

SUPPORTING DATA

INSTITUTIONAL REQUESTS FOR ADDITIONAL PERSONNEL

Prepared by the
Minnesota Association *for Retarded Children,* Inc.
6315 Penn Avenue **South**
Minneapolis, Minnesota 55423

April, 1967

INSTITUTION STAFFING REQUESTS

Total request: 749.5 additional positions,.

Individual institutional requests:

1. Brainerd State Hospital. -

a. Patient care and ward personnel	140
b. Other	59.5
c. Total	199.5

2. Cambridge State Hospital •-

a. Patient care and ward personnel	148
b. Other	62
c. Total	210

3. Faribault State Hospital -

a. Patient care and ward personnel	277
b. Other	44
c. Total	321

4. Owatonna State School -

a. Total	19
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The Minnesota Association for Retarded Children supports these requests for additional staff to further improve ward conditions for retarded persons in state institutions.

INTRODUCTION

The 1965 Legislature allocated 421 new positions for state institutions for the mentally retarded. This is the largest number of such positions ever allocated in the history of the Minnesota Legislature.

During the interim period 1965-67, many questions were raised as to whether ward staffing ratios were being improved and, if so, whether the improved ratios were having any significant effects upon the populations in the institutions. In order to provide answers to these questions, the Minnesota Association for Retarded Children has completed a study of staffing and population changes in the three major institutions for the mentally retarded--Brainerd State Hospital, Cambridge State Hospital, and Faribault State Hospital.

The study is a follow-up of the individual ward staffing study conducted in September, 1964.

The purpose of this study was to determine changes in staffing patterns and population characteristics which have occurred since that time. This study was designed to determine staffing patterns on each ward in each of the three major institutions for the mentally retarded. It was conducted during the second and third weeks of April, 1967. All data regarding staffing and population characteristics was gathered through questionnaires completed by patient care personnel in charge of wards in each institution. Questionnaires were distributed to a total of 63 wards. The completion and return of these questionnaires was 100%. Data from all but two wards in the three institutions was included in this study. These two wards were omitted from the study due to the atypical scope of their operation. A total of 5,368 patients were living in the 61 wards included in the study.

GENERAL FINDINGS

1. Total population in the wards surveyed decreased 364 (6.4%) since 1964.
2. Despite population decrease in the three institutions, the number of severely and profoundly retarded patients increased 363, an increase of 13.4% since 1964.
- 3* The number of moderately retarded in the three institutions decreased 24.1.
4. The number of mildly retarded in the three institutions decreased 29.9%.
5. A total of 599.5 patient care workers were assigned to wards in the three institutions, 82.5 more than in these wards in 1964 (an increase of 16%).
6. In addition to the 599.5 patient care workers, there were 141.5 other workers assigned to wards in the three institutions. A total of 741 ward personnel were assigned. This is 337.25 more than in 1964, an increase of 22.7%.
7. Staffing ratios have been improved in all three institutions. Cambridge State Hospital has the most favorable staffing ratios; Brainerd State Hospital, the second most favorable; and Faribault State Hospital, the least favorable.
8. The populations at Cambridge and Faribault have decreased. The population at Brainerd has increased due to the addition of two new wards.
- 9* As a result of improved staffing ratios, the following general population changes in the three institutions have occurred:
 - a. 146 fewer patients are non-ambulatory.
 - b. 142 fewer patients are bedfast.
 - c. The number of patients who are not toilet trained decreased 224.
 - d. The number of patients who are unable to feed themselves decreased 248.

The above are findings of a very general nature. The following report and appendices contain detailed findings concerning the total institutional population and the staffing and population changes in each individual institution. Information concerning specific wards is also available, but is not included here,

POPULATION CHANGES, 1964-1967

1. Total population on the wards surveyed in the three institutions decreased 364, from 5,732 to 5,368 (a decrease of 6.4%).
2. The population at Faribault decreased 212, from 2,875 to 2,663 (a decrease of 7.4%). The population at Cambridge decreased 294, from 1,721 to 1,427 (a decrease of 17.1%). The population decreases in these two institutions were due primarily *to* fewer persons being admitted and more persons being discharged.
3. The population at Brainerd increased 142, from 1,136 to 1,278 (an increase of 12.5%). The increase in population was due to the addition of two new buildings.

