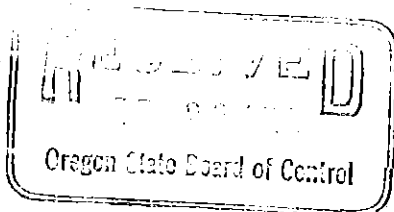


MAJOR CHANGES AND IMPROVEMENTS

WITHIN

BOARD OF CONTROL INSTITUTIONS

1955-1965



# T A B L E   O F   C O N T E N T S

Foreward

Board of Control Administration 1

## Mental Health Division

Administration 4

Oregon State Hospital 6

Eastern Oregon Hospital and Training Center 10

Dammasch State Hospital 12

Fairview Hospital and Training Center 13

Columbia Park Hospital and Training Center 18

## Adult Penal Institutions

Oregon State Penitentiary 20

Oregon State Correctional Institution 27

## Juvenile Training Institutions

MacLaren School for Boys 29

Hillcrest School of Oregon 40

## Special Schools

Oregon State School for the Blind 45

Oregon State School for the Deaf 46

The information contained in the following summary reflects major changes and improvements which have taken place within each of the Board of Control institutions and programs during the past decade. The summary is an edited compilation of reports which were prepared by each institution.

The reports cover the fiscal biennia 1955-57 through 1963-65.

## Board of Control - Administration

### 1955-57 Biennium

The collection staff was augmented as a result of modernization of procedures in the Board of Control office.

Plans were implemented for the construction of Dammasch State Hospital and Oregon State Correctional Institution.

Steady acquisition of properties in the Capitol Mall area continued.

### 1957-59 Biennium

Board of Control was authorized by legislative action to appoint an Advisory Committee to study the policy and administration of the state schools for delinquent children.

Legislative action authorized the appointment, by the Governor, of a "Capitol Planning Commission" which investigates and reports to the Board of Control on additions to or changes in buildings and grounds in the Capitol area.

The Oregon State Correctional Institution was opened in May of 1959 with the transfer of 81 inmates from the Oregon State Penitentiary.

The Eastern Oregon State Tuberculosis Hospital located at The Dalles, was closed in June of 1959. The physical plant was converted for the use of geriatrics patients transferred from the two mental hospitals and Oregon Fairview Home.

### 1959-61 Biennium

A tuberculosis outpatient clinic to serve Eastern and Central Oregon was established at the new Mid-Columbia Home under the jurisdiction of the Superintendent of the Oregon State Tuberculosis Hospital.

The Cottage Farm Facility of Oregon State Hospital was transferred to Oregon Fairview Home in January, 1960 together with 281 retarded persons residing there.

Significant changes occurred in the institutional farm program. The result was a decreased emphasis of these programs at the mental hospitals and an increased emphasis at the penal institutions.

In 1960, the Board was invited to participate in the National Institute of Mental Health sponsored Model Reporting Area which provided for a uniform reporting system of mental hospital statistical data. By participating in this program, Oregon is assured of data comparability with reporting systems in other states participating in the national organization. Participation in this program has also paid dividends in upgrading our methods in data analysis through participation in annual seminars conducted by the National Institute of Mental Health.

A ration system was established at the various institutions to assure each patient, inmate, or resident of an adequate diet. The food consultant supervises the overall system and assists the institutions in the area of food service.

An institutional research committee was established composed of one representative from each institution, from the State System of Higher Education, and the Board of Health. The function was to determine areas for research and direct the research program under the general policies established by the Board of Control.

The 50th Legislative Assembly adopted the Western Interstate Corrections Compact which permits the transfer of offenders between member states to provide the most effective confinement, treatment and rehabilitation program.

In 1959, the State of Oregon became a member of the Interstate Compact on Mental Health which permits the transfer of mental patients, without regard for residency, between member states when the transfer is in the interest and welfare of the patient.

F. H. Dammasch State Hospital was officially accepted on January 23, 1961, and admitted its first patient in March of 1961.

#### 1961-63 Biennium

The Fifty-First Legislative Assembly appropriated funds to the Public Welfare Commission to carry out a pilot project whereby certain older patients in the mental hospitals who no longer require in-hospital care would be transferred to Public Welfare sponsored nursing homes and/or homes for the aged. This developed into a significant program with 324 patients scheduled for placement by June 30, 1963. Budget plans for 1963-65 include funds to continue this program.

The Fifty-First Legislative Assembly authorized the establishment of a Mental Health Division within the Board of Control. The establishment of the Division permitted an improvement in the administration of a coordinated total Mental Health program, both within the institutions and the community programs. The Division became operative on July 1, 1962.

Efforts of the institutional research committee resulted in receiving of a Federal grant to employ an Institutional Research Coordinator for a four and one-half year period after which it is the obligation of the State to assume the program.

The position of Employment Placement Officer was transferred from the staff of the Correctional Institution to the central staff of the Board of Control and a state-wide program was developed and placed in to operation.

Funds were appropriated to construct a separate facility to house female prisoners on the grounds of the Oregon State Penitentiary.

The supply problem concerning domestic water supply system that serves the Tuberculosis Hospital, Correctional Institution, Penitentiary Annex and Cottage Farm was corrected by some modifications which brought the water supply up to an acceptable standard using existing resources.

#### 1963-65 Biennium

The Fifty-Second Legislative Assembly closed the University Tuberculosis Hospital in Portland and transferred the Oregon State Tuberculosis Hospital from the jurisdiction of the State Board of Control to the State System of Higher Education, University of Oregon Medical School.

The Fifty-Second Legislative Assembly approved the Board's proposal to create an Industrial Accident Insurance program for penal inmates working on industrial assignments. This fund is financed through the prison industries' earnings.

Two state supported mental health clinics were added bringing the total to eighteen.

The bill prepared and approved by the Board to create a Division of Corrections within the Board of Control organization including an administrative section; institutional care section, both adult and juvenile; community services section; and work release and employment section was introduced to and passed by the Fifty-Third Legislative Assembly.

Funds were appropriated by the Fifty-Third Legislative Assembly to establish a Central Corrections Register.

The possibility of converting psychiatric facilities as they become surplus to provide treatment facilities for the retarded became a reality with the conversion of three wards at the Eastern Oregon State Hospital for this purpose. As a result, a new one-half million dollar building previously scheduled at Oregon Fairview Home will not be constructed.

During 1963, the Board of Control made a decision to not build a separate Geriatric Unit at Dammasch State Hospital as was originally contemplated. The significance of this decision is that a facility estimated at the cost of \$3,969,294 would not be constructed. The wisdom of that decision has since been verified in view of the significant decrease in the in-resident population in the State mental hospitals.

## MENTAL HEALTH DIVISION.

### Administration

#### 1961-1963 Biennium

The Mental Health Division was developed as a coordinating program planning, and program supervising agency.

At the beginning of the Mental Health Division, there were nine small child guidance clinics scattered throughout the State. With state grant-in-aid and encouragement from the State agency, these have expanded to 17 clinics with the anticipation that this will reach 21 during the coming biennium. The number of individuals served has increased from 2,900 to over 7,000 per annum at the present time.

The Mental Health Advisory Board now has 12 members and meets quarterly to assist the Mental Health Division in program planning and problem solving.

In 1962, Clackamas County was added to the area served by F. H. Dammasch State Hospital; Jefferson, Crook, and Deschutes Counties were added to that served by Oregon State Hospital. This enabled the mental hospitals to serve more closely the people in their immediate area. At the same time, Oregon State Hospital decentralized its services by setting up six geographically oriented units.

The staff of the Community Services Section of the Division was increased by adding a psychiatric social worker to provide supervision to the expanding mental health clinic program.

#### 1963-65 Biennium

During this biennium, a two-year comprehensive mental health planning program was undertaken, setting up a state-wide planning organization to evaluate thoroughly present practices and gaps of service in the mental health field. The Mental Health Division obtained a federal grant to conduct a similar comprehensive services study regarding the mentally retarded.

Community Facilities for the Mentally Retarded and Comprehensive Community Mental Health Centers Construction. The Mental Health Division organized a Facilities subsection, creating a position of Director of the Facilities Planning Program and a position of secretary. This has enabled the Division to carry out the necessary preliminary planning and survey of facilities in order to obtain funds for the State under Public Law 88-164.

Day Care Center for the Trainable Mentally Retarded. The Mental Health Division has organized one day care center in Clackamas County to serve some 27 trainable retarded children. This is part of a pilot study project which will include observation of other projects for the trainable retarded both within and outside of Oregon. A comprehensive report will be prepared for the 1967 Legislative Assembly.

In December, 1964, the Mental Health Division, assisted by the National Institute of Mental Health, obtained the services of five out-of-state consultants for an extensive program review. The information obtained from this consultation has been of assistance in program planning and in developing a state mental health plan.

Educational programs. The Mental Health Division conducted the following conferences and seminars as part of a continuous in-service training program of mental health personnel throughout the State, including but not limited to those employed by the Division.

- a. Technical Assistance Projects.
  - 1) Conference for judges on the problem of alcoholism as it relates to the court.
  - 2) Conference for school counsellors on the problem of alcoholism as it affects school children.
  - 3) Conference on psychological and emotional problems of unwed mothers for casework agency personnel.
- b. Public speaking training conference for Mental Health Division personnel sponsored by Smith, Kline and French.
- c. Seminars on:
  - 1) Drug therapy for Division physicians, sponsored by the Division.
  - 2) Family therapy, sponsored by the Division.
  - 3) Community psychiatric techniques for community clinic personnel and Division institutional personnel sponsored by the Division.

With the assistance of the Research Coordinator, Oregon State Board of Control, the following research grants were obtained.

- a. National Institute of Mental Health, Title V grant, for Dammasch State Hospital entitled "The Hospital Reaches for the Community." This project would demonstrate the value of closer coordination of institutional and community programs in the care of the mentally ill.
- b. Title V grant for Oregon Fairview Home to continue and expand the program of services to the defective delinquent.
- c. The Hospital Improvement Project and In-service Training Project grants (special grants for institutions provided by the National Institute of Mental Health). In-service training grants to improve the level of functioning of institutional personnel awarded to Oregon State Hospital, Oregon Fairview Home, and Columbia Park State Home. Hospital Improvement projects are underway at Oregon State Hospital and will soon be underway at Oregon Fairview Home.



The Mental Health Division deleted the position of Assistant Superintendent at Oregon State Hospital and Eastern Oregon State Hospital. One of these positions was transferred to the Mental Health Division to strengthen supervisory central office staff and to provide a much-needed position of Assistant Administrator.

The Mental Health Division organized the Inter-agency Committee on Mental Retardation, with representatives from various state agencies -- health, welfare, education, employment, labor, vocational education -- to assist in mental retardation planning and to coordinate the State's programs for the retarded.

The Mental Health Division has worked through its planning program and with the Mental Health Association to effect some recent changes in the commitment laws. These particularly enable emergency commitment by a peace officer under certain conditions and separate the commitment and admission procedure of the mentally ill from determination of incompetence which must be held at a later date by a special hearing.

#### Oregon State Hospital

##### 1955-57 Biennium

A new treatment building, presently referred to as the "50's" Building, was completed and opened as a geriatrics unit, adding 676 new beds to the hospital's bed complement. The building now houses one psychiatric unit, a portion of the medical-surgical unit, and the Hospital Improvement Project.

