1916 the hospital owned one car which was used only on Saturdays and Sundays. 60 head of horses were used and as many as 50 patients were assigned to farm work at times. During work season patients drove the many teams of horses and did most of the farm work, in winter hauling over 3400 tons of ice from the river. A patient often stayed 20 years and only a few were discharged.

April....Dr. Korson, Superintendent presented a paper, based on our improved Geriatric Program entitled "From Custodial Care to Intensive Psychiatric Treatment of the Geriatric Patient" at the 25th annual meeting of the American Geriatric Society in New Orleans. It deals with the home-like atmosphere on the two 52 bed wards and the milieu therapy responsible for the quick re-

lease of the elderly patient admitted for treatment.

The Superintendent serves on the following interdisciplinary committees and holds office on the state level as indicated:

1. Steering Committee on Mental Health of the Iowa Academy of General Practice.
2. Chairman of the Liaison Committee of the State and Community Hospitals of the Iowa Hospital Association.
3. Subcommittee on Nervous and Mental Diseases of the Iowa Medical Society.
4. President-elect of the Iowa Psychiatric Society in 1968.

May....A carpeting was laid in the lobby of the Reynolds Building making the entrance much more pleasant and giving the hospital a cleaner, quieter and more up to date appearance. This is in keeping with the upgrading of facilities.

May 5.....Theme for the Open House was "Careers in Mental Health" and two slide programs were shown, "Mental Health Institute Today" and the "Student Nurse Program". There were also displays contrasting the environment when the hospital was strictly custodial as compared to facilities today. More than 3300 persons toured from 45 counties in Iowa and also from Wisconsin and Illinois. Special guests were the Commissioner of Social Services, Maurice Harmon; Russell Wilson, Chairman of the Board of Control and Art Kitner and James Patton, State Representatives; also John Ely and John Patton, State Senators.

May 6.....Students of St. John's High School presented "Was This Murder?" for a capacity audience. Director of the cast was James Fields, Director of Nursing at the hospital.

May 7....Sixteen psychiatric aides graduated from the 120 hours of didactic lectures, remotivation techniques and practical ward training. Dr. Shirley Kremenak, MHI School Principal gave the

address. Dr. Korson presented the Certificates.

May 7...Mrs. Mary Lake, Chief Technologist was presented a plaque as the outstanding medical technologist of the Iowa Society of Medical Technologists for the year 1968. She is currently president of the Society.

May 15.....Tornadoes struck Oelwein and Charles City. Many employees helped at Oelwein and some of the emergency hospital equipment was put to use there. Dr. Phillip Tenney assisted throughout the night at Charles City. He is a staff psychiatrist here.

May 19.....The choir from the St. Paul's Methodist Church of Cedar Falls presented a concert including selections by the hand bell choir. The group consisted of 57 members of the chancel choir.

May 21.....108 volunteers were honored with certificates and pins in the annual volunteer recognition ceremony. The 108 regularly scheduled volunteers gave over 5770 hours of service to the patients in 1967. Dr. Charles White, Director of Professional Education and Research was the guest speaker.

June 28.....The fourth work experience program conducted by the hospital and Black Hawk County Department of Social Welfare graduated three dietary aides and seven hospital aides....a unique and worthwhile program.

July 1.....The Department of Social Service officially implemented to administer programs designed to improve the well being and productivity of the people of the State of Iowa. Under the legislation, the Board of Social Welfare, the Department of Social Welfare, the Board of Parole and the Board of Control of State Institutions will now be dissolved and the Department of Social Services will administer these programs.

July 2...More than 300 patients participated in the annual carnival. Service organizations sponsored booths for the entertainment of patients including: Sheehan Tidball American Legion Post #30 of Independence, Department of Iowa Blue Star Mothers, Department of Iowa Amvets Auxiliary, Evansdale Amvets Auxiliary, Clayton County American Legion, Waterloo Daughters of Union Veterans and Sons of Union Veterans Auxiliary and the Waterloo American Legion Auxiliary. Special features of the afternoon were a tug-of-war, an egg catching contest and a water fight.

September 29...The annual MHI Alcoholism Service alumni picnic featured Maurice Harmon, Commissioner of the State of Iowa Department of Social Services as speaker. His topic "The Shape of Things to Come" discussed purposes and objectives in the reorganization of the Department and the structuring of agency programs dealing in the rehabilitation of the alcoholic and his family.

September.....A short wave radio and walkie-talkie with one additional set were purchased to be used for emergency purposes.

October 25.....Mrs. Helen Freeman, ART, was awarded certification as an accredited record technician by the American Association of Medical Record Librarians. The achievement is a result of 1½ years of study and successfully passing an examination before the board of accreditation examiners.