STAFFING CHANGES, INDIVIDUAL INSTITUTIONS, 1964-1967

BRAINERD STATE HOSPITAL

- A. The greatest staff increases were realized at Brainerd; however, this is the only institution which increased its population, Consequently, the resultant staffing ratios during each shift are better than those at Faribault, but not as favorable as those at Cambridge.

The total number of patient care personnel assigned to wards on all three shifts increased from 90 to 149.5; an increase of 66.1%. The total number of all personnel assigned the wards on all three shifts increased from 111.5 to 185; an increase of 66%.

- B. The number of patient care staff on the morning shift increased from 36 to 62.25; an increase of 72.8%. The number of patients that each of these employees is responsible for decreased from 31.6 to 20.6; a decrease of 34.8%.
- C. The total number of personnel assigned to the wards on the morning shift increased from 57.5 to 93.25; an increase of 62.2%. The ratio of ward personnel and patients has improved from 1:19.8 to 1:13.7.
- D. The number of patient care personnel assigned to wards on the afternoon shift increased from 32 to 55.75; an increase of 74.2%. The number of patients each of these employees is responsible for decreased from 35.5 to 22.9; a decrease of 35.5%.
- E. The total number of ward personnel assigned to the afternoon shift increased from 32 to 60.25; an increase of 88.3%. The ratio to patients improved from 1:35.5 to 1:21.2.

I. Brainerd State Hospital (continued)

- F. The number of patient care personnel assigned to the wards on the evening shift increased from 22 to 31.5; an increase of 43.2%. The number of patients each of these persons is responsible for decreased from 51.6 to 40.6; decrease of 11.3%. No other staff personnel are assigned to wards during this shift.

II. CAMBRIDGE STATE HOSPITAL

- A, The smallest staff increases were realized at this institution. In fact, the number of patient care personnel assigned to the wards during all three shifts decreased from 184 to 173.5. However, the total number of ward personnel assigned to wards increased from 204.75 to 226. The patient care and total ward personnel ratios are more favorable here than at either of the other two institutions. This was also true in 1964. As a result of decreasing population and additional ward personnel, these ratios have improved,,
- B. The total number of patient care personnel assigned on the morning shift decreased from 84 to 78.5. However, due to decreasing population, the number of patients each of these employees is responsible for has decreased from 20.2 to 18.2; a decrease of 10%.
- G. The total number of ward personnel assigned to the morning shift increased from 98.75 to 123; an increase of 24.6%. The total ward personnel to patient ratio improved from 1:19.8 to 1:13.7.
- D. The number of patient care personnel assigned to wards on the afternoon shift decreased from 73 to 70. Due to decreased population, the number of patients each of these personnel is responsible for decreased from 23.6 to 20.4; a decrease of 13.6%.

II. Cambridge State Hospital (continued)

- E. The total number of personnel assigned to the wards during the afternoon shift decreased from 79 to 78. However, the ward personnel to patient ratio improved from 1:21.8 to 1:18.3.
- F. During the night shift, there were no personnel other than the patient care staff assigned to the wards. The number of patient care personnel assigned decreased from 27 to 25. Due to decreased population, the staffing ratio improved from 1:63.7 to 1:57.1.

III. FARIBAULT STATE HOSPITAL

- A. The number of patient care personnel assigned to wards on all three shifts increased from 243 to 276.5; an increase of 13.8%. The total number of personnel assigned to wards during these three shifts increased from 287.5 to 330; an increase of 11.3%. Staffing ratios improved on all three shifts.
- B. The number of patient care personnel assigned to wards during the morning shift increased from 109 to 122.5; an increase of 12.4%. The number of patients each of these persons is responsible for decreased from 26.4 to 21.7; a decrease of 17.8%.
- C. The total number of personnel assigned to wards during the morning shift increased from 137.5 to 156; an increase of 13.5%. The ratio of ward personnel of patients improved from 1:20.9 to 1:17.1.
- D. The number of patient care personnel assigned to wards during the afternoon shift increased from 96 to 110; an increase of 14.6%. The number of patients that each of these personnel is responsible for decreased from 29.9 to 24.2; a decrease of 19.9%.

III. Faribault State Hospital (continued)

- E. The total number of staff assigned to wards during the afternoon shift increased from 112 to 129; an increase of 6.3%. The ratio of ward personnel to patients improved from 1:25.7 to 1:20.6.
- F. The number of patient care personnel assigned to the evening shift increased from 38 to 44; an increase of 15.8%. The number of patients each of these staff is responsible for decreased from 75.7 to 60.5; a decrease of 19.1%.
- G. The total number of ward personnel assigned to the evening shift increased from 38 to 45. The ratio of ward personnel to patients improved from 1:75.7 to 1:59.2.