The dietary department instituted a system of food rationing which produced a striking improvement in the quality of food service. Smoothing the seasonal fluctuation which formerly governed menus, the new system provided for varied and balanced meals throughout the year. Later in the biennium, the furnishing of maintenance to staff physicians and their families was stopped, making possible a further upgrading in the quality of food served to patients.

##### 1957-59 Biennium

The hospital laundry permanently closed its doors on the first day of the biennium, transferring all of its equipment to the Penitentiary Industries. Since that time, all hospital linen and clothing has been laundered at the Penitentiary.

The last major construction project at the hospital, a second-story addition to the Administration Building, was completed and occupied in the spring of 1959, providing much-needed office space for various administrative functions.

Several improvements in staff/patient ratios were brought about by increases in budgeted positions for this biennium. The addition of eight social worker positions brought the ratio in this area from approximately one worker for each 500 patients to one worker for each 250 patients. The dietary department increased its staff by twelve positions, and the physician and graduate nurse staffs were increased by four positions each.

## 1959-61 Biennium

In 1959 the hospital reached a milestone in its development when the Joint Commission on Accreditation of Hospitals conducted an inspection and awarded a full three year accreditation. The accreditation has been renewed once since that time and renewal is expected again this year.

The hospital's residency training program was expanded to three years during the biennium, allowing complete training toward board certification in psychiatry. The residency program, which provides physician coverage and serves as a recruiting source for permanent staff positions, is vitally important to the hospital operation.

Another significant advance in the hospital's education program was a National Institute of Mental Health grant providing funds for training of two general practitioners to specialize in psychiatry. Physicians participating in this program have formed an important addition to the medical staff.

The security program on Ward 38 was established in its present form during this biennium. Under direction of the State Penitentiary, the ward was remodeled to provide maximum security facilities. The ward staff, redesignated as Psychiatric Security Aides, received training in security techniques from the Penitentiary staff.

The position of Assistant Superintendent, Business Services, was created during this period and filled by a graduate, professional hospital administrator. Responsibility for direction and supervision of business and service functions and formulation of business management policies is assigned to this position.

The Cottage Farm operation, including all acreage, building, and equipment, was transferred to Oregon Fairview Home on January 1, 1960. Along with the farm transfer came the transfer of 281 patients to Fairview jurisdiction and the abolishment of some 60 positions, many of which were added to the Fairview staff.

This biennium saw consolidation of the medical, surgical, and tuberculosis services in the present medical-surgical building. The consolidated service is now operated as a general hospital for patients requiring treatment of physical ailments.

Occupying new quarters on the recently-completed second floor of the Administration Building, the medical records department completed a major modernization project early in the biennium. An up-to-date and efficient terminal digit filing system, with open shelf storage, was placed in operation in November 1959.

Several factors combined to bring about a rapid decline in population during this biennium. Changes in therapy techniques and successful use of tranquilizing drugs had a marked effect on the average length of hospital stay. The farm transfer mentioned above reduced population by 180 patients. Newly-opened F. H. Darnasch State Hospital began admitting patients from populous Multnomah and Washington Counties, causing a substantial decline in admissions. A program of cooperative

work with the Public Welfare Commission began to increase significantly the number of nursing home placements. The beginning population of 3,543 had been reduced to 2,800 by the close of the biennium.

Another factor in the population reduction was the improved staff/patient ratios brought about by additional budgeted positions and by the population decline itself. Particularly in the physician class, where the staff was increased by twelve positions, was the increase in staffing ratios most significant. At the beginning of the decade under consideration, the ratio of physicians to patients was approximately one physician to 155 patients. By 1961 the ratio was one physician to 95 patients.

#### 1961-63 Biennium

Undoubtedly the most significant change in operation at Oregon State Hospital during the past ten years was the complete decentralization of the treatment program completed in November 1962. The reorganization created six geographically-oriented psychiatric units and one medical-surgical unit. Populated by patients coming from two or more adjoining counties, the psychiatric units care for persons suffering from all types of mental illness. The unit approach, with teams of psychiatrists, social workers, nurses, and aides working closely with psychologists and adjunctive therapists, has proved effective in reducing length of stay for acute and chronic patients alike. More frequent contact with agencies in the counties they serve has allowed the unit staffs to promote substantially greater cooperation between the hospital and community.

Although it is difficult to place chronologically, a significant program improvement during the past decade was the institution's emergence as an "open" hospital. With a large percentage of its wards unlocked and unguarded, the hospital allows patients as much personal freedom of movement as possible, a policy which adds greatly to the effectiveness of therapy techniques.

The National Institute of Mental Health grant for training of general practitioners in psychiatry was increased sufficiently during the biennium to allow expansion of the program from two physicians to four.

Recognizing research as a vital long-term part of successful treatment of the mentally ill, the hospital established its own research activity headed by a Research Social Scientist. The research section, aided by federal grant funds, has completed several major studies.

Oregon State Hospital established its own regular school program during this biennium. Under direction of special education teachers appointed and supervised by the Salem School District, the hospital school gives instruction on both grade school and high school levels.

Farm buildings and 403 acres of land at Colony Farm were transferred to Oregon Correctional Institution on January 1, 1963. Subsequent conversion from garden crops to alfalfa on remaining farm acreage brought to a close the hospital's once-extensive truck gardening activities. A lack of dependable patient help to tend and harvest crops necessitated the farm program changes.

### 1963-65 Biennium

The Outpatient Department, which for many years treated patients who would otherwise have required hospitalization, was closed in 1964. Its functions were taken over by the decentralized psychiatric units, which are now treating a substantial number of patients on an outpatient basis.

Following a growing trend in occupational therapy work, the hospital established in 1963 a prevocational workshop designed to simulate working conditions to be faced by patients after their release. The shop is organized to provide steady production pressure, manufacturing primarily produce boxes for use by local growers. Small hourly wage payments for the workers help create incentive and maintain morale.

A system of day care, night care, and follow-up care was established in 1964. Designed to ease the transition from hospital living to normal community life, the plan allows patients to live at home and attend hospital therapy sessions, or hold regular salaried positions during the day and return to the hospital each night. The system is part of the current effort to keep patients out of the hospital whenever possible.

The Industries Building, which was housing patients and staff of one psychiatric unit, was vacated early in 1965. This vacant ward building serves to emphasize the relief of over-crowding achieved since 1958, when all ward spaces were used beyond capacity.

As part of its Hospital Improvement Program, the National Institute of Mental Health authorized a sizable grant in 1964 to finance a project called "Physical Rehabilitation of the Infirm." During the first year of the program, a significant number of bedfast, completely helpless patients have become ambulatory, continent, and able to tend to their own physical needs. A number of these patients have been able to leave the hospital.

Another N.I.M.H. grant was authorized in 1964 for in-service training of psychiatric aides. Funds were made available to provide a teaching staff, consultants in specialized fields, travel expenses, and necessary teaching aids and supplies.

The rapidly declining population and periodic reductions in budgeted positions have produced fluctuations in staff/patient ratios. For the most part, however, healthy gains have brought these ratios closer to standards recommended by the American Psychiatric Association. The patient population remaining after a rapid 50% reduction is made up of persons who require considerably more staff time to provide adequate physical care and yet achieve worthwhile results from therapy. The high point in total budgeted positions came in the 1957-59 biennium when 1,048 positions were authorized. The 1963-65 budget authorized 824 positions, reflecting a reduction of 224 since 1959. Further reductions will be made in the forthcoming biennium.

## Eastern Oregon State Hospital

### 1955-57 Biennium

The tranquilizing drugs were being tested on disturbed wards. This new form of treatment was being used with much caution.

Volunteer workers from the community were rendering some services in a limited way, mostly ceramics and handcraft.

A five day orientation class was begun for all new Psychiatric Aides. The hospital had also secured a well trained Protestant chaplain and the number of employees was increased from 385 to 399.

New buildings included a duplex and two physicians houses. This period also saw the coming of television to the hospital, with sets installed on all wards. Ward furnishings also took on a new look, with the addition of comfortable daybeds and chairs.

### 1957-59 Biennium

The tranquilizers, having proven themselves, were being used extensively. Efforts were also made to increase the comfort of the long term patients by buying over six hundred new beds and mattresses, more comfortable ward furniture and better type patient clothing.

Some interest was developing among the Volunteer workers coming to the hospital for recreational and occupational therapy activities and this group now numbered fifty.

A check on admission records showed an increase in the number of alcoholics entering the institution.

While the number of employees for this period was increased over that of the two preceeding years, vacancies in professional positions continued to limit progress. Effective recruitment succeeded in the hiring of a full time dentist and assistant, qualified E. E. G. Technician, consulting neurologist, social worker, and registered occupational therapist and an assistant nursing instructor. Advanced classes were given Psychiatric Aide personnel and an improvement in the overall treatment function of the hospital was noticed. A part time Catholic Chaplain was also added to the number of employees.

### 1959-61 Biennium

The most notable event of the period was the opening of the Out-Patient Clinic. In a short time the staff, a psychiatrist, social worker and clinical psychologist, were conducting 205 interviews per month with an average case load of 117 patients.

Volunteers had increased again and now over one hundred were coming to the hospital monthly.

While admission records showed that the average new patient was now older, and that the percentage of patients admitted who were alcoholics increased, the most notable change was the large increase in the number of patients who were voluntary.

The largest medical staff the hospital had ever had to this date, twelve physicians, aided greatly in reducing the doctor-patient ratio, and improve the level of care given.

#### 1961-65 Biennium

Patient population was now steadily going down, mostly through transfers to other institutions, improved treatment methods and resources, and the work of the social service staff placing geriatric patients in nursing homes. On June 30, 1962, the patient count had dropped to 1255.

A more dynamic intensive treatment program, inaugurated by Dr. Silk, new Superintendent, was replacing the old concept of custodial and symptomatic care. Patient self government was begun and the hospital witnessed the formation of a patient "Gavel Club," affiliated with Toastmasters International.

A Director of Volunteer Services was hired and this program now attracted over two hundred regulars from the surrounding area.

Improvements in staffing continued to be made with the addition of two social workers, a registered pharmacist, Director of Nursing Services and a Director of Education and Research. The medical staff now numbered thirteen and a consulting staff was also formed among the physicians in the area, consisting of a gynecologist and obstetrician, three general surgeons, neurologist, two ophthalmologists, orthopedic surgeon, radiologist, urologist, and a psychiatrist.

Patients were given "Privilege Cards" and permitted in some instances to go to town for shopping and dining out. They were also invited to and attended many local cultural activities such as plays and concerts. During the summer months, picnics and fishing trips were the featured recreational activity and the patient orchestra was invited to play for several local groups.

#### 1963-65 Biennium

Large decrease in population has made for improved living conditions for the balance of the patients and allowed for the planning of a new program at the hospital: the care of the mentally retarded. Staffing ratios continue to improve with the reduction in patients and the addition of a consulting pathologist.

The psychology department, in addition to their regular duties, are carrying on research projects regarding alcoholic patients.

New programs consist of instruction of school age patients by a qualified teacher in cooperation with the State Board of Education and the Pendleton School District.