November 20 and 21.....Over 340 persons attended the two-day in-service training program for county home and nursing home employees including nursing service, dietary, activities therapy and housekeeping personnel. Purpose of the meeting was to correlate programs and services between the hospital and such facilities.

November 26....Stephen Russell, Activit-

ies Therapist was named outstanding student by the Iowa Parks and Recreation Society. The award is presented annually to the student showing exceptional leadership qualities and high scholastic standing.

December 5.....Fr. Edward Frost named as chairman of the Archdiocesan Personnel Advisory Board of the Dubuque Diocese. The board term is two years.

December 26...The new Childrens Unit now occupied by the children and staff. The name for the building to be chosen later. Construction began in 1967 and the money for the facility was appropriated by the 1965 Iowa General Assembly in the amount of \$715,000. The school area has eleven classrooms, a study hall, science, audio-visual and remedial rooms. The one-story brick building is divided into four major areas...group living, recreation and dining, school and administration. The living area consists of four wards...three for boys and one for girls. The ratio of boys to girls has consistently been three to one. There are 42 private rooms and four double rooms. Children range from 7 to 16 years in age and come from Northeast Iowa as well as the southwest quarter. There are 14 offices and two conference rooms in the administration area. Equipment in the building includes closed circuit television, indoor and outdoor recreational equipment, a variety of audio-visual and science instruments. The staff consists of a child psychiatrist, resident doctor and two social workers, two psychologists, three recreational therapists, nine teachers, twenty nursing personnel, two dietary workers, one secretary and two housekeepers. The building program was under the direction of Dr. Selig Korson after he and Dr. Richard Bealka had made several visits to other such facilities in various areas of the United States.

December 31.....Dr. Chester McClure completed residency and became staff member.

Improvements: Two 15,000 gallon fuel oil tanks were installed for standby for the gas fired boilers. An electric lift was installed by the kitchen to raise food carts for loading into the van and conveying to Childrens Unit. The bakery was moved into the kitchen of Reynolds Building. The milking parlor converted into a spray painting building for refinishing equipment. Five wards in the Reynolds Building were tiled.

1969

During the year the population of the hospital had steadily dropped. The average daily count of patients was 339 with 1786 admitted and 1731 discharged during the year.

January 10.....Mrs. Gertrude Birchard an American Legion Auxiliary volunteer from Hazleton was nominated for the Iowa Volunteer Health Service award by the Woman's Auxiliary to the Buchanan County Medical Society. Mrs. Birchard, a young 72 years, has recorded a total of 1670 volunteer hours since beginning her service on November 14, 1965.

February 7.....Dr. Korson was appointed to a task force liaison advisory committee between the American Institute of Architects and the American Psychiatric Association. The duties of the group are to act as a consulting group to architects and mental hospital administrators throughout the United States in planning of any construction of new mental health facilities.

March 1.....Open House at the new Childrens Unit with a goodly number touring the facilities. Members of the Women's Auxiliary to the Buchanan County Medical Society assisted as hostesses and tour guides along with members of the staff from the Unit.

March 2.....Carroll Price, former member of the Board of Control gave the ded-

icatory address at the ceremonies officially opening the new Childrens Unit. Dr. Korson presided at the dedication and Dr. Richard Bealka and Maurice Harmon also spoke. Dr. Bealka is the Director of the Unit and Mr. Harmon the Commissioner of the Department of Social Services.

March 18.....A staff improvement program begun to orient all employees to the total hospital program and to help employees recognize patient centered problems and discuss individual job responsibility as it pertains to patient welfare. The program to be conducted two hours per week for 14 weeks and made possible by a grant in the amount of \$32,000 from the National Institute of Mental Health. The grant is available for an 18 month period and possibly for an additional period after evaluation.

April 16 and 17...Conference for librarians from Iowa's Department of Social Services Institutions held here. Morris Lotte, library consultant for the department was the opening speaker. Hosts for the conference were Mrs. Elaine Ficken and Mrs. Jane Hohl both librarians at the hospital.

April 24....Dr. Helen Barton, chief psychiatrist of the Reynolds Unit was the speaker for the symposium held for area judges, lawyers, county attorneys, probation officers, social workers, psychiatrists and other interested persons. The main topic under discussion was the working relationships between the courts and the mental hospital. More than 75 persons attended.

April 27.....The 11th annual Open House registered more than 200 visitors. The theme for the event "Modern Mental Health Programming" was carried out throughout the hospital giving the public an opportunity to see the progress being made in the care of the emotionally ill. Displays were set in the Childrens Unit Gymnasium.