IV. CHANGES IN INSTITUTIONAL POPULATION CHARACTERISTICS. 1964 - 1967

A. TOTAL POPULATION - THREE INSTITUTIONS

1. The total number of non-ambulatory patients in the three institutions decreased from 1,002 in 1964 to 856 in 1967; a decrease of 146 (14.6%).
2. The number of bedfast patients decreased from 543 to 401; a decrease of 142. (26.2%).
3. The number of hyperactive patients increased from 1,305 to 1,470; an increase of 168, (12.9%)
4. The number of patients not toilet trained decreased from 1,706 to 1,482, a decrease of 224, (13.1%).
5. The number of physically handicapped patients increased from 2,031 to 2,460, an increase of 429, (21.1%).
6. The number of patients receiving medication regularly increased from 3,254 to 3,324s an increase of 70, (2.2%).
7. The number of patients unable to feed themselves decreased from 1,210 to 961\$ a decrease of 248, (20.5%).

B. INDIVIDUAL INSTITUTIONAL POPULATION CHANGES 1964-1967

1. Cambridge State Hospital made the greatest gains in terms of general improvement of their population as indicated by the following characteristics:
 - a) The number of patients who are non-ambulatory decreased 44.7%
 - b) The number of bedfast patients decreased 21.7%
 - c) The number of patients not toilet trained decreased 23.4%
 - d) The number of patients who are unable to feed themselves decreased 32.2%.
2. Faribault State Hospital made the next greatest gain in terms of improving their population in the following characteristics?
 - a) The number of patients who are bedfast decreased 35.2%.
 - b) The number of patients who are not toilet trained decreased 16.5%.
 - c) The number of patients who have to be fed by someone else decreased 18.2%.
3. Brainerd State Hospital made the least gains in relationship to the other institutions in terms of the following characteristics. However, this is the only institution where the overall population increased *142(12.5%)*, and the number of severely and profoundly retarded patients increased
 - a) The number of patients who are non-ambulatory decreased 2.8%.
 - b) The number of patients who are bedfast decreased 10.6%.
 - c) The number of patients who are unable to feed themselves decreased 3.1%

CHANGES IN DISTRIBUTION OF INSTITUTIONAL POPULATIONS IN TERMS OF

DEGREE OF RETARDATION, 1964-1967

A. TOTAL POPULATION OF THREE INSTITUTIONS.

1. The total *number* of severely and profoundly retarded residents increased from 2,716 to 3,079; an increase of 363 (13.4%)»
2. The number of moderately retarded residents decreased from 2,060 to 1540; a decrease of 496 (24%).
- 3* The number of mildly retarded residents decreased from 844 to 592; a decrease of 252 (29.9%).
4. The number classified as borderline or mot mentally retarded increased from 112 to 157.
5. In 1967, 57.4% of the total institutional population was classified as being severely or profoundly retarded. In 1964, only 47.4% were so classified.
6. In 1967j ,28.7% of total institutional population was classified as being moderately retarded. In 1964, 35.9% was so classified.
7. In 1967, 11% of the total institutional population was being classified as mildly retarded, In 1964, 14.7% were so classified.

B. BRAINERD POPULATION

- 1* The total population increased from 1,136 to 1,278; an increase of 142 (12.5%).
2. The number of severely and profoundly retarded increased from 446 to 711; an increase of 265 (59.4%).
3. Despite the population increase, the number of moderately retarded decreased from 512 to 463 a decrease of 49 (9.6%)
4. Despite the population increase, the number of mildly retarded decreased from 148 to 81; a decrease of 67 (45%).
5. In 1967, 55.6% of the population was classified as being severely or profoundly retarded. In 1964, 39.3% were so classified.
6. In 1967, 36.2\$ of the population was classified as being moderately retarded. In 1964, 45.1% were so classified,
7. In 1967, 6.3% of the population was classified as being mildly retarded. In 1964, 13% were so classified.