In order to function more effectively the hospital was divided into functional units by re-allocating the duties of the medical staff.

A sheltered workshop was organized to provide employment experience and teach work habits to rehabilitative patients.

The hospital received a grant from the National Institute of Mental Health which has enabled it to place social workers in four Eastern Oregon counties to screen admissions, improve coordination of community agencies and work with discharged patients and their families.

For the hospital staff, a special supervisory training course was conducted and an increase was made in the number of lectures given by visiting professional people.

The hospital and community became more tied together than ever as the number of patients going to outside activities increased and the volunteer program grew to its largest with over three hundred participants. The out patient clinic, gaining a reputation in the area for helping those with emotional and psychiatric problems, is now seeing over three hundred persons per month.

The new mentally retarded patient program was begun with the transfer of 104 patients from Fairview Home to this hospital in the spring of 1965. Three wards, vacated by population reduction, were demolished in preparation for remodeling work to be completed in the fall of 1965.

#### Multnomah State Hospital

##### 1959-61 Biennium

Construction of the hospital was completed, furnishings acquired, and staff developed.

The hospital was dedicated and admitted its first patients in March, 1961.

A "Screening Clinic" to examine all prospective voluntary admissions limited 1289 patients seeking admission to 914 admittances with some 375 patients provided for by other arrangements.

##### 1961-1963 Biennium

The institution operated as a fully "open" hospital serving Multnomah and Washington counties. It operated eight wards with an average capacity of 275 patients, admitting approximately 1500 patients per year.

Clackamas County was added to the catchment area, bringing the total population of Oregon served to 40%

The Multipurpose Building was completed in January, 1963

#### 1963-65 Biennium

Affiliate programs have been developed with the Psychology Department of Portland University, with Portland State College's School of Social Work, with Portland University's School of Nursing, and with Good Samaritan Hospital's Department of Surgery.

The institution was accepted by the American Hospital Association for listing. It received full three years accreditation from the Joint Commission on Accreditation of Hospitals.

A Mental Health Project Grant of \$78,000 was received. This provides the Social Worker to be assigned directly to the courts, and a nurse to work closely with nursing home placements of custodial-type patients.

The institution serves as a training center for Vocational Rehabilitation trainees.

A school was provided for children under the supervision of the Special Education Department of the Oswego School System.

Danmash provided professional staff to assist the Gutman Halfway House in achieving its objectives.

Through an effective placement program of patients in the community who no longer need hospitalization, it has been possible for Danmash to receive 145 transfers from other State Hospitals, the great percentage of which have been placed in the community.

The hospital operated 10 wards during this period with an average capacity of 375 patients. Wards function individually as complete units. Admissions averaged approximately 2000 patients per year during this biennium.

#### Fairview Hospital & Training Center

##### 1955-57 Biennium

Out patient diagnostic service was established for referrals from Oregon school districts of school-age children who are suspected of being mentally retarded.

The following buildings were completed: Lane Cottage, a 101-bed building for teen-age boys; the Administration building; the Multipurpose building; two residences for staff physicians.



### 1957-59 Biennium

During this period operations of psychology, social service and recreation were established as active departments.

What has become an annual parents' conference to increase public awareness of retardation and to improve institution relations with parents was initiated.

A change was noted in the type of patient being admitted to Fairview; less of the more capable patients; more of those requiring intensive nursing care; and more individuals with complicated physical and emotional problems.

In 1958 Fairview received conditional approval of the American Psychiatric Association. Deficiencies preventing full approval were primarily in the areas of medical staff organization and nursing service.

Fairview's 50th Birthday was celebrated in December 1958, with a series of appropriate employee and public events.

The following buildings were completed: Patterson Cottage, a 175-bed building for young profoundly-severely handicapped patients; Gaines Cottage, a 100-bed unit for teen-age girls.

### 1959-61 Biennium

A unit treatment system was initiated which organized the various disciplines dealing with retardation into clinical teams for the purpose of improving patient management. This system subsequently has expanded to five teams covering all patients, and has become the institution's way of coordinating individual needs of residents with care, treatment and training facilities at Fairview.

"In Our Care", a sound-film series describing each institution under the Board of Control, was released through television. The two half-hour films on Fairview have proved to be valuable tools in the institution's effort to increase public understanding of its problems and services.

Orientation of the physical care program was changed by (1) reorganizing the Cottage Department under a registered nurse administrator, and changing name to Nursing Department; and (2) adding a Director of Nursing Education to organize and conduct a formal, in-service education program for all direct-care personnel.

A registered Medical Records Librarian was added and completely reorganized patient records.

In the medical area, many significant improvements were made; a registered pharmacist, laboratory technologist and X-ray technician were added to the staff; medical staff was reorganized along with formation of the Medical Forum with its own rules, regulations and bylaws; physical therapy program was expanded, and ground work laid for creation of the Physical Rehabilitation Center; and a Special Projects (Genetics) Laboratory was staffed with a full-time physician-researcher.

The Social Service Department was expanded so that a psychiatric social worker was available for treatment units in existence by the end of the biennium.

A new department of Chaplaincy was established with additions of a Protestant and a Catholic chaplain to the staff.

A registered dietitian was recruited who was very helpful in reorganizing and improving institution dietetic and food service for both patients and employees.

The Director of Education and Recreation began reorganization of patient education program. The recreation section of the Education Department was strengthened by the addition of a registered recreation therapist.

An Assistant Superintendent-Business Services was established and appointed to head the ever-growing supportive business services of the institution.

Buildings completed: Meier Cottage, a 96-bed facility for hyperactive patients with personality disorders; Martin Cottage, a 169-bed unit for profoundly, severely handicapped children; Long and Johnson Cottages, two 15-bed units for implementing a preplacement program; the addition of a treatment center (out-patient service for residents) to the hospital; and conversion of LeBreton from an administration building into a 106-bed cottage for adult males.

Former Cottage Farm Annex to the Oregon State Hospital was transferred, along with 281 patients, to Fairview.

#### 1961-63 Biennium

Planning and coordination of institution-wide programs and projects was enhanced by establishment of several standing committees. One of these, Advisory Staff, through its weekly meetings has served also to improve communications between the Superintendent and a dozen "key" persons representing all of the programs at the institution. Another, the Research Committee, began very real efforts to strengthen our small program of research begun earlier.

An improved program for defective delinquents was set up in Prigg (Ward 26) and made operational as a special treatment program. This was in response to recommendations of a visiting group of experts who evaluated needs of this type of patient we had received at Fairview in ever-increasing numbers. Resources for the program were diverted from many parts of the institution and were supplemented by part-time loan of psychiatric services from Oregon State Hospital.

Institution bed capacity was reduced from 3,053 to 2,952, per Board of Control approval, to relieve some of overcrowding on present cottages.

Efforts to extend involvement of others in mental retardation were rewarded by: (1) acceptance by some 50 professionals of formal arrangements whereby they were added to our visiting and consulting staff; (2) pediatric residency at University of Oregon Medical School was revised to include training in mental retardation and, as a consequence, some of these residents started short-term rotations through Fairview.

General administration was improved by the addition of a management analyst and an administrative assistant to the superintendent.

Buildings completed: Magruder Cottage, a 100-bed unit for adult females; Holderness Cottage, a 108-bed building for profoundly-severely handicapped males.

#### 1963-65 Biennium

A full-time outpatient program became operational in September 1963 and began implementing the new legal requirement that no person be committed to Fairview without having a precommitment examination done either at Fairview or at a county facility authorized by the Mental Health Division. It also began handling all applicants for voluntary admission and to counsel parents of patients on the waiting list.

A formal admission policy, which provides for short-term admission and drastically restricts admission of children under 5 years of age, was approved and widely circulated, particularly in medical circles.

280 patients were transferred to Columbia Park State Home in Fall of 1963 per decision to add this institution to state facilities available for care of the mentally retarded.

Prompted by the above transfer, by the now infamous tax revolt of October 1963, and the fact that the replacement for Steel Cottage was ready for occupancy, a combined plan for reducing institution capacity and overcrowding was implemented with approval of the Board of Control: 3 cottages totalling 298 beds were razed; and bed capacities of 7 cottages/wards were reduced 172 beds.

Fairview's embryonic research program got a terrific shot-in-the-arm from a succession of events and now shows every promise of being a major activity at Fairview. Among the many persons who have made this possible, Dr. David Berger deserves special recognition for his inspiration and continued efforts on the institution's behalf.

- A. Many small projects supported by Fairview or Board of Control underway.
- B. Awarded demonstration grant from NIMH (1-R11 MH-G1902-01) to see if Fairview can extend current program for defective delinquents (Prigg Ward 26) to a large group of boys with the same effect and degree of success it has experienced with smaller group. Three-year project is estimated to cost NIMH \$47,653 first year, \$62,352 the second, and \$68,832 the final year.
- C. Hospital Improvement Project grant from NIMH (1-R20 MH 02080-01) to improve social skills of retardates was awarded for 5-year period starting in 1965 and is renewable for another 5 years. Approximately \$100,000 per year from NIMH will support this project.

- D. Awarded In-Service Training grant from NIMH (MH-10173-01) to improve staff team training in mental retardation. This provides \$25,000 per year for three years and is renewable.
- E. NICHE data collection and utilization project, in which Fairview participated in 1963 and 1964, has brought to focus present and future uses of patient data, which will lead not only to substantial improvements in the present system but will enable Fairview to utilize advances in automated data systems as they become available to the State of Oregon.
- F. Successfully recruited a Director of Research (Fairview) with very high professional standing and qualifications who it is expected will provide leadership in guiding the institution into a significant research role in the field of retardation.

Extramural education provided by the institution has made significant advances to the point that it will be necessary to add a coordinator for this area and staff development in the very near future. Among the institutions and disciplines now actively pursuing training and practical experience at Fairview are: psychiatric residents from Oregon State Hospital; field placements from Graduate School of Social Work (Portland State); special education students from University of Oregon and Oregon College of Education; vocational rehabilitation counselor students from University of Oregon; recreation majors from Oregon State University; psychology interns from University of Oregon and University of Portland; law students from Willamette University; dietetic interns from Multnomah County Hospital; theological interns from Mt. Angel Seminary; and speech and hearing majors from Oregon College of Education.

Establishment by the Mental Health Division of the Interagency Committee on Mental Retardation (Fairview a member), which brought together all of the state agencies related in any way to the field of mental retardation, is one of the most significant acts of this decade. It has not only improved understanding and cooperation between these agencies and Fairview, but it provided the beginning for a program of state-wide planning for mental retardation--plans which will have profound effect within the state for years to come.

A field office of the social service department was opened in Portland to meet the needs of the retarded in that area for counselling and other assistance.

A visiting nurse program was initiated to minimize the necessity of transferring patients to the acute hospital, and to provide better care for those individuals on cottages where registered nurses are not otherwise available.