April 30....Graduation exercises for ten psychiatric aides were conducted with Madge Beauman giving the commencement address. Miss Beauman is the consultant for psychiatric nursing services in the Department of Social Services.

May 20...110 volunteers were honored for the 5898 hours of service to the hospital given the past year. Rev. Kenneth Gamb of Evansdale who had interned in the protestant chaplaincy department was the guest speaker for the occasion.

May 30.....A special concelebrated mass was celebrated at St. Joseph's Church in State Center, in honor of the 25th anniversary in the priesthood of Rev. Edward J. Frost, Catholic Chaplain here. A surprise banquet followed for more than 100 guests. Some 75 guests were former co-workers of Father Frost.

June 1....Dr. Korson, Superintendent has assumed the office of president of the Iowa Psychiatric Society, a district branch of the American Psychiatric Association.

During the last two years the remodeling has been continuous in the first floor of Reynolds or Main Building. The ceiling in rear center hallway and south corridor has been lowered which gives a more modern look and feel. The offices adjoining the halls were modernized also. Tile was laid on the floors of south corridor hall and offices, thus completing the remodeling and making a much more cordial appearance to the patient and visitor.

June 13...Staff members of the alcoholic unit attended special summer sessions. Dr. Chester McClure participated in a 3 week Summer School of Alcohol Studies at Rutgers University, New Jersey. Mr. Wayne Wright attended the same schooling for alumni of the regular course. Five persons used scholarships from the Iowa Commission on Alcoholism to attend the University of Wisconsin at Madison for

the Midwest Institute on Alcoholism. They were William Reisman, Laurel McGrath, Robert Hines, Richard Moore and Mrs. Elaine Sunsurli. Some also attended the Summer Session on Alcoholism at the University of Iowa.

June 30....Dr. Mittzo Tverberg completed residency and remained at the hospital in a staff position. He studied under the NIMH grant.

July 1.....Annual July carnival held for the patients. A picnic dinner of fried chicken and the 'works' and a full afternoon spent at 13 booths on the carnival midway was enjoyed. There was also a variety show.

July 4...Highlight of the Fourth of July was the traditional fireworks display which followed a variety show on the front lawn.

July 18...The 61st quarterly staff meeting of the Community Mental Health Centers Association of Iowa, Inc. and the Iowa Mental Health Authority held at the Childrens Unit. Walter W. Lane of the Iowa State Department of Health presided.

August 3.....Richard J. Caron, President of the Caron Woolen Mills of Robesonia, Pennsylvania and Illinois was guest speaker at the annual alumni picnic of the Alcoholic Service Department. Mr. Caron, prominent for his role as an industrialist working with the problems of alcoholism spoke on "Is Sobriety Worth It?"

August 16.....Dr. James O. Cromwell died in Des Moines from an apparent heart attack. He had served as Superintendent here for two years before being named Iowa Director of Mental Health. Lawrence Schneider served as pall bearer and Dr. Korson and Mr. and Mrs. Rex Mulvaney attended the services. Dr. Cromwell was the leader in our progressive mental Health movement in Iowa. He is sorely missed.

September 5...The new Childrens Unit has been named the "J. O. Cromwell Childrens Unit" in honor of the late Dr. Cromwell.

September 9....A simulated disaster was staged for training purposes involving the full hospital staff. The drill included patients from the Cromwell Unit. The drill involved the Independence Fire Chief and Buchanan County Civil Defense personnel. This was the 2nd simulated disaster drill and was designed to assist the community in the event of any type of disaster.

September 15...Senior dental students at the College of Dentistry, University of Iowa began an indoctrination course in community and hospital dentistry. Two students come each week. The program is under the direction of Dr. Donald J. Galagan, Dean of the College of Dentistry and Dr. Jess Hayden Jr., Associate Dean And Coordinator of research and directed here by Dr. Robert Henderson, Director of Dental Service at MHI.

September 15....Wartburg College at Waverly and the Cromwell Childrens Unit began an experimental course dealing with the emotionally disturbed child. The course designed to give students a working knowledge of the disturbed child and to provide practical experience in treatment procedures being taught by Neil Evans and Louis Makarowski, psychologists on the Unit staff.

October 10....Juvenile court judges held a seminar concerning "The Emotionally Disturbed Child in Court....How Psychiatry Can Help." This was a state-wide meeting.

November...Travis Cleveland, Director of Activities Therapy was named board representative for the Midwest Region of the National Association of State Activities, Therapy and Rehabilitation Program Directors. Purpose of group is to exchange information, do research projects and set up professional programs.

November 6...Governor and Mrs. Robert Ray toured the hospital and attended a reception speaking briefly to employees, expressing his appreciation for the evident dedication of the employees in the gallant care given to patients.

