A PSYCHIATRIST considering a state-level program director position has asked, "What is it like? What are the assets and liabilities? What should I know?" Here are some suggestions:

1. Persuasion. Persuasion in itself is a complex concept. It entails different meanings and techniques at different levels. One's approach to super-ordinates differs from that to peers, and in turn to subordinates. Persuading the legislature is a different proposition from persuading one's own staff. The implied threat of withholding funds in a grant-in-aid program unless certain conditions are met is "persuasive."

Nonetheless, at whatever level, if persuasion is defined as obtaining voluntary consent in decisions, it is a requirement for any significant movement: easy to say, a truism in fact, but hard to maintain as a practice. Pressures of time, communication problems, accidental factors—all may interfere. Perhaps the greatest hazard is one's own impatience to get on with it.

2. Hard Knocks. "He who aspires to power must first learn to tolerate hatred."—Seneca. This can be improved only by differentiations as to the meaning of hatred. In public life one encounters it in every conceivable form up to and including naked wrath. The reasons are as complex and varied as the individual personality. It is much as in therapy, easier to handle when out in the open. An added dimension is the group or herd effect, the professional jurisdictionalism which says, "Only psychiatrists can do psychotherapy," "Nurses must have bachelor's degrees" and like Declarations. Peculiar things happen when individuals identify with the Establishment Woe to him who dares cross these picket lines. It is no place for sissies.

3. Club Rules. This is a difficult problem for professionals, who have learned the rules of their own exclusive club and find themselves, whether they like it or not, engaged in transactions in a totally different kind of a club with a different set of rules. The club varies, but would tend to include the Governor, his chief administrative officer, the top civil service officials, some key legislators, very likely an advisory board of some sort, possibly a non-medical department head. These men are proud professionals in their own right. A particular hazard for physicians here: the main rule in the "Doctors' Club" is the Doctor's Order: Rx, Recipe—thou shalt receive. A sure recipe for failure, as one soon learns. Whether he is admitted as a trusted member to this other club is up to him. If he is to be successful in carrying out a public trust he must do so. It can be done without sacrifice to professional integrity.

THE STRESSES, the grief, the compromises, the boredom of having to explain something for what seems like the millionth time, are more than matched by the joy of watching a program take shape and by the knowledge that if only in some small way, it all counts for something.

David J. Vail, M.D.
Director
Division of Medical Services
Dr. Howard R. Davis, chief of psychological services and coordinator of mental health research, Division of Medical Services, DPW, will serve as a member of a Public Health Service survey team September 10-15 to study institutional and community aspect of the Colorado mental health program. Dr. Davis will review the western state's clinical psychology and rehabilitation programs.

Miss Gloria George, institutions nursing consultant, DPW, resigned, effective September 26, to join the Illinois State Psychiatric Institute, October 1, as director of nursing.

Mr. William Lightburn, assistant superintendent, St. Peter State Hospital, has been admitted to the American College of Hospital Administrators. The College honors men and women for outstanding work in their professional careers as hospital administrators.

Mrs. Maxine Umba, state volunteer services coordinator for Connecticut, spent 2 1/2 days in August observing Minnesota's statewide volunteer service program, which included a meeting in Saint Paul with the volunteer services coordinators from the state hospitals, and observation of the program at Anoka State Hospital.

Dr. Caesar Delgado, a native of Peru, has joined the Hastings State Hospital staff as Psychiatrist II. He came to Hastings from Montreal (Canada) General Hospital.

A recent addition to the Central Minnesota Mental Health Center (Little Falls) staff: Dr. Donald C. Carter, psychiatrist, formerly of the VA Hospital, Durham, N. C., where he was assistant chief of psychiatric services.

Among other recent additions to state hospital staffs: Dr. Velta Mikelsons, Physician II, Hastings; Mr. James Scheibe, Psychologist I, Cambridge State School and Hospital; Mrs. Amanda Saler, Psychologist I, St. Peter State Hospital; Mr. Dean Nelson, Social Worker, Faribault State School and Hospital; Mr. David Steen, Social Worker, Fergus Falls State Hospital; Mr. Eric Erickson, Patient Program Supervisor, Hastings State Hospital.

The Lakeland Mental Health Center, Inc., Fergus Falls, announces that Dr. James F. Condell, psychologist, has joined the Center staff. He will be working with schools in the area that have contracted for psychological services, and provide consultation for teachers, counselors, and other school personnel. Dr. Condell formerly was staff psychologist for the Four-County Project for Retarded Children, Fergus Falls.

'Town Meetings' on Retarded Are Planned for October 8—31

PREMIERE PRESENTATION of the film report of the Governor's Advisory Committee on Mental Retardation will highlight a series of Town Meetings this fall on Minnesota's program for the mentally retarded. To be held during the period October 8-31, the meetings will follow the general pattern established by the highly-successful Town Meetings completed the past spring on Minnesota's mental health program. The Minnesota Association for Retarded Children and the Minnesota Department of Public Welfare are co-sponsoring the new series.