Standards for Residential Institutions for the Mentally Retarded were promulgated by the American Association on Mental Deficiency early in 1964. Application of these standards to Fairview's budget request for 1965-67 improved immeasurably the understanding of the institution's staffing problems by its supervising agencies and the Legislature. Prompted by this reception, Fairview has begun the process of classifying patients so as to relate their care, treatment and training needs to the standards, and to prepare for adjustments in housing that will be necessitated by implementation of plan to utilize both

Eastern Oregon State Hospital and Columbia Park State Home as state facilities for the mentally retarded. 102 adult patients with personality disorders have already been transferred to Eastern Oregon State Hospital; 158 profoundly-severely handicapped adults are scheduled to be transferred to EOSH later this year; and 30 adults in need of basic habit training are planned to be moved to Columbia Park State Home early next biennium.

Buildings completed: Outpatient Clinic; replacement for Steel Cottage (120 beds); a machine shop to replace one lost by fire; and an addition to the Multipurpose building to provide occupational therapy, vocational training and music training for residents.

#### Summary of Changes during decade 1955-1965

Bed capacity at Fairview reached a high point in 1962 with 3053 and then started a decline that resulted in 2602 beds by end of 1963-65 biennium.

Biennial appropriations have increased 200% in the decade: from \$4.1 million in 1955-57 to \$12.2 million approved for 1965-67.

Average daily population expected for 1965-67 (2407) is 554, or 30% more than experienced in 1955-57 (1843). High point in decade was 1961-63 with average daily population of 2701.

Authorized positions for employees went from 448 in 1955-57 to 1001 approved for staffing in 1965-67--an increase of 123%. Decade increase through 1963-65 was 413 positions, 92% higher than start of the 1955-57 biennial period. Of the 413 additional positions:

297 or 72% were allotted to physical care program.

85 or 21% allocated to medical, education, dietary and adjunctive services.

23 or 5% to administration, physical plant and farm programs.

8 or 2% to new outpatient program.

#### Columbia Park Hospital & Training Center

##### 1959-61 Biennium

Initially 205 geriatric patients were to be cared for at this institution coming by transfer from other State Institutions. By installing an automatic sprinkler system in the Nurses' Home 40 additional spaces were made available. During this period the west wing of the ground floor was remodelled to provide 10 beds for acutely ill patients. Six of these beds were required in the continuation of service to Tuberculosis patients. Two frame cottages were put under automatic sprinklers.

The big job during this early period was one of public relations to counteract the antagonistic attitude held by those who favored retention of the facility as a Tuberculosis hospital. Before the end of this biennium it became evident that the emphasis would be shifted to care for an all retarded population.

### 1961-1963 Biennium

This was a period of expansion of facilities for the retarded to provide care for 500 rather than 245. This called for the construction of a new building to house 255 patients and to provide adequate dietary facilities to serve the entire population. The Samuel May building was completed early in 1963 at a cost of \$1,081,427.31 and shortly thereafter we began activating the facility to serve retarded transferred only from Fairview Home.

### 1964-65 Biennium

This period represented the period of change in program from geriatric to retarded.

One more physician was added to the staff for a total of 3. A half-time dentist was secured although a full time dentist was required.

During this period definite steps were taken to carry on an inservice training program for Psychiatric Aides. This was strengthened by two classes taught under the MTA program.

The remodeling of the vacated dietary area of the original administration building finally got underway. This project, in addition to adding 28 beds provided clinical services on the ground floor adjacent to the acute area and adequate office space for the clinical personnel. The remodeling of this building brought to a conclusion the efforts directed toward providing adequate fire escapes to the original building. Thus at the end of the six year period all patient areas have adequate fire escapes, automatic sprinklers and fire detectors in all needed areas.

### Summary

This six year period has seen the successful conversion of the Tuberculosis facility to a facility for the retarded capable of caring for 500 persons. The new building and modernization of the original old building has been accomplished. Vast improvements have been made in the grounds lighting, heating plant and lawn sprinkling system.

A Federal Grant was received to begin an inservice training program July 1, 1965.

Last, but not least, the institution is accepted and supported by the Community.

## ADULT CORRECTIONAL INSTITUTIONS

### Oregon State Penitentiary

#### 1955-57 Biennium

Vocational Training Courses in furniture manufacture, machine shop practices, dental laboratory, shoe repairing, electrical practices, meat cutting, carpentry, upholstery, sheet metal practices, under a full time Vocational Training Supervisor were organized.

An inmate band program under a qualified instructor was organized with 100 inmates participating.

Great Books discussion group organized and supervised by one of the school staff.

Cell study courses were started May 29, 1956. These courses under the supervision of the Director of Education are available to all inmates.

One Identification Sergeant was added to inmate record office staff.

One Counselor added to staff increasing staff to four.

The inspectoscope operation was abandoned and the inspectoscope operator position was reclassified to a much needed Prison Counselor position. This change gave us a total of five Counselor positions.

Bleachers were erected in the recreation yard and the recreation area was laid out systematically to provide the maximum usage for the various athletic programs. A building was erected in the recreation yard for the proper storage and care of the expensive athletic equipment. These improvements made possible expansion of the recreation program, better custodial supervision, and kept costs at a minimum.

The first Forest Crew was assigned from the Annex Farm to work for the Forestry Department.

A new central clothing and shower room was put into operation in the basement of Cell Block A. This setup provided excellent control of clothing, prevents waste and malicious destruction, and keeps costs at a minimum.

Completed and occupied was "A" Cellhouse, a privilege cellhouse unit for classified inmates and for segregation of the A & O inmates.

The Print Shop was removed from "B" Cellhouse to its present location, formerly occupied by part of the old boiler plant, providing better management and operating conditions.

The new Court Room, Segregation & Isolation Unit, was placed in operation.

The officer staff was increased from 177 to 186, increasing security, control and supervision.

A parking lot was constructed at the main institution for the purpose of traffic control and to eliminate congestion.

An electric motor rewind shop was installed in the Electric Shop for the purpose of vocational training, and to repair motors for all other state institutions.

An Arsenal Tower was constructed which increased security by removing all firearms and other weapons from inside the institution to an outside tower.

The Turnkey and Administration Building was remodeled to expedite traffic into and out of the institution, to exercise a higher degree of custodial control of such traffic, and to provide an adequate area for administrative offices.

The Machine Shop and Sheet Metal Shop was combined. The addition of one Supervisor-Vocational Teacher gave improved staff ratio and thereby improved the operation of the facilities and the vocational training programs.

One Engineering Technician was added to expedite work and supervise assigned inmates at the Physical Plant office.

One Safety and Sanitation Supervisor to inspect and enforce the safety and sanitation requirements was added to the staff.

The dairy expansion program was completed whereby a new milking parlor and handling facilities were built to facilitate handling and processing of milk and dairy products for the prison and other state institutions. This enabled sanitary processing to pass State Board examinations for Grade A products.

A beef herd for production of beef required for the Penitentiary was established by the acquisition of purebred Black Angus stock and a new beef loading barn was constructed.

A Personnel Officer position was established.

Non-expendable savings accounts were established requiring compulsory savings for inmates; 25% of all funds to be credited to their savings accounts.

The Flax Industry was discontinued. This action was required due to the steady decline in the market and price for flax products.

The Furniture Factory was relocated into old Flax Mill area, enabling Industries to expand this program. Many new types of furniture were introduced at this time. The upholstery section also expanded as a result of this relocation.

The area vacated by the Furniture Factory was utilized by the Tailor Shop and Shoe Shop, providing them with additional working space.

The X-ray Clinic was modernized by the purchase of a 200 MA X-ray machine and a fluoroscopic unit.



The operating room was modernized by the purchase of a major surgery light and operating table.

A research program financed by a Public Health grant and supervised by the University of Oregon Medical School was inaugurated. This program is to determine the effect of certain hormones and drugs on male fertility.

#### 1957-59 Biennium

Began Annual Progress Report program on inmates' progress during each prior twelve-month period.

The Vocational Training Program was expanded to include furniture finishing courses, tailoring practices, baking, cooking, laundry practices, painting, and quantity cooking classes for woman inmates.

One counselor position was added to staff for 20% improvement in these services.

One hundred fourteen inmates were released as a result of a change in the Good Time Law.

Staff training program operated for the training of new employees who would set up operation of the soon to open Oregon Correctional Institution.

The garage dormitory was vacated as a housing quarters, centralizing all housing. The building was converted to an industry warehouse.

A total of 80 inmates were initially classified and transferred to the Oregon State Correctional Institution.

The paving of B Block eliminated the last below-standard Cell Block.

C Block basement was remodeled into living quarters to increase capacity of the institution and better utilize the space. Inmates assigned to the unit live in "Honor System", all doors are never locked.

Inmate living quarters at the Annex Administration Building were renovated to increase the capacity and better the living conditions. At this time the parking area and the access roads were paved to improve conditions surrounding the Administration Building.

A new Curio Store was constructed on State Street to handle the sale of products manufactured by the inmates in the Hobby Shop.

Industries took over and expanded the Prison Laundry. Services were expanded to include the State Hospital and the School for the Deaf. The average monthly poundage processed increased from 100,000 pounds to 450,000 pounds. This addition provided employment for 125 more inmates.

The Tailor Shop which functioned several years under the Penitentiary, formally became a part of Industries. Services were expanded to include MacLaren School, State Hospital and Fairview Home. Additional equipment was acquired and many new types of clothing were manufactured. Thirty-nine inmates were employed at this time.

Industries offices were moved from the Administration Building to an area, converted for this purpose, in the Furniture Factory Building. This move provided Industries management closer contact with the shops.

The cannery operation was closed.

The Dental Clinic was remodeled and enlarged to three dental units and the Dental Laboratory expanded. The services of the second dental officer were added during this period.

The University of Oregon Medical School Hospital and Clinics were made available for certain types of cases.

The services of an additional part-time Psychiatrist at four hours per week was added during this period.

A new Dental X-ray unit was received and the old one transferred for use in the Women's Division.

An in-service training program for Stewards was inaugurated.

#### 1959-61 Biennium

The Dale Carnegie self-improvement program was started for groups of male and female inmates.

The former Engine Room was revamped to provide centrally located classrooms for vocational training classes.

Vocational training courses were expanded to include mattress making, machine shop, welding, dry cleaning, architectural drafting, auto body and fender repair, and auto painting.

By progressive increase, the library book number increased to over 11,000 from below 6,000 volumes.

The South Fork Forest Camp was increased from 60 to 75 inmates as more man days of work was requested by the Oregon State Board of Forestry.

Receipts from dairy products increased from \$86,533 in 1959 to \$164,381 in 1960.

One Labor Foreman, one additional carpenter, one additional Electric Supervisor and one additional plumber were assigned to supervise out-of-shop work, supervise vocational training programs and to give better staffing ratios.

The income from Poultry was increased from \$9,040 in 1959 to \$57,818 in 1960.

Laundry service was extended to include the Correctional Institution and the Oregon College of Education. The dry cleaning plant was added to the Industries Laundry.

The Dental Prosthetic Laboratory started making plates and partials for other institutions.

The Eye Clinic was renovated and a refraction examining chair and instrument unit was acquired to enable us to do a more complete eye examination.

A second research program was instituted to determine the effects of certain hormones in normal women.

#### 1961-63 Biennium

A Vocational Agriculture Instructor was hired and the curriculum for this program was developed which included welding, animal husbandry, pesticides, milk processing, meat processing and artificial insemination.