December 4...The 5th annual seminar held for general medical practitioners with the aim of providing them with psychiatric concepts and treatment which would be of practical value in their daily practice. Dr. Wilfred Dorfman, Director of Clinical Research, Brunswick Hospital Center, Long Island, N. Y. was guest speaker.

Improvements: Farmers Lodge and some of the farm buildings demolished and areas leveled. The kitchen in Witte Building discontinued and all food now prepared in Reynolds Kitchen. Aluminum doors installed in Reynolds Building lobby. Some of the drives around the buildings now paved. The electric power lines increased in capacity from power supplier to the hospital.

1970

The hospital fast becoming a short term treatment facility. There were 333 patients in the hospital on January 1 and 315 on December 31. The average daily census was 329.

January 9...William Hood Jr., MSW of the Social Work Service staff was chosen an alumni representative on the Minority Recruitment Committee of the University of Iowa.

February 3....Dr. Phillip Tenney died of an apparent heart attack. Dr. Tenney was Assistant Director of the Out-Patient Department and had taken his residency here beginning in 1963. He was the staff neurologist and an expert on electroencephalography.

February 8....Thomas E. Donnelly an em-

ployee of the hospital for 52 years died after a short illness. He had been the farm supervisor for many years.

February 10...A bronze plaque naming the new unit "J. O. Cromwell Childrens Unit" was installed at the entrance to the building. Mrs. Cromwell participated in the unveiling. The plaque was purchased with donations by employees here.

During February the annual winter olympics were held with contests for all ages and interests from cribbage to arm wrestling.

February 20...A "Family Centered Therapy" seminar presented for staff members of Mental Health Centers in Northeast Iowa. Joseph and Eileen Dorflinger of Family Services of Tarrington, Connecticut were the faculty members and staff at this hospital in addition to other area persons served as group leaders. The film "In and Our of Psychosis" was used as a basis for the seminar.

February 21...Dr. Selig Korson testified before the U. S. Senate Sub-Committee on alcohol and narcotics. The meeting was conducted in Des Moines with Senator Harold Hughes of Iowa presiding as chairman of the special committee. Dr. Korson stated that "Although the drug problem among the youth of Iowa has not reached the epidemic proportions of more populated states, the drug problem is becoming more significant in Iowa." He recommended "Classify marijuana as a dangerous drug rather than a narcotic, reduce the penalties for the user and increase the penalties for the pusher then make more of an attempt to dry up the sources of supply. Also massive educational campaign for students, teachers and parents, treatment programs aimed at rehabilitation and counsellor training centers set-up throughout the state to train counsellors to man information centers in communities in conjunction with the unique program that is now a part of Iowa's overall excellent program

in helping the alcoholic."

February 22...The supplement section to the Waterloo Sunday Courier carried a 5 page article about an eight year old girl at the Cromwell Childrens Unit in pictures and story. The text and photographs were by Jim Humphrey of the Courier staff and gave the general public much insight into the day-to-day life of a child patient at the hospital.

February 27...Dr. Richard Bealka elected President of the Independence Rotary Club for the year.

March...The Cromwell Unit School signed a mutual student teaching contract with the University of Northern Iowa at Cedar Falls and the Univeristy of Iowa at Iowa City. Students will spend about 20 hours per week for 16 weeks in the Unit.

March 18...A seminar for general practitioners and a symposium for county officials on alcoholism and drug abuse held here. Guest speakers were Dr. David Knott and Dr. James Beard from the University of Tennessee.

April...The Hospital and Community Psychiatry, a Journal of the American Psychiatric Association contained an eleven page article on "Iowa's Shrinking Mental Hospital Population." The authors had spent six days visiting institutes, county homes and halfway houses as well as two community mental health centers and talked with the Department of Social Services and members of the Iowa Mental Health Authority and concluded that.. "We believe the Iowa program can be generalized to other states. The wisdom of the top-echelon people in making use of the advantages at hand, the constant communication and coordination among all components of the program, the encouragement of the local communities first to try to do things themselves and later to ask for help, the development of small treatment-orientated hospitals...all can be adapted by other men to other states.



And many of them have been."

May.....Dr. Korson was on the official program at the annual meeting of the American Psychiatric Association in San Francisco. He spoke on the subject: "Childrens Unit in a State Hospital" from the viewpoint of the Superintendent.

The remodeling on first floor north corridor has been completed insofar as the ceiling and floors are concerned. They now match the south corridor and add much to the total appearance of the Reynolds Building.