The current status of Minnesota's program for the mentally retarded will be brought to the citizens of nine cities (and surrounding areas) throughout the state; St. Paul, Minneapolis, Worthington, Rochester, St. Cloud, Willmar, Duluth, Crookston, and Mankato.

Local planning, arrangements and publicity will be handled by local committees, coordinated by local associations for the mentally retarded and select community organizations. Faculty for the meetings will be provided by the Minnesota Association for Retarded Children and the Department of Public Welfare.

Institute on After Care Planned by DPW and NIMH

STATE-LEVEL PERSONNEL in public agencies concerned with providing after-care for psychiatric patients will participate in a three-day institute: "Coordinating Services for After-Care", November 14-16 at Pine Edge Motor Inn, Little Falls. The Institute is sponsored by the Minnesota Department of Public Welfare and the National Institute for Mental Health.

Social problems of patients released from mental hospitals will be presented, discussed and analyzed; participants will be provided an overview of after-care programs, and will study and discuss techniques of community organization toward the goal of better integration and coordination of services for patients.

Speakers at the institute will include Mr. Hyman Forstenzer, director, Community Mental Health Services, Department of Mental Hygiene, Albany, N. Y.; and Dr. Thomas McPartland, director of research, Greater Kansas City Mental Health Foundation, and consultant in social science to the U. S. Public Health Service Office, Region VI, Kansas City. Also on the program will be Mr. Virgil Shoop, Régional Office. U. S. Public Health Service, Kansas City, Missouri; Mrs. Ruth Knee, psychiatric social work consultant, National Institute of Mental Health; and Dr. David J. Vail, director, Division of Medical Services, Minnesota Department of Public Welfare.

Participants will include public health nurses; vocational rehabilitation counselors; program directors from community mental health centers; superintendents and social services directors from state mental hospitals; executive directors from county welfare departments and Department of Public Welfare consultants.
Rehab Therapies for Geriatrics
New Venture at Ah-Gwah-Ching

WITH THE APPOINTMENT of Mr. Neil Henkel as rehabilitation therapies program supervisor at Ah-Gwah-Ching Nursing Home, Walker, Minnesota, and a new venture into organized programs of rehabilitation therapies for geriatrics patients opens up at that facility, Mr. Henkel has worked at Willmar State Hospital in the rehabilitation therapies department and is a graduate of St. Cloud State College.

The rehabilitation therapies staff of three at Ah-Gwah-Ching will be augmented by plans to develop a volunteer program. Purpose of the entire effort is to sustain and improve the patient's physical and mental condition through active participation in social activities, physical exercise, outdoor activities, and the like. The program will be closely coordinated with the nursing service.

Formerly the 350-bed State Sanatorium, Ah-Gwah-Ching was converted to a state nursing home in January. In April, operations were transferred from the Division of Medical Services to the Division of Public Assistance, Department of Public Welfare.

U of M to Train Teachers of Emotionally Disturbed

The National Institute of Mental Health recently awarded a five-year grant to the University of Minnesota College of Education, for training teachers of emotionally disturbed and socially maladjusted children. The grant provides stipends for graduate students as well as additional staff. Experienced teachers may receive stipends of $2,400 for four quarters of graduate work. Certified teachers without teaching experience may receive $1,800.

The training grant is for a 54-credit graduate program, for certificated teachers, leading to the MA in Educational Psychology and special certification as a teacher of disturbed and delinquent children.

Unification of the theory and experience into a program will come from a nine-month, weekly seminar; and nine-month part-time internship.

- Project director is Mr. Bruce Balow, Director of the Psycho-Educational Clinic, who especially invites inquiries regarding stipends.

Brainerd's 'Helping Hands' Film
Available from DPW Library

"Helping Hands", the 25-minute, 16mm movie filmed in sound and color at Brainerd State School & Hospital is now available from the Library, Minnesota Department of Public Welfare Centennial Building, St. Paul 1, Minnesota.

This is a non-professional film depicting the variety of services performed by volunteers at Minnesota's newest state school and hospital for the retarded.

Included in the presentation are scenes showing volunteers providing services to patients directly on a one-to-one basis, on a group basis, and in areas of non-patient-contact services. It also illustrates how volunteers help take patients into the community and bring the community to the patients. There are no professional actors or "staged" scenes.

State Fair Booth on Retarded Will Feature P.K.U. Testing Service

ONCE AGAIN the State Exhibits Building on Machinery Hill at the Minnesota State Fair (August 25-September 3) will be a meeting place where parents of the mentally retarded may discuss a mutual problem among themselves and with professional staff as well; and a center for anyone seeking information on mental retardation.