The pre-release program for inmates was greatly improved. Materials pertinent to provide release information were provided in package form and procedures were set up to aid inmates in obtaining all necessary identification, i.e., Social Security cards, renew driver's license and other important papers. This program is in cooperation with the establishment of an Employment Placement Officer position under the Board of Control.

A Group Therapy program under the leadership of a part-time Psychiatrist for male and female inmates was inaugurated.

Significant development continued under the Academic Education Program: average inmate daily attendance was 212, high school certificates of equivalency were awarded to 114 inmates, 46 inmates were awarded 8th grade diplomas, 127 inmates were enrolled in college correspondence work, 205 inmates participated in cell study courses. This expansion was made possible by the adding of eight part-time school teachers from the Salem School District for night school instruction.

The Vocational Training Program expanded to include additional auto mechanics classes, slide rule practices, practical english, shop mathematics, advanced auto mechanics, and in Women's Division, sewing, baking, meat cutting and cooking. Visual training aids and working models were acquired to improve their vocational programs.

The number of library books increased to over 12,000 and a book bindery was set in operation to maintain the books; book circulation increased to over 230,000 for the two year period.

A Nurse's Training Program for female inmates was initiated. Female prisoners are transported daily to Oregon State Hospital where they receive six weeks training and class room study in nursing techniques before being assigned work in the hospital wards. The program began with a group of 12 female inmates, and 65 women have since completed the course prescribed and gained practical nursing experience.

Chapel remodeling was completed, offering a much improved religious atmosphere.

Two Related Trades Instructors were employed to offer a greatly expanded and intensive Vocational Training Program.

The Upholstery and Mattress Section of the Furniture Factory was relocated in the former cannery building. This transfer permitted the Furniture Factory to expand the assembly area and provided additional floor space for handling items for repairing, refinishing and finishing process.

The Shoe Repair Shop was transferred to the Oregon State Correctional Institution by the Board of Control.

The laundry extended its service to include Hillcrest School and Dammasch State Hospital. Also, during this period, obsolete processing equipment was replaced, resulting in increased production in less operating time.

A molallium processing unit was received along with a dental furnace, which greatly facilitated the manufacture of dentures.

The installation of modern dairy processing equipment in the dairy plant was completed. This provides adequate storage and rapid pasteurization and homogenization of milk. Dispenser type cans were furnished to institutions requiring this service.

The meat requirement of the Penitentiary began being totally supplied by the beef department of the Annex Farm.

A Farm Planning Committee was established for the purpose of developing a long range improvement and management program.

A Vocational Instructor in meat processing was added to staff at the Slaughterhouse.

#### 1963-65 Biennium

An 18-hole miniature golf course was completed and placed into operation, increasing the recreation facilities available to the general inmate population.

Vocational training auto mechanics classes were expanded to include night classes and a more intensive program which included instruction in automotive electrical systems.

A new Psychologist Assistant position was filled. This new position will perform testing and evaluation work, thus giving the Psychologist time for work as Institution Research Director and for group counseling program leadership.

A modern approach to inmate social case history preparation was developed, the two cover pages of which serve the dual purpose of reflecting pertinent facts necessary to prison classification, and reporting pertinent statistics to the Board of Control Statistics Section.

The Library, Legal Library, Book Bindery, and Hobby Shop units were remodeled and provide increased utilization of existing space with increased capacity for inmate participation. The remodeling also greatly improved service procedure, custodial control and supervision, and inventory control.

Office space on the Classification Department floor was remodeled to equalize office size resulting in better utilization of space (nine offices are in the same space previously taken up by six offices). Office space is now available for Parole Officer, Employment Officer, Public Defender, etc., interviews with inmates.

A new group counseling program was developed in the institution called "Yokefellow". This counseling program has a religious base and shows considerable promise as a method for rehabilitation. The program has been activated in the main institution and in the Women's Division.

Treatment staff members have been working closely with the Portland Council of Churches in an advisory capacity in the establishment of a "Halfway House" in Portland.

A sharp freeze unit with accompanying equipment was installed in the Dietary Department. This unit permits the salvaging of seasonal surpluses of the same operation and also allows the freezing of annual requirements of fruits and vegetables. This has resulted in a biennial saving of \$17,038 to the Dietary budget.

Another research program was started and completed by the University of Oregon Medical School to perfect a reliable method of discovering early, mild, Diabetes Mellitus.

A research program was conducted by the U. S. Department of Health, Dental Section, examining over 300 inmates to determine rates and degree of gingivitis in adult males.

The Garage was transferred and became part of the Industries operations. There has been a continuing high volume of business in repairing vehicles for state agencies.

An engineering section was established under the Industrial program using inmate draftsmen, to meet the increased need for the development of standard and custom items of furniture.

The volume of items processed by the Laundry each month was reduced drastically in the early part of the biennium. This was due to a reduction of patients at the State Hospital. In March 1964 the Laundry began processing approximately 60,000 pounds of laundry per month from Fairview Home, which returned the Laundry to full production.

Construction of the slaughterhouse was completed. This installation provides services for all institutions and will unquestionably provide a substantial savings on meat products; under the supervision of two qualified supervisors it also provides excellent training in slaughtering and meat cutting for inmates.

The 76 unit Women's Division of the Oregon State Penitentiary was completed and put into operation during this biennium.

#### Oregon State Correctional Institution

##### 1957-59 Biennium

Initial construction, which included the boiler house, warehouse, water and sewage system, perimeter fence and four towers, superintendent's residence, four inmate housing units and facilities to house administration, education, food service and infirmary for a cost of \$3,632,623 was completed. The original capacity of the institution was 295 with long-range plans for eventual housing for 700-750 inmates. The institution received its first 79 inmates by transfer from the penitentiary during the last month of the 1957-59 biennium. To begin the next biennium, a staff of 132 was available.

##### 1959-61 Biennium

The institution started receiving court commitments July 1, 1959. In December, 1960, the population rose to 359 inmates and a population quota of 279 inmates was established, necessitating transfer of some to the penitentiary. There was a systematic initiation of vocational training starting with courses in barbering, baking, cooking, meat cutting, radio and television repair, and business machine repair. The classification program for inmates was established, and individual programs for inmates were planned around the limited vocational training then available, academic school classes and casework services for personal and family problems, with heavy emphasis on work.

Working through the Protestant and the Catholic Chaplains, religious programs were designed to disseminate the influence of religion throughout all of the institutional activities. The Chaplains have engaged themselves in extensive counseling and, through Bible study and group discussion, have continued to help inmates correct false concepts concerning their proper relationships with God and to their fellow man.

The academic program was gradually developed from two summer school review programs to a curriculum which met all of the standards for issuance of elementary and secondary diplomas. Because of the nature of the individual needs of the type of inmates committed, special emphasis was given to the academic programs for inmates to obtain high school equivalency diplomas.

Special programs for this institution, such as vocational trade advisory committee system, the visiting sponsor program, organization of personality development classes, alcoholics anonymous groups, toy repair for needy children and participation in the Red Cross blood bank were initiated.

An inmate fire department was established and trained to provide protection for state properties in the area. A long-range program in raising of experimental fruit trees was begun in conjunction with Oregon State University and Marion County Extension service. Also, in cooperation with the State Forestry Department, about 400,000 trees per year are being produced.

#### 1961-63 Biennium

The vocational trades building and the maintenance shop building were completed, and eight additional organized trade training programs were inaugurated.

The nursery program, in conjunction with the State Forestry Department and the State Highway Department was inaugurated. The existing orchards were revitalized. The number of inmate work details was increased and special work details were assigned to other institutions to perform maintenance and renovating. A particular inmate work detail reconstructed the central sewer system, correcting a long existing drainage problem in this area.

The operation of the inter-institutional granary was assigned to the Correctional Institution, as well as the operation of the "Colony Farm."

Increase of felony commitments generally in the State of Oregon made it impossible to avoid overcrowded conditions, and the policy of transferring inmates to the Penitentiary had to be discontinued. As a result, and even though 369 inmates were transferred to the penitentiary, the population rose to 352 by July 1, 1963. There were cells only for 295 men.

#### 1963-65 Biennium

The 101 cell unit and an 80 man dormitory were constructed for a valuation of \$804,035. Extracurricular programs, such as Toastmasters and Jaycees, religious activities, including Youth for Christ, community service projects, such as reading for the blind, and landscaping at the Blind School, were begun.

Special inmate work crews participated in area flood control and performed emergency tasks in the City of Salem during the two serious floods of December, 1964, and January, 1965.

As work programs and activities relevant to new construction and activation of additional facilities have slackened, additional emphasis has been placed on development of academic educational program and vocational training activities. The academic education department activities have been so increased and developed that as of this writing, 429 high school certificates have been issued to inmates of this institution. The progress and development of the vocational training

activities have been such that services are now being performed for all institutions and state agencies in the area. Vocational training shop classes are regularly cutting meat and turning out bakery products for six other state institutions, repairing shoes and leather goods, radios and televisions, business machines, electrical appliances and small internal combustion engine appliances for all state institutions and agencies in this area.

In the process of developing new types of training in the various vocational training classes, services have been incidentally performed for community agencies such as local fire department and YMCA. This institution from the standpoint of per capita is the most generous group in the entire northwest in the Red Cross Blood Donor program.

Finally, among other activities involving the community, the Correctional Institution several times has been of assistance to Civil Defense in handling and setting up supplies in various locations for use in emergencies and disasters.

### JUVENILE TRAINING INSTITUTIONS

#### Maclaren School for Boys

##### 1955-57 Biennium

As of July 1, 1955, Maclaren School had a rated capacity of approximately 160 beds. Temporary units with a capacity of 105 beds were added during the biennium.

Two new programs of significance were initiated during 1955-57, namely a group type of foster home with a capacity of 6 to 8 boys which opened in 1955; and a demonstration summer work camp, which also opened in 1956 as a pilot project, financed by the Settlement Fund.

The biennium saw a continued rise in population in keeping with the trend of recent years. The type of population served did not change markedly as to county of commitment, race, religion, academic achievement, intelligence, committing offense, etc. It was noted, however, that a considerably higher proportion, amounting to one-third of the new boys, was current in school achievement as related to age group, as compared to previous years.

##### 1957-59 Biennium

The spring of 1958 saw the addition of 70 permanent beds with the opening of the Geer Area. This brought the School's rated capacity to approximately 230 students.

With the opening of the Geer Area a significant expansion of treatment facilities occurred. In addition to a new reception unit and two other units, the Area provided offices for Departments of Clinical Services and Home Life, a modern auditorium capable of seating the entire School population and a medical wing containing an 11-bed infirmary and well-equipped medical and dental services.



The educational program underwent a reorganization involving the designation of a Director of Education and Recreation and two Assistant Directors, thus pinpointing their coordinating responsibility for the academic, vocational, recreational and leisure time programs. High School diplomas were awarded for the first time in McLaren's history in 1958 to the School's largest graduating class. A Drum and Bugle Corps was established and outfitted. A program of Driver Education commenced in the Fall of 1958. The remedial teaching program was augmented. A professional library was opened and made available to all staff. A stepped-up diagnostic program permitted elimination of classroom operations in the Reception cottage and a more rapid integration of new boys into the total school program.