May 3.....The special feature for Open House was a disaster drill. A portion of a 200 bed U. S. Civil Defense Emergency Hospital was set up and a simulated airplane crash was staged at the local airport. The purpose was to show the public how the hospital personnel are mobilized to take care of patients in any such eventuality. The 12th annual Open House was planned to show the progress being made in the care of the emotionally ill. The renovated Department of Rehabilitation, Education and Services was also shown.

May 8....An agreement was completed with Kirkwood Community College, Cedar Rapids for a four week work experience project in Occupational Therapy for students training in this field.

May 18...William Hood Jr., MSW, was named new Director of the Jane Boyd Community House in Cedar Rapids. He is a psychiatric social worker and was employed here 10 years.

A fully staffed Vocational Rehabilitation Unit is now housed in the buildings which had been used for Hilltop School and the Bakery. The Department of Rehabilitation, Education and Services includes two evaluators, two counsellors, two secretaries, one industrial therapist and the supervisor. The emphasis is on getting the patient ready for a pay-

ing job that he can go to on his release from the hospital.

There are four on-going cooperative training projects with Wartburg College including undergraduate students in psychology and social work, pre-ministerial students for a one month experience, a psychology course earning 3 hours of credit in which students receive their entire course at our Childrens Unit.

The senior dental students rotate through the Dental Department here on a weekly basis, from the University of Iowa and a cooperative training project with the Childrens Unit for special education teachers on a Master's level.

The University of Northern Iowa sends student teachers to receive training also in the Childrens Unit.

Social Work students from Mt. Mercy College, Cedar Rapids spend one day a week in an educational on-the-job program.

May...Dr. Laura Dustan, Dean of the College of Nursing at the University of Iowa was the speaker for the 4th District Iowa Nurses Association meeting held here. Her topic was "Will you be making the transition from diploma to degree program?"

May...James Fields attended the American Nurses Association convention in Florida as one of 14 Iowa delegates.

May 19.....One hundred twelve regularly scheduled volunteers were honored for having spent 5622 hours of duty at the hospital in 1969. During their years of service, they have amassed a total of 41,914 hours in the hospital.

The pastoral training counselors came from as far away as Australia to study techniques of counselling and to learn to identify problems and know where to refer cases.

June...Dr. Helen Barton's article "Evaluation of Court Cases in Mental Hospitals" was published in the 'Iowa Bench News' a journal of the Iowa District Court Judges Association. The article discussed referrals and evaluations in an institution.

August.....Over 52% of the 450 employees at the hospital participated in the payroll savings plan for the purchase of savings bonds for the 5th consecutive year enabling the hospital to fly the Treasury Department's Minute Man flag.

Augsut...Dr. Richard Bealka attended the Seventh International Congress of Child Psychiatry in Jerusalem, Israel.

August 16.....Robert Hickie, chairman of the Iowa Commission on Alcoholism was the speaker for the 6th annual alumni picnic of the Alcoholic Service.

August.....Dr. Helen Barton attended the Institute of Psychology and Law at the University of Southern California and Dr. Chester McClure attended a seminar on drugs in Oregon.

August 31.....Dr. Selig Korson's report "From Custodial Care to Intensive Treatment of the Geriatric Patient" was published in the National Institute of Mental Health Bulletin from the U. S. Dept. of Health, Education and Welfare sent to all public and private mental health hospitals, community centers, state mental health agencies and the National Institute of Mental Health Regional Offices.

An adolescent program for boys and girls from 15 or 16 to 21 has begun. Referral made from within the hospital and designed for those who require treatment in a relatively closed setting which provides consistency in a structured and directed activities program. The program at present will handle 15 boys and 8 girls and uses all of the services within the hospital and focuses toward

helping the patient to modify behavior patterns and learn to act in a more acceptable manner. Dr. Robert Hammer was named co-ordinator of the program.

September.....A new combination fire and civil defense siren has been put into service costing about \$2000. The mounting weight 560 pounds....installation is some 55 feet above the ground on the roof of the Engineers Building.

September.....Dr. Korson received word from the Board of Commissioners of the Joint Commission on Accreditation of Hospitals that M. H. I. has been fully re-accredited. This was given to the hospital for providing an acceptable level of patient care and for maintaining as its primary objective the safety and welfare of the patient.

September 9...Patients from all units in the hospital participated in the annual Sports Day. The events are a culmination of the summer sports season and popular with all. Sponsors were the Department of Iowa Amvets Auxiliary.

September...Gene Oxley, MA, Principal at the Cromwell School named as part-time instructor in clinical psychology at Wartburg College in Waverly.

Seven counselors began a year's training for alcoholic counselors in September.

October 18....Travis Cleveland, Director of Activities Therapy recently elected secretary-treasurer of the National Association of State Activity Therapy and Rehabilitation Program Directors.