The Dow's section on the Mentally Retarded and Epileptic and the Minnesota Association for Retarded Children are again jointly sponsoring the popular exhibit and visiting place staffed by parents of retarded children and professional staff from county welfare departments throughout the state.

Something new has been added to the 1962 exhibit. Free testing materials will be offered for phenylketonuria (phenylpyruvic oligophrenia, often abbreviated P.K.U.) the inherited disease due to a defect in the metabolism of the essential amino acid, phenylalanine. Ordinarily, it results in severe mental deficiency. Infants with the condition appear normal at birth, but with ingestion of protein-containing food the accumulation of phenylalanine and its derivatives affects the development of the central nervous system. It is estimated to occur once in every 20,000 live births.

If P.K.U. is not diagnosed and treated in early infancy, severe mental retardation will occur. The disease can be detected before clinical symptoms develop by testing for excessive amounts of phenylpyruvic acid in urine, usually by determining the urine reaction to ferric chloride.

At the booth on mental retardation and epilepsy, interested parents will be given information on P.K.U. and have an opportunity to make arrangements for the free testing.

New Quarters; Psychiatrist For Northwestern MH Center

THE NORTHWESTERN MENTAL HEALTH CENTER, Crookston, on July 2 moved into new quarters in the former nurses' Residence at Sunnyrest Sanatorium. The Center now occupies the first floor, where staff offices, reception and waiting room are located; and the basement, consisting of a group therapy room, two play therapy areas, a staff room, and additional office space.

'Open Psychiatric Ward'
Progress in Minnesota

Doctor David J. Vail, Director, Division of Medical Services, DPW, recently received a "thank-you" from Ohio for having contributed data to a Cincinnatian's thesis: "A Survey of the Extent of Use of Open Psychiatric Wards in Mental Hospitals in the United States", a copy of which is available in the library of the American Hospital Association in Chicago.

The student quoted from his thesis the following percentages of mental patients in open wards in mental hospitals:

January 1, 1961: in Minnesota, 51.36; in the United States, 42.36.

Progress!
Hospital Echoes ...

Rochester State Hospital has won accreditation from the Joint Commission on Accreditation of Hospitals, one of only 27 per cent of the nation's state mental hospitals which have gained the recognition. Other Minnesota state hospitals previously recognized: Anoka State Hospital, and the former Minnesota State Sanatorium (now the Ah-gwah-ching Nursing Home) at Walker.

At Cambridge State School and Hospital June 30, a sound system was dedicated which provides piped-in music to all day rooms, dormitories, and dining rooms in one of the cottages. It was donated by the Job's Daughters throughout Minnesota.

Rochester State Hospital also lays claim to some fame in the area of parades. The hospital's Drum & Bugle Corps, numbering 15 patients, has been making appearances in various parades in the area, and on Memorial Day was awarded first prize ($35) in competition with all other units in a parade in Austin, Minnesota. The sum was added to the hospital's patient's fund. The Drum & Bugle Corps has an "interloper," and perhaps a "first." Miss Ann Jamison, a volunteer worker at the hospital, recently joined the unit as a drummer!

Among the recent staff changes at Willmar State Hospital: Dr. Richard O. Heilman, in charge of the alcohol and drug addition program, formerly staff physician at the hospital; Dr. Jose Torres, in charge of medical and surgical services, to Willmar from three years of general surgery at St. Joseph's (Denver, Colorado) Hospital. Dr. N. R. Smith left the Willmar staff July 1 to join the Hastings State Hospital as internist.

State Colleges Receive
MH Reference Library Texts

TWENTY-ONE SELECTED publications and textbooks in the broad field of mental health were sent this month to 29 state and private colleges in Minnesota. They were furnished by DPW's Division of Medical Services as a supplement to the Mental Health Reference Libraries established by DPW in the colleges last year. This special reference unit is also maintained within the DPW Library, Centennial Building, Saint Paul.

Purpose of establishing the reference libraries were to make available recent and advanced studies in the mental health and mental retardation field. It was felt that many colleges and universities have a limited number of recent writings in the mental health field, despite the fact that it is a subject of considerable interest to students and faculty alike, and that fostering this interest should have a decided bearing on mental health activities in the local communities, and in encouraging mental health career plans of some students.

Film Library Started
At Southwestern MH Center

The initial film in the new library established by the Southwestern Mental Health Center is "You Are Not Alone," produced by the Connecticut Mutual Life Insurance Company. Purchase of the film was made with a grant of funds provided by the Pipestone County Mental Health Association.

Mr. Alfred G. Winter, Program Director for the mental health center, said that this film and others to be added to the library will be made available to groups interested in the problems of mental health as part of the educational function of the center. He said, however, that the primary use of the films will be for individual treatment. Mr. Whiter indicated that the Center's education program would place heavy emphasis on working with high schools in the area.