C. CAMBRIDGE POPULATION

1. The total population decreased from 1,721 to 1,427; a decrease of 294 (17.1%).
2. Despite the population decrease, the number of severely and profoundly retarded increased from 868 to 963; an increase of 95 (10%).
3. The number of moderately retarded decreased from 552 to 264; a decrease of 264 (47.8%).
4. The number of mildly retarded decreased from 280 to 140; a decrease of 140 (50%).
5. The number classified as being of borderline intelligence or not mentally retarded increased 39.
6. In 1967, 67.5% of the population was classified as severely or profoundly retarded. In 1964, only 50.4% were so classified.
7. In 1967, only 18.5% of the population was classified as moderately retarded. In 1964, 32.1% were so classified.
8. In 1967, only 9.8% of the population was classified as mildly retarded. In 1964, 16.3% were so classified,

D. FARIBAULT POPULATION

1. The total population decreased from 2,875 to 2,663; a decrease of 212 (7.4%).
The smallest population change of any of the institutions.
2. The number of severely and profoundly retarded patients remained about the same.
3. The number of moderately retarded patients decreased from 996 to 813; a decrease of 183 (18.4%).
4. The number of mildly retarded patients decreased from 416 to 371; a decrease of 45 (10.8%).
5. The number of patients classified as borderline or not mentally retarded increased 13.
6. In 1967, 52.8% of the population was classified as being severely or profoundly retarded. In 1964, 48.8% were so classified,

7. In 1967, 30.5% of the population was classified as being moderately retarded.
In 1964, 34.6% were so classified.
8. In 1967, 13.9% of the population was classified as being mildly retarded, about the same as in 1964.

POPULATION CHANGES 1964-1967

	Non-Ambulatory	Bedfast	Hyperactive	Not toilet-trained	Physically Handicapped	Receiving Medication	Must be fed
<u>BRAINERD</u>							
1964	179 (15.8%)	113 (9.9%)	314 (27.6%)	290 (25.5%)	392 (34.5%)	600 (52.8%)	227 (20.0%)
1967	174 (13.6%)	101 (7.9%)	303 (23.7%)	343 (26.8%)	509 (39.8%)	770 (60.2%)	220 (17.2%)
<u>CAMBRIDGE</u>							
1964	393 (22.8%)	157 (9.1%)	404 (23.5%)	623 (36.2%)	711 (41.3%)	1346 (78.2%)	449 (26.1%)
1967	218 (15.3%)	123 (8.6%)	507 (35.5%)	477 (33.4%)	1038 (72.7%)	1156 (81.0%)	304 (21.3%)
<u>FARIBAULT</u>							
1964	430 (15.0%)	273 (9.5%)	587 (20.4%)	793 (27.6%)	928 (32.3%)	1308 (45.5%)	534 (18.6%)
1967	464 (17.4%)	177 (6.6%)	661 (24.8%)	662 (24.9%)	913 (34.3%)	1398 (52.5%)	437 (16.4%)
<u>TOTAL 3 INSTITUTIONS</u>							
1964	1002 (17.5%)	543 (9.5%)	1305 (22.8%)	1706 (29.8%)	2031 (35.4%)	3254 (56.8%)	1210 (21.1%)
1967	856 (15.9%)	401 (7.5%)	1470 (27.4%)	1482 (27.6%)	2460 (45.8%)	3324 (61.9%)	961 (17.9%)

SELECTED POPULATION CHARACTERISTICS

TOTAL - 3 Institutions

	1964		1967	
	No. of Patients	% of total Population	No. of Patients	% of total Population
Non-ambulatory	1002	17.5%	856	15.9%
Bedfast	543	9.5.	401	7.5
Hyperactive	1305	22.8	1470	27.4
Not toilet-trained	1706	29.8	1482	27.6
Phys. Handicapped	2031	35*4	2460	45.8
Rec. Medication Reg.	3254	56.8	3324	61.9
Must be fed	1210	21.1	961	17.9

INSTITUTIONAL POPULATION CHARACTERISTICS

	BRAINERD			
	1964		1967	
	Number of Patients	% of total Population	Number of Patients	% of total Population
Non-Ambulatory	179	15.8%	174	13.6%
Bedfast	113	9.9	101	7.9
Hyperactive	314	27.6	303	23.7
Not toilet-trained	290	25.5	343	26.8
Physically handicapped	392	34.5	509	39.8
Receiving medication regularly	600	52.8	770	60.2
Must be fed	227	20.0	220	17.2
Non-Ambulatory	393	22.8	218	15.3
Bedfast	157	9.1	123	8.6
Hyperactive	404	23.5	507	35.5
Not toilet-trained	623	36.2	477	33.4
Physically Handicapped	711	41.3	1038	72.7
Rec. Medication Reg.	1346	78.2	1156	81.0
Mast be fed	449	26.1	304	21.3
	FARIBAULT			
Non-Ambulatory	430	15.0	464	17.4
Bedfast	273	9.5	177	6.6
Hyperactive	587	20.4	661	24.8
Not toilet-trained	793	27.6	662	24.9
Physically Handicapped	928	32.3	913	34.3
Rec. Medication Reg.	1308	45.5	1398	52.5
Must be fed	534	18.6	437	16.4