October...Over 99% of the employees have participated in the Buchanan County United Fund Drive.

October 30.....James Fields, Director of Nursing elected secretary of the Iowa Nurses Association.

October.....The radio series "Mental

Health is Everybody's Business" now being broadcast over eight stations (AM) and two FM stations. Six months of regular weekly scripts being used.

The trend in patient population has been toward a more youthful age. Of the total admissions in 1970 which were 1885 three hundred were under 21 years of age. This includes the 46 patients who were admitted directly to the Cromwell Childrens Unit. At any given time there are between 100 and 130 patients under the age of 25 not including those in the Cromwell Unit.

November....Another cooperative teaching program has begun with Wartburg College students attending the "Behavior Disorders of Children" course one day each week at the Cromwell Unit.

November 12 and 13....."Integration of Mental Health Services" was the program for the county officials conference. Many county officials and staff members from Northeast Iowa participated in the program.

December 29.....Two long time employees retired after a collective total of 61 years. Fred and Veda Ulm had begun work in 1936 and 1942 respectively. Fred Ulm was the chief engineer and Mrs. Veda Ulm worked in the business office.

Improvements: A new package boiler and feed pump installed. The Witte Building walls tuckpointed. The Canteen moved into the area originally housing the Witte Kitchen.....the effect was a much larger, brighter and more pleasant snack and small shopping space. A new canopy completed at the ambulance entrance at the Witte Building. Street lighting was installed at the Cromwell Unit. Air conditioning was installed in Wards R and S in Witte, in the Canteen and in the lobby of Reynolds.

During the year, 4783 persons toured the hospital. This includes approximately

2400 who attended Open House. More than 3880 have viewed the slide programs about the hospital which are shown throughout the 20 counties of Northeast Iowa.

1971

January 1971.....In a recent letter from the National Institute of Mental Health, we were informed that our application for renewal of our Staff Improvement Grant has been approved in the amount of \$19,000. This allows us to continue to give special attention to the very important function of staff improvement.

March 1971...A special course of Management Principals is being given at the hospital by Iowa State University. All top echelon supervisory personnel attended these sessions. This program was federally funded through our Staff Improvement Program Grant to enhance the skills of our supervisory personnel.

April 1971...On April 25 we had our 13th Annual Open House with a total of 1200 visitors, which included visitors from 37 counties and Illinois, Wisconsin and Minnesota.

May 1971...Word has been received of the approval of an affiliation between the University of Iowa Medical College and our hospital in the teaching program of psychiatry. Medical students from the college serve a six week clinical clerkship in psychiatry in residence at M. H. I. They will have patient responsibility under the supervision of preceptors who are staff psychiatrists at the hospital. The senior staff will be considered as faculty of the Medical School in Clinical Psychiatry. The following faculty appointments at the University of Iowa have been made: Dr. Selig M. Korson, Assistant Clinical Professor of Psychiatry and Doctors Bruce Ambler, Helen B. Barton, Richard J. Moore,

considered a milestone in the teaching program at Independence, which already have a number of approved teaching programs as follows: Our three year residency training program in psychiatry; an approved program in pastoral counseling; our student nursing affiliate program, in which nine schools of nursing send their student nurses to our hospital for training in psychiatric precepts, this includes an out of state school of nursing, namely, the Burge Hospital School of Nursing in Springfield, Missouri. There is an approved program of practicum training for students in special education from the University of Northern Iowa. There is also a program in affiliation with the University of Iowa Dental College in which senior dental students rotate on the residency program of one week duration each at M.H.I. We are approved in Pastoral counseling by the Association for Clinical Pastoral Education, Incorporated and our hospital is joint commission accredited.

June 1971...Since this is the end of the biennium it is interesting to note that the admissions and discharges to the hospital remain quite high. The following are the figured for the past biennium -- July 1, 1969 to July 1, 1970-- Admissions 1840, discharges 1860. July 1, 1970 to July 1, 1971 -- admissions 1802, discharges 1784.

August 1971.....We had our 8th Annual Alumni Picnic of our Alcohol Program. We need no further proof of the efficacy of our program for alcoholics than to point to the fact that 225 former alcoholic patients returned to the hospital for the picnic with their families. All of them were very happy at their being able to make a good social adjustment in the community following their treatment here. A nationally renowned speaker keyed the program for the day.

September 9, 1971...we had the Seventh Annual Seminar for General Practitioners and other community physicians. The

subject was very timely, namely, Drug Abuse and Alcohol.