The Department of Clinical Services was also reorganized and extended so as to promote the team approach among the disciplines of Social Work, Psychology, Religion, Medicine, Dentistry and Nursing. A system of case reviews moderated by professional staff was substituted for the "Unit System" and the position of Coordinator of Case Work Supervisor was eliminated and these responsibilities given to the Director of Clinical Services. The Division of Social Services within the Department of Clinical Services saw the appointment of a Chief of Social Services responsible for the direct supervision of Juvenile Service Workers, coordination of casework procedures and intensification of efforts to involve parents in the casework process.

Psychiatric services also underwent a reorganization which provided for intensive services in three areas--diagnosis, treatment, and staff development--by three part-time psychiatrists. Stereotyped reporting and impractical treatment recommendations were thus eliminated.

For the first time McLaren, in 1957, obtained a full-time Protestant Chaplain and a part-time Catholic Chaplain, thus greatly enhancing its religious program by providing individual spiritual counseling, basic religious instruction and group discussions on a sustained basis.

An additional nurse was provided for the Hospital, thus completing the staff of the new hospital unit.

The formerly separate Home Life Department and Security Department were combined into a single Department of Home Life. In setting up this Department, one of the first steps was to secure job descriptions and reclassify all positions. This resulted in centralizing responsibility in the Director of Home Life and adjusting salaries to a rate commensurate with the degree of responsibility each employee was expected to assume. With the creation of this Department all personnel were scheduled to work regular shifts in assigned cottages. Personnel for cottage assignment were selected by the Director with the approval of the Superintendent.

Security policies and procedures were carefully screened and improvements instituted to reduce escapes, enable quicker apprehension of attempting escapees and reduce property damage.

An Adjustment Committee, composed of the Assistant Superintendent, the Directors of Field Services, Clinical Services, and Home Life Services was established to control the operations of the Segregation unit. This Committee sees each boy involved in major disciplinary problems in any phase of the MacLaren program.

In this biennium, every effort was made to assist neighboring farmers in the berry harvests and one-half of the money earned by boys was placed in their individual trust accounts. The other half was placed in a special trust fund to provide for leisure time activities for cottage groups.

A major project was the repair of each cottage to bring it up to acceptable standards. New screens, windows, window sash and floor coverings were provided. Cottages were re-decorated and plumbing fixtures replaced. Unsightly and hazardous chimneys were removed and roofs repaired. Instead of the numbering system previously in use, all cottages and certain other buildings were named after the early Governors of Oregon.

In October, 1957, two separate departments were combined into a single department responsible for all Field Services of MacLaren. This insured better coordination of these services. Two assistants were classified by the Civil Service Commission and were assigned to give closer line supervision to the Field Staff. The functions of this Department were divided into four major areas as follows:

**Pre-classification Investigations:** Field Agents make visits to the homes of all new boys committed to MacLaren. Social history material is gathered in these home visits and is supplemented by discussions with local public officials and community agencies. This information is submitted to the Department of Clinical Services prior to staffing the boy in the Reception Cottage. It plays an important part in diagnostic formulations.

**Forestry Camps:** Two Forestry camps were placed in operation during this biennium as an extension of the MacLaren program. One of these camps was located at the former Tillamook Airforce Base and the other was located near Manzanita on Nehalem Bay. Each camp was intended to accommodate 25 boys in a combination school-work program. Boys are paid at the rate of 25¢ an hour for work performed at the Airbase or for the State Parks Division along the coast. Money earned is placed in individual trust funds and is available when boys are ready for placement.

**Foster Care:** This type of service provides placement for those boys whose own homes are not available or for those whose return to their own home is inadvisable from a treatment standpoint. Both home finding service and home supervision are provided. Homes for individual boys as well as group homes for as many as six boys are used. These services have been extended to include Boarding Home placement for

older boys boys in full-time employment as well as work-placements wherein boys perform certain specified services in return for room, board and salary.

A new working agreement was arranged with the State Public Welfare Commission to coordinate the efforts of the two agencies in the interest of youth. Not only does this provide for transference of responsibility for foster home supervision in certain selected cases, but it provides for sharing of information which has a bearing on many families receiving public assistance.

**Parole Services:** By combining two departments and by re-assignment of staff it was possible to provide for more adequate home supervision of boys placed by MacLaren. The State was divided into twelve districts with resident agents assigned to each district. Their services were then more readily available to Judges and probation staff for consultation.

Greater participation by staff in conference, seminars, and workshops was encouraged. Closer working relationships with local law enforcement agencies then developed and an excellent working agreement was arranged with the Portland Public School system to insure better integration of MacLaren boys into the school program.

#### 1959-61 Biennium

In January, 1960, four new 25-boy cottages were placed in operation, bringing MacLaren's rated capacity to 300 beds.

During this biennium, the Moody building, which had long been used as emergency housing, was remodeled for the exclusive use of the educational program. Although this building was originally designed for a vocational building, the lack of adequate classroom space forced us to combine both vocational and academic programs in this one building. While it was an improvement over previous operations, it left much to be desired. Proposed classroom additions to the Lord Building, it was felt, should provide more adequate space for vocational training in the Moody Building.

New athletic fields were developed for football and baseball, and a new track was completed.

With the purchase of the equipment of a Salem restaurant, the canteen was ready for complete operation after some structural changes were made in the administration building. This has helped very materially by providing additional accommodation for visitors and for the very active participation of the boys.

With the cooperation of the State Department of Education, MacLaren instituted a Trades and Industry training program whereby boys were given classroom instruction and prevocational training on the job in a variety of occupations. The course in Barbering proved especially productive since it not only provided a much needed service for the institution, but arrangements were made with the State Board of Barber Examiners for boys to receive a maximum of 600 hours of credit to be applied toward requirements for a license.

Classes in Vocational Agriculture were initiated during this biennium and were closely allied with the farm operations of MacLaren. In addition to classroom instruction, boys participated in the care and management of the beef and swine program.

#### 1961-63 Biennium

A fifth 25-boy cottage was opened in November 1962, bringing MacLaren's rated capacity to 325 students.

A National Institute of Mental Health Research Grant in the amount of \$28,495.00 was approved, establishing a demonstration group home for defective delinquents under the research directorship of the Superintendent. This pilot project was established as a result of our belief that defective delinquents would show greater social, emotional and academic progress in a group home setting in the general community where they are not in competition with more normal boys in a public school setting.

The first JC-YC (Junior Chamber Youth Council) was established at MacLaren under sponsorship of the Woodburn Junior Chamber of Commerce. A special charter was issued. Members of the Woodburn Jaycees met regularly with MacLaren boys and, in turn, the boys were drawn into several Woodburn community activities. For example: 10 to 18 boys have helped in serving the Western-style breakfast at the Woodburn Chuck Wagon annual festival on July 4th. The boys also distributed the Sunshine Baskets in Woodburn at Christmas time, and assisted in the installation of safety seatbelts during the Safety campaign. Much reciprocal benefit has come to the Woodburn community and to MacLaren through this meaningful and supportive relationship.

The Departments within MacLaren prepared departmental manuals of policy and procedure which were of great help in the orientation of new staff and for the direction and information of regular staff.

Some years ago, MacLaren initiated a request for assistance from the Department of Public Welfare in obtaining Federal support to underwrite house-parents' institutes. This was accomplished and for the past two years a number of MacLaren Group Life Supervisors had participated in workshops and seminars, much to their improved insight and understanding.

A Juvenile Service Worker was assigned to the Academic program as a School Counselor. He added another dimension to the Academic program by providing specialized clinical service to the boys and staff. He was also responsible for involving other State agencies in our programs. The boys' needs in school were more readily recognized and corrective action taken.

In order to develop and refine the assignment of work programs, a special committee of supervisors involved in vocational programs was established. These men are closely associated with the work projects and also know the individual boys. The quality of assignments was vastly improved.

The barber training school was approved by the State Barber Board to give credit up to 600 hours. The licensed barber is a certified vocational instructor. Boys who complete the MacLaren barber training program and enroll in another barber college are provided with a set of barber tools by the MacLaren Chapter of the Oregon State Employees Association.

An Indian group home was located and activated at Warm Springs with the full approval of the Warm Springs Tribal Council. Boys from other Indian tribes were also placed here. This met a very real need since foster home care for Indian boys is extremely difficult to develop.

MacLaren was given responsibility for handling the Interstate Compact cases. This means that other States wishing to place delinquent boys in Oregon now work through the MacLaren School for Boys. Home investigations are made and home supervision given by MacLaren Juvenile Service Workers. Other states reciprocate in working with Oregon boys. The quality of service to youth in need was much improved by this arrangement.

#### 1963-65 Biennium

Two more 25-boy cottages were opened in November of 1964, bringing the school's rated capacity to 375 students. An additional cottage was approved by the Legislature in 1965, and when completed will bring MacLaren's capacity to 400.

This biennium saw two significant additions to MacLaren's treatment facilities, namely, a third forestry camp, (Camp Florence) which opened in February, 1965, at Florence, Oregon, and the MacLaren Vocational Center, a group foster home which opened in March, 1965, in Portland with the support of a grant from the Office of Juvenile Delinquency and Youth Development of the U. S. Department of Health, Education, and Welfare.

Camp Florence is equipped to handle boys in need of both remedial school instruction and work experience, the latter being provided by the State Parks Division at nearby park sites.

The function of the MacLaren Vocational Center is to provide both a residential setting for boys in need of a foster home, and in cooperation with the Youth Opportunity Center of the Oregon State Employment Service, an opportunity for these unskilled, unlettered boys to obtain a vocational training and job placement in the Portland area. It is hoped that MacLaren will be able to continue to operate the Center as a part of its foster care program following expiration of the Federal Grant in July, 1966.

Portland Youth for Christ has sustained its supporting interest in MacLaren's programs. This group has provided week-long camping experiences, weekly cottage parties, Christmas parties and other activities designed to give moral leadership and encouragement to MacLaren boys.

Youth Adventures, Inc., of Portland has maintained an excellent supportive relationship to MacLaren. This group has provided week-long camping trips, weekly religious service participation, many special programs, after-care help to boys, interested visitation in cottages, "funspirations", Christmas parties, a donkey for the small boys' cottage, a jet airplane from the U. S. Air Force for campus location, and other fine indications of interest.

Beginning in January, 1963, Youth Adventures began the construction of a group of covered wagons on the MacLaren campus with the help of selected boys. These wagons will be permanently placed in the Mt. Hood area where they will be used as a campsite for MacLaren boys and for girls from Hillcrest. This project is but one of many involving the Youth Adventures organization and MacLaren.

Enough time has elapsed since the appointment of the MacLaren Security Officer two years ago, to evaluate this position. There is little question but that the presence of a full-time security officer has done much to strengthen security procedures and practices at MacLaren. In close cooperation with the Department of Home Life, the Security Officer has done much to make MacLaren a more secure institution for both boys and staff. This has been accomplished without in any way making of MacLaren more than the minimum security-type institution which it always was meant to be. Problems, of course, still remain in this broad area of institution security, but they do not loom nearly as large as was the case prior to the establishment of the position.