September 1971....In line with our outreach program to the community we now have an affiliation with the Black Hawk County Mental Health Center to work more closely for the benefit of patients admitted to our hospital from that area. With this in mind, we are sending our psychiatric residents to work one-half day each week in that center. By reciprocity the Black Hawk County Mental Health Center sends us their Chief Social Worker one-half day a week. He will be solely concerned with doing casework on patients from Black Hawk and Grundy Counties who are being released and who will receive follow-up in that Center. This is an excellent reciprocal relationship which can be of great benefit to our patients from that area. We hope to expend this to other Mental Health Centers.

December 1971....Dr. Korson presented a paper entitled "From Custodial Care to an Intensive Psychiatric Treatment Center" at the Fifth World Congress of Psychiatry in Mexico City. Fifty-three countries were represented at this Congress and the papers were simultaneously translated into other languages. The paper was based on the progress made by the hospital in the care of the mentally ill. This paper was also selected for publication in the Iowa Medical Journal.

1972

February 1972...Professor Schoderbek of the Management School of the University of Iowa gave a two-day course on Management of Objectives. Thirty-one heads of departments and supervisors took part in the seminar. February 1, 1972 Management by Objectives has been operational in this hospital. Management by Objectives is a method of management based on the premise that too often members of management, although they may be extreme-

ly qualified, fail to perform with maximum effectiveness, merely because they don't know what is expected of them. They are unaware of the goals sought, the purpose of their work, or how well they are doing in relation to those goals. As a system of managerial leadership, it is of substantial benefit, particularly as it relates to several key problems in managing in an organization. In brief, Management by Objectives is a managerial method whereby the supervisor and subordinate managers in an organization identify major areas of responsibility in which the person will work, set some standards for performance and measure the results against those standards.

March 1972...Dr. Charles White, who has been our Director of Education and Research since 1958, retired.

May 5, 1972....A Seminar on the Problem Child, How Psychiatry Can Help was held at the Cromwell Childrens Unit under the direction of Dr. Richard Bealka. This conference was mainly pointed toward juvenile court judges, probation officers and staff members of county departments of social services. Approximately 200 people attended this meeting.

On June 28, 1972 the Eighth Seminar for General Practitioners and Psychiatrists was held. The subject was "Is It Anxiety or Depression" and it was very well received.

On July 11, 1972 our County-wide Disaster Simulated Tornado in Independence took place. All communities interested in such a project took part. This included the Independence Fire Department, the Sheriff's Office, the Police Department and the County Defense Director and staff. For the first time in the history of the county, both the Mental Health Institute and the People's Memorial Hospital took part in the drill simultaneously. It was considered to be a successful drill and received wide TV,

radio and newspaper coverage.

October 1972...This was a particularly busy month for our Outreach Program and staff development and training.

November 2, 1972...we had a state-wide conference of psychologists. Dr. Rigby of NIMH Regional Office, Kansas City, was the guest speaker. In addition a two day workshop for County Home Personnel was held on November 15 and 16. This meeting was not only for stewards and matrons, but also all other employees of the county homes. On November 9 a state-wide meeting of Activities Therapy Directors and staff was held at the hospital.

1973

January 1973...For the first time in history there was a genuine fuel shortage and major steps had to be taken to conserve fuel. We temporarily closed down our Activities Building for two months and transferred those functions to the Witte Building. We rather reluctantly close our greenhouse completely because of the excessive usage of fuel. We will make every effort to see that the grounds will have flowers and also that plants are purchased for all the wards for the enjoyment of our patients.

April 1973...A sheltered workshop is in full operation on the campus. This is in partnership with the Goodwill Industries of Black Hawk County. The workshop has ten patients involved who are screened by our medical staff and also by our Vocational and Rehabilitation Department. They receive a salary which is approved by the Department of Labor. A time clock is part of the equipment. Contracts with industries are made by Goodwill Industries. This new program is an excellent one that will help the patients bridge the gap between the hospital and the community, and enable him to gradually

accustom himself to a work situation.

June 1973....June 12, 13 and 14 are the dates of the survey by the Joint Commission on Accreditation of Psychiatric Facilities. This is entirely different this year from the survey of previous years in that psychiatric facilities are actually being examined as purely a psychiatric facility. Heretofore there were many principles which applied more to general hospitals. The examination, or survey, is conducted by psychiatric personnel.