To meet the needs of those boys who do not succeed during their placements on parole or foster care, a parole violators cottage was inaugurated in 1963. Patterned in general after the new boys' Reception Cottage, the Returnee's Cottage placed greater emphasis on self-discipline, group controls, and intensified daily programming. Analysis of these operations during September 1963 to July 1964, indicated the Returnee's Cottage was clearly succeeding in achieving its purpose of a positive reorientation to MacLaren's programs on the part of the returnees.

The emphasis on self-evaluation by the MacLaren treatment staff which began in the preceding biennium received further impetus by way of establishment of a Program Committee operating under the direction of the Assistant Superintendent of Program Services. The Program Committee is comprised of all Program Department and Assistant Department Heads, who meet monthly to discuss ways and means of improving MacLaren's program. Out of this Committee's deliberations a number of significant changes in and additions to MacLaren's over-all program took place during this biennium.

An in-service training program involving both campus and field counselors was inaugurated in 1964. The basic purpose of this program is to provide a more intensive orientation to the entire counseling staff, as concerns the problems and situations daily encountered on the main campus. Such matters as the Youth Council, the emergency medical trips, duties of the Officer of the Day, cottage routines, etc., are observed on a semi-annual rotating basis by the counseling staff, during a four to five day period, as a means of better informing them regarding the inner operations of MacLaren. This program also gives the field counselors, in particular, an opportunity to meet personally with the parents of the boys assigned to them, which is an opportunity not always available in the field.

A Cottage Case Review Committee program was established in December of 1962, for the purpose of assuming responsibility for many aspects of MacLaren's treatment program. The individual Cottage Case Review Committees are comprised of the Campus Counselor assigned to the cottage, the Cottage Manager, a Field Counselor, and a Teacher. These committees thus represent the most important professional groups so far as the individual boy is concerned. Each boy in each cottage is reviewed by his Cottage Committee once a month in reference to his over-all campus adjustment. At such time as the boy's adjustment merits it, he is referred by a Cottage Case Review Committee to the Administrative Case Review Committee for decision concerning his release from MacLaren. In making most of the underlying decisions involved in referring a boy for parole, foster care, etc., to the Administrative Case Review Committee, the Cottage Case Review Committee is thus serving to relieve the Administrative Committee members of much time-consuming detail, while at the same time assuring each and every boy of a regular, informed and thorough review of his adjustment preparatory to his eventual release. Responsibility for many of the decisions relating to a boy's eventual release from MacLaren is thus placed in the hands of those members of MacLaren's professional staff who are in the best day-to-day position to judge and to recommend concerning this all-important aspect of a boy's stay at MacLaren.

In March of 1963, an intensified program of increased medication of those boys on campus who constitute a chronic treatment problem as a result of emotional instability was begun under the supervision of Drs. Pati and Gaver, Psychiatric Consultants. This program, involving primarily the tranquilizing drugs, is not expected to constitute a cure-all for the ailments of these boys, but should be of real help in bringing about a more constructive attitude by these boys toward their adjustment at MacLaren. The purpose in this program is to further the rehabilitation of these boys and secondarily to achieve a more peaceful atmosphere here on the campus. For this type of program to succeed, the complete cooperation of all the Departments is a necessity. Indications are that, as of the end of this biennium, the program has achieved some success in controlling, and thus rendering more amenable to over-all programming, some of the emotionally unstable boys who have so far been involved.

A program for extended home visits for full-privilege boys who have maintained their privileges for a specified period of time went into effect in March of 1963.

The granting of additional home visit time is expected to provide added incentive to many boys to maintain their full privilege status. Experience with this program since its inception indicates that it is exercising a positive influence on many boys.

A program permitting monthly telephone calls to immediate family members by boys unable to make a home visit was started during September 1963. This program thus permits some personal contact by the boys otherwise eligible for home visits and their families, in lieu of the actual home visits which circumstances preclude. This program was made possible by the new WATS telephone system eliminating long distance charges for such calls.

In early 1964, an expanded sex education curriculum was incorporated in the over-all scholastic program. This addition to the high school curriculum was the result of much deliberation on the part of the Program Committee and, in particular, of the Chief Psychologist, Director of Education and both Chaplains.

In keeping with the justifiably increased emphasis upon institution research in Oregon, MacLaren established a Research Committee in March of 1963, whose function it is to initiate as well as implement research proposals emanating from the entire staff. During this biennium, the Research Committee has been involved in a number of studies including recidivism, on-campus adjustment, security risk prediction, parole adjustment, adjustment of those boys involved in the Demonstration Project for Defective Delinquents, etc. The appointment of experienced members to the committee will, it is felt, enable it to develop and implement a far-reaching research program at MacLaren. Much valuable help has been rendered the committee by the Institutional Research Coordinator for the Board of Control, and the University of Oregon Psychology Department.

May of 1963 saw the inception of MacLaren's first Agriculture Awards night. This program is intended for those of MacLaren's boys who show particular aptitude in their agricultural training courses. The program also gives many of MacLaren's staff members an unusual opportunity to mingle socially with some of the boys. Various speakers are invited thus providing for an increased socializing opportunity for the boys. MacLaren is indebted in particular to the Woodburn Chapter of the Future Farmers of America for its participation in the above program. For the past two years, this organization has presented an excellent demonstration of the use of parliamentary procedures in conducting a meeting.



With the beginning of this Fall term, September 1964, an upgraded program in English was started. Every boy was tested to determine where he placed in the program. Each boy was then scheduled in the phase of English he showed deficiency in rather than by his grade placement. After nine weeks in a phase each student will be re-evaluated and placed in the next phase as he gains in proficiency. It has been quite successful this year but the teachers are still concerned that the best depth of content is getting into each phase. They are also concerned that the students who badly need reading help are not getting as much as they should through this program. Plans now call for reading to receive more emphasis. In fact, one teacher will give full time to developmental reading during the coming summer session.

The phasing program in the vocational department was started during the summer session. It worked well there. MacLaren had anticipated a goodly portion of those in the program this fall in Phase II, however, quite a number have been returned home. It will be the end of this semester before this program can be evaluated.

A language program was started also offering instruction in French, German, and Spanish. About thirty boys are enrolled. A laboratory for this instruction is being constructed by the Maintenance Department.

A physical fitness program established in January 1964 is fulfilling its purpose and is being given attention by all cottages. Top performers in each of the cottages and for the campus in the two endurance exercises (chin-ups and leg lifts) are published.

During the month of September 1964, arrangements were finalized with the Youth for Christ organization in Portland whereir **a group foster home could be used exclusively** MacLaren boys. The maximum capacity of this home located at 3463 S. E. Ankeny Street, Portland, is five boys.

Arrangements have been made for three students from Oregon College of Education to work here one day each week this term on a tutoring and observational basis. These students will do some individual tutoring, some counseling, and some classroom teaching with the teacher in whose classes they are placed. This program was started last Spring by Dr. Brody, Professor of Education, and was so well received by him, his students, and the staff, it was decided to continue it this Fall.

On October 2, MacLaren hosted a Workshop on Alcohol and the Juvenile Delinquent. In the course of this all-day workshop, the various facets of drinking in our culture as related to the juvenile delinquent were reviewed, discussed, and debated. Attendance was excellent in that a number of disciplines were involved, including teaching, psychology, psychiatry, social work, etc. As a result of this workshop, it is now planned to pursue the possibility of an intensive educational program at MacLaren, concerning alcohol and MacLaren's boys.

An Open House program in conjunction with National Education Week was developed, with the Open House scheduled for Sunday, November 8. This program gives Oregon's citizens an ample opportunity to view MacLaren's main campus facilities and to discuss any and all aspects of its program with the staff. Members of every department at MacLaren were on hand for the Open House and thus available to discuss all aspects of the programs.

The position of Director of Social Services was filled in June and will enable MacLaren to move ahead in such vital program areas as staff development, group counseling, casework treatment and increased and more intensive liaison and cooperation with related professional groups and agencies throughout Oregon. Specifically, the filling of this position should enable MacLaren, in the not too distant future, to become a field work placement resource for graduate fields of social work in this area of the country. When combined with a more complete psychology staffing, the prospects of graduate student placements on a regular basis at MacLaren should be considerably enhanced, which in turn, will make for increased cooperation between MacLaren and various institutions of higher learning in this area.

The March meeting of the Research Committee was devoted to a consideration of a possible research program to be conducted during the summer. Five graduate students from the University of Oregon will be involved and will be collecting data for projects connected with their academic programs. Three of the students will be gathering data for dissertations and one will be working on a master's thesis. The fifth will be gathering pilot data for a possible future dissertation. All of the students are supervised by Dr. Fred Fosmire, Research Consultant. All five of the projects are inter-related and deal with the classification of delinquent boys. The projects should be a good test of the hypothesis that delinquents can be realistically described as psychopaths, sociopaths or acting-out neurotics. These projects were approved by the Research Committee and were submitted for administrative approval. Financial support for the projects is being provided by the Board of Control.

One of the largest and most successful inter-agency meetings ever attempted at MacLaren was the visitation of 250 Portland teachers here on April 14 in connection with Portland Teachers Business Education Day. All areas of the institution were involved in this all-day affair. Undoubtedly, it was one of the most successful meetings for disseminating information about MacLaren's program to public school teachers ever attempted.

Another excellent group foster home has been added to the program during this month with the formalizing of the working relationship with a couple from Jackson County who operate a lodge at Rocky Point on upper Klamath Lake. They will be able to accommodate a maximum of four boys.

Plans were completed for Dr. Berthelsdorf, Consulting Psychiatrist, to meet with the cottage mothers on an in-service training program with the first session to be held on May 3rd. It is planned that these meetings will be on a weekly basis and will last an hour.

### Hillcrest School of Oregon

#### 1955-57 Biennium

In May, 1955, staff was moved into what is presently the Administration Building. Extensive remodeling was done throughout the whole building following the fire in 1954. All business administrative offices, superintendent's and assistant superintendent's offices are located on the first floor of this building.

In February of 1956 remodeling took place in what was the treatment ward unit.

In the academic school program a Home Economics course was established, with three student working units and a dining room serving area. This area was formerly the storeroom area for laundry supplies. A small room in the basement of the school building was converted for a ceramics work area. The school program was conducted on a 12-months' school year. At this time there was no remedial teaching available to the students.

A residence was built on the campus for the superintendent. This was the first residence built at this institution.

#### 1957-59 Biennium

The position of psychologist was increased to 2 1/2 days per week on campus.

The Social Service Department staff increased by one counselor over the last biennium, bringing the total to four.

The administration set up what was called, and is presently called, an Evaluation Committee to review each student's program each month. At this time the Evaluation Committee consisted of the superintendent, assistant superintendent, school principal and (a new position) the Director of Cottages. The addition of the position of a Director of Cottages was a definite asset to the program in that this person coordinated the over-all cottage program throughout the institution, thereby relieving the superintendent and her assistant of this responsibility.

#### 1959-61 Biennium

A new unit, Norblad Hall, was occupied, which made available an additional 72 student rooms, a new central kitchen, a dining room for students living in this unit, a sewing department which serves the entire campus population, and cottage storage rooms for students' luggage, etc., for the four cottages in this unit.

During this biennium Scott Hall was made into an open cottage program, which means that all student rooms and entrance to the cottage were left unlocked. This was the first step in initiating this particular type of program at Hillcrest School.

In April of 1960 some reconstruction was carried out in Patterson Hall in order to make this particular unit available to house students who found it particularly difficult to manage in an acceptable way in other cottages on the campus. The more disruptive and disturbed girls were placed in this cottage by the Evaluation Committee, the psychologist and the psychiatrist when it was found to be desirable for the particular student and for the welfare of the group.

During this biennium twelve hours a week were received from the Protestant chaplain and from the Catholic chaplain. These men also served part time at other institutions.

The services of a full time psychologist were received during this biennium.

In July of 1959 three new teaching positions were added to the academic staff, making a total of eleven teachers and one principal. The teaching personnel also assisted in directing the evening recreation program at the institution. The home economics department increased the student working units from three to six during this period. A quantity cooking program was initiated as well as additional business courses in typing and office practices.

The Social Service Department received an addition of three counselors, making a total of one director and eight juvenile counselors, four working on the campus and four in the field.

A change in the personnel of the Evaluation Committee was made during this period. The Committee now consisted of the Director of Social Service, the principal of the school and the Director of Cottages. This committee was responsible to review each student's progress and program each month.

The girls in the Scott Hall open program were permitted to have week ends off campus after completing three months at the institution. Students in the Novice unit were required to complete four months on campus prior to receiving visits in their homes or in the community.

#### 1961-63 Biennium

The cottage in the Administration Building was used as the Intake Unit.

The construction of Earhart Hall was taking place during this biennium. This is the unit to replace Patterson Hall which had been condemned by the State Fire Marshall.

Additional dayroom space was made available to the students in Scott Hall by the removal of a wall which was part of the staff room next to the dayroom.

Oregon held its first House Parent Conference, financed by the State Welfare Department. This conference involved cottage staff from the other child-caring institutions which were responsible for residential care of children.

The first camping programs were initiated during this biennium by the Youth for Christ and the Youth Adventures groups.

Girls in the open units were now permitted to spend their Sundays off campus with their families each week from nine in the morning until 8 p.m.

Hillcrest School received the services of its first full-time Protestant chaplain. The addition of this position greatly enhanced the personal services to the students, and enabled them to better understand themselves, their feelings, and their relationship to God and to their churches.

Hillcrest assumed the responsibility for finding and financing its own foster homes, an obligation formerly carried by the State Welfare Department.

During this biennium Hillcrest began supervising out-of-state girls who were placed in Oregon. The counselors were now responsible to check out any request sent to the school by the Interstate Compact Commission for students from other states who are being placed with relatives in Oregon.

In the school program some musical instruments were purchased whereby students interested, or accomplished, in music could fulfill this interest through individual lessons. The physical education program was expanded to include modern dance, archery and the trampoline. The use of the swimming pools at Fairview Home and at the School for the Blind was also gained.

The laundry program was discontinued during this biennium due to the take-over of this service by the State Penitentiary.

Plans were made for the new science and the new cosmetic departments. The science department was opened in September of 1961. The new gymnasium was completed in September of 1962. Also made available for student use was a shower area connected to the new gymnasium. New stereophonic speakers were added to the school auditorium. The library was improved with the addition of many more books.

A quantity cooking program was developed in the central kitchen department whereby students could earn credit and/or receive certificates for the completion of this work.

A vocational nursing program was instituted within the teaching program at the school and also actual work experience at Fairview Home was made possible through the physical therapy department directed by Mrs. Hornbeck, head of the department.

A tutoring program, with seniors or graduate students from Oregon College of Education, was initiated during this biennium. These college students assisted in the teaching and individual academic programs of many students who had particular difficulty with various subjects. These OCE students were used on a 1:1 basis for a small group of the students who needed such special work and attention.

The present food service building was remodeled in order to facilitate more efficient use of this building in connection with the new central kitchen.

#### 1963-65 Biennium

Theta Cottage in Norblad Hall was made into the Intake Unit, and the cottage in the Administration Building -- now called Alpha -- became another open unit.

Cottage in Norblad Hall was the first unit to establish both an open-and-closed program within one cottage.

Small kitchenettes were made available for students' use on Scott 1, Scott 2 and on Alpha. These units are particularly enjoyed by the girls in the evenings and on week ends when they can pop corn, make candy or prepare special snacks for the group.

A part-time teacher was employed in Earhart Hall in place of a cottage staff person. This enabled students in this unit who were interested in completing their academic work to have an accredited teacher working with them. The tutoring program from OCE was also expanded to include students in Earhart Hall.

The beauty school--Cameline Academy--was completed during this biennium and was opened in October of 1963. Extensive remodeling was done in the basement of the school building for additional classroom space. These rooms were once used as staff apartments.

Physical education and evening recreational programs were expanded to include scuba diving, skiing and bowling. The girls also enjoyed the camping programs sponsored by Youth for Christ and Youth Adventures during this two-year period.

The nursing program at Fairview was further developed to enable those students who are not going on to finish their academic work to receive a certificate in this nursing program, sponsored jointly by Fairview Home and Hillcrest School.

The responsibilities of the counselors were changed; they are now assigned to an entire unit rather than to individual girls. This means that each counselor on the campus is assigned to two cottages. This particular type of operation is desirable, except that with the influx in population, at times too many students must be given to one counselor. A counselor might at one time have as many as 60 girls on her caseload, at another time a low of 30.

During this biennium the group counseling services were initiated, in the charge of the counselor in each of the units. The personnel of the Evaluation Committee were also changed which is now made up of the head cottage supervisor,

the counselor and a teacher. These people are responsible to review each girl in their units and to submit their recommendations to the Social Service Director and to the Administration regarding any change in the student's program, or plans for placement in the community.

A change was made in the care of pregnant girls. The State Welfare Department now reviewed each pregnant girl's case to ascertain if she could be better served under the Welfare program. If such a student were accepted by Welfare the school went back through the courts, asking for a release from Hillcrest so that the student and her expected child could be accepted by Welfare. Further, Hillcrest arranged for their delivery at the Multnomah County Hospital.

The students in the open units were now eligible to have visits home after completing two months on campus. They continued to enjoy their Sundays off campus when their families were able to come for them. The girls in the closed units were eligible to spend week ends off campus after three months' residence on campus.

Earhart Hall was opened in April of 1963 and all students in Patterson Hall were moved to the new unit. At the present time Patterson Hall houses the Social Service Department only. This group will be moving from Patterson in the summer of 1965 and will be housed on the first floor of Scott Hall. The old building will be razed as soon as possible.

Dental services were increased from four to eight hours per week. This service is available from a dentist serving at the Oregon State Hospital.

The program at this institution was evaluated late in the biennium which resulted in a complete re-organization, re-direction and improvement of the entire institutional program with special emphasis being placed in the treatment and rehabilitation role of the institution. The improvement included the remodeling of the Administration Building and the conversion of certain areas of Scott Hall into office space to house the Social Services Program. A total of 19.3 new full-time equivalent positions were established and 13.8 existing full-time equivalent positions were terminated. New positions were added to each program as follows:

Administration Program	-- Training Officer and Receptionist
Physical Care Program	-- 6.24 full-time equivalent Group Live Supervisors and 5.1 full-time equivalent Campus Supervisory positions
Treatment Program	-- Four Counsellors (Juvenile Service Workers) and One Secretary
Field Services Program	-- One Field Services Director

Additional funds were also provided to improve the educational program and to increase available Psychiatric time from three to twenty hours per week. These improvements will be accomplished on a phased-in basis during the 1965-67 biennium.

## SPECIAL SCHOOLS

### Oregon State School for the Blind

#### 1955-57 Biennium

The first part of the 1955-57 biennial period, Mr. Walter R. Dry was Superintendent and completed 25 years of service. Dr. Everett E. Wilcox became Superintendent in 1956 and remained in the position four years.

#### 1957-59 Biennium

During this period the new gymnasium, dining room, infirmary, and office building were occupied. These buildings replaced the structure built in 1894 which was razed to make room for the new buildings. This increased the residence capacity from 56 to 63.

#### 1959-61 Biennium

During this period the new addition to the girls dormitory and the swimming pool were occupied. This increased residence capacity from 63-79. However, by moving the laundry facilities upstairs and converting a small room to a music room the net gain was 11 or a capacity of 74.

Statistics from the Fortieth Biennial Report of the Oregon State School for the Blind show an average of one employee per 2.045 pupils during that period. Statistics from the Forty-fourth Biennial Report show an average of one employee per 1.98 pupils during the period. The percentage of students enrolled who are multi-handicapped and the percentage of students enrolled who have no useful vision have increased work loads in all areas.

#### 1963-65 Biennium

Recognition was received from the Federal Government for the school's efforts in the area of the multi-handicapped. A three year study was authorized and funded by the U. S. Office of Education.

1961-63 and 1963-65 Bienniums reveal no other major changes or improvements. A summary follows:

1. Capacity has not increased at a rate sufficient to reduce overcrowding.
2. New programs include work in areas of multi-handicapped, orientation and mobility, and independent living skills.
3. The number of students served has increased from 83 to 118. The amount of useful vision is less and the additional handicapped are more numerous.
4. There has not been an improvement in staffing ratios.
5. The physical plant is greatly improved but needs refining and slight alterations.



## Oregon State School for the Deaf

### 1955-57 Biennium

Lindstrom Hall (the intermediate and older boys dormitory) was built and has provided adequate dormitory facilities for this age group.

A part-time psychologist was added to the staff. The position became fulltime in 1961.

### 1957-59 Biennium

The Preschool Dormitory was constructed and relieved the overcrowded situation of this department only temporarily.

### 1959-61 Biennium

A Teachers Training Program was established. This is an approved program which has been improved and enlarged annually. Forty-five have been trained and twenty-three are employed in Oregon in connection with education of the deaf.

An assistant superintendent was added to supervise the dormitories, the kitchen and dining room, the hospital, and the plant.

### 1961-63 Biennium

A girls' dormitory was constructed which replaced quarters in the Main Building. It provides adequate space in the form of apartment living for older girls who have responded with an improvement in student responsibility.

The Multipurpose Building constructed during this period provided a swimming pool for the first time, a stage with sufficient seating, and a gymnasium that is official size. The old auditorium was too small and the old gym did not have an adequate court or seating accommodations.

The Vocational Building was constructed and put in use during this period providing adequate space and equipment for an expanded vocational program. The offset printing program was improved, and the commercial program was improved and expanded. A metal shop was added, but no teacher provided until the fall of 1965.

The library was moved to the Main Building providing more space for growth and improvement.

A cooperative program was started to give a four week orientation program for Vocational Rehabilitation Counselors who work with the deaf. This is supported by Federal funds.

An educational counselor position was added, but a full-time person was not available until 1963. This position has improved the parent education program and contact between the home and the school.

A chaplain was added to the staff to provide spiritual guidance for the pupils.

#### 1963-65 Biennium

The Main Building was remodeled for classrooms and improved lighting was provided here and in the School Building.

Additional grades were added in 1963 to 1965 with a resulting complete high school program. The first class, which included eleven students, was graduated in June, 1965.

A Vocational Supervisor was added to bring about improvement in the training and placement of students.

Research activity was increased in the last two bienniums.