June 17, 1973...The celebration of our Hundredth Anniversary. The first patient was admitted to the Mental Health Institute on May 1, 1973. The program, which was well attended, started off with a band concert by the Independence High School Band and performances by the El Mecca Shrine Unites, including the Oriental Band, the Clown Unit and the Motorcycle Unit. The theme of the program honoring our long term employees, who were presented with pins and certificates, also honored our psychiatric aides by including the graduation exercises of the current class in this celebration. Lawrence Schneider was especially honored by the presentation of a certificate sent to him by Governor Ray. He was also presented with a pin and certificate from the hospital. Mr. Schneider gave 47 years of conscientious service to our hospital, the Department of Social Services and the State of Iowa. Other long term employees were especially honored and called to the rostrum in appreciation for their long term of conscientious service. They were: Edgar Harberts - 37 years, Robert Henderson - 36 years, Dale Henderson - 32 years, Anna Henderson - 28 years, Frank Hearn - 28 years, Jackson Megonigle - 27 years, Helen Freeman - 26 years, Ailsa Doyle - 25 years, Mildred Hoffman - 25 years, Rex Mulvaney - 25 years, Naomi Megonigle - 23 years, Phyllis Mulvaney - 23 years, Carl Roepke - 23 years, Verna Ward - 22 years, John Tidball -

22 years, Eva Amfahr - 21 years, Helen Stark - 21 years, Florence Dean - 20 years, Betty Crowell - 20 years, Thelma Duffy - 20 years, Edna Edgeton - 20 years, Marian Fenner - 20 years, Esther Johnson - 20 years, Mary Lentzkow - 20 years, Anna Pettit - 20 years, and Astrid Westbrook - 20 years. Those with 15 years or more are: Ardeen Green, Deloris Crew Maralee Hanson, Irene Wittkop, Bernadette Aldrich, Helen Barton, Eloise Christensen, Georgia Geltz, Evelyn Johnson, Ruth Wallace, Gertrude Stone, Hazel Bundy, Wilma Raine, Sharon Roberts, Marilyn Wilson, Lorene Wright, Bessie Hertzberg, Evelyn Hertzberg, Mary Grace Matousek, Eva McKinely, Shirley McPerson, Kathleen Williams, Verla Payne, Nancy Roper, Mary Lake, Josephine Sloan, Frances Weepie, Mary Reader, Freda Rott, Charles Mormann Wayne Nieth, Ralph Rourke, Ron Zimmer, Freddie Miller, Darrell Elliott, Charles Hart, Marvin Lamphier, Robert Raine, Max Walker, Donald Thomas, Edward Zachar, Burton Broke, Richard Forsythe, Sherman Martin, Edward Frost, Charles O. Jones, Selig Korson, Walter Williams and Vivian Krueger. Those with 10 or more years of employment are: Leola Forsythe, Augusta Smedley, Geneva McGee, Edith Swomley, Rose Williamson, Carol Conerd, Kay DeGrief, Janice Dilts, Jeanne Dorton, Doris Ehlers, Lucille Franck, Nita Havens, J. Wayne Crawford, Marjorie Byam, Isabelle Niswonger, Fern Colston, Dorothy Connolly Lillian Greiner, Lucy Hines, Jane Hohl, Helen Kilby, Ruth Marinus, Vivian M. McGrath, Pearl Rider, Edna Schneeman, Sadie Stanford, Margaret Berry, Wanda Birner, Gladys Buzzard, Marian Crowell, Bessie Everett, Mildred Freebern, Elizabeth Green, Clara Hines, Maxine Keefe, Thelma VanLaningham, Frances Kuhn, Fern Pint, Florence Rich, Marian Sattizahn, Franklin Collins, Norma Bickenbach, Lois Briggs, Lois Brustkern, Margaret Gericke, Archie Kilby, Pauline Gorton, Ada Heiserman, Ethel Luloff, Ilene Meier, Mary Mishler, Erna Niemann, Clara Peyton, Ruth Vaughn, Rose Welber, Helen Werner, Viola Zingg, Louise Peyton, Mary Rammelsberg, Philip DeGrief, Helen Riggle, Anna Wilkinson,

Chester Kenny, Kenneth Pilgrim, John T. Atwood, James Fields, Leland Greene, Leslie Leohr, Willis Brewer, John J. Brown, Mervin Fagle, Leroy Riggle, John Keefe, Keith Megonigle, Victor Myers, Richard Bealka, James Grawe, Charles Hayford, Stanley Holt, Frank Humphreys, Richard Orr, William Raine, Loren Seeley, Milton Ward, Bruce Ambler, William Cielieski, Norman Fluke, George Henderson, Perry McLane, Richard J. Moore, Wayne Wright, Oscar Weber, Tommy Witte, Harold Luloff and Orville Nuehring.

We were honored by having as our speaker, Mr. Kevin J. Burns, Acting Commissioner of the Department of Social Services who delineated the progress made in Mental Health and also had words of praise for those being honored on this date. A special certificate was awarded to Mr. Reeves Hall, publisher of the Independence Newspapers in recognition of his unstinted efforts in promoting the cause of mental health in general and the programs for the care of the mentally ill at the Mental Health Institute.







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