CHANGES IN POPULATION CHARACTERISTICS 1964-1967

	Total Population	Non- Ambulatory	Bedfast	Hyperactive	Not Toilet-	Physically	Receiving Medication	Must be fed
BRAINERD Number of patients 1964-1967	142	- 5	- 12	- 9	/ 53		/170	- 7
% change 1964-1967	12.5%	-2.8%	- 10.6%	- 3.5%	/ 18.3%	/ 29.8%	/ 28.3%	- 3.1%
CAMBRIDGE Number of patients 1964-1967	-294	-175	- 34	/103	-146	/327	-190	-145
% change 1964-1967	-17.1%	-44.7%	-21.7%	/ 25.5%	- 23.4%	/ 46.0%	- 14.1%	-32.2%
FARIBAULT Number of patients 1964-1967	-212	/ 34	- 96	/ 74	-131	- 15	/ 90	- 96
% change 1964-1967	- 7.4%	/ 7.9%	-35.2%	/ 12.6%	- 16.5%	- 1.6%	/ 6.9%	-18.2%
COMBINED 3 INSTITUTION Number of patients 1964-1967	-364	-146	-142	/168	-224	429	/ 70	-248
% change 1964-1967	- 6.4%	-14.6%	-26.2%	/ 12.9%	..- 13.1%	/ 21.1%	/ 2.2%	-20.5%

POPULATION CHANGES - DEGREE OF RETARDATION 1964-1967

	Total Population	Severe & Profound	Moderate	Mild	Borderline or Not Mentally Retarded.
BRAINERD	142 (12.5%)	/265 (59.4%)	- 49 (9.6%)	- 67 (45.0%)	- 7 (23.0%)
CAMBRIDGE	-294 (17.1%)	/ 95 (10.9%)	-264 (47.8%)	-140 (50.0%)	/39 (185.7%)
FARIBAULT	-212 (7.4%)	4 3	-183 (18.4%)	- 45 (10.8%)	/13 (21.3%)
TOTAL POPULATION 3 INSTITUTIONS	-364 (6.4%)	/363 (13.4%)	-496 (24.1%)	-252 (29.9%)	/45 (40.2%)

STAFFING CHANGES, 1964 - 1967

	BRainerd		Cambridge		Faribault	
	1964	1967	1964	1967	1964	1967
Patient Care Personnel	36	62.25	84	78.5	109	122.5
Total Ward Personnel	57.5	93.25	98.75	123	137.5	156
Patient Care Ratio	1:31.6	1:20.6	1:20.2	1:18.2	1:26.4	1:21.7
Total Ward Personnel Ratio	1:19.8	1:13.7	1:17.4	1:11.6	1:20.9	1:17.1
P.M. SHIFT						
Patient Care Personnel	32	55.75	73	70	96	110
Total Ward Personnel	32	60.25	79	78	112	129
Patient Care Ratio	1:35.5	1:22.9	1:23.6	1:20.4	1:29.9	1:24.2
Total Ward Personnel Ratio	1:35.5	1:21.2	1:21.8	1:18.3	1:25.7	1:20.6
Patient Care Personnel	22	31.5	27	25	38	44
Total Ward Personnel	22	31.5	27	25	38	45
Patient Care Ratio	1:51.6	1:40.6	1:63.7	1:57.1	1:75.7	1:60.5
Total Ward Personnel Ratio	1:51.6	1:40.6	1:63.7	1:57.1	1:75.7	1:59.2

STAFFING CHANGES 1964 - 1967

BRAINERD STATE HOSPITAL: Population increased 142 from 1964 to 1967

	1964			1967		
	A.M.	P.M.	EVE.	A.M.	P.M.	EVE.
Patient Care Personnel:						
Psychiatric Technicians	35	32	22	59.75	55.75	31.5
Registered Nurses	1	-	-			-
Special School Counselors				.5		
Hospital Aides		-	-	2		-
Total	36	32	22	62.25	55.75	31.5
Custodial Workers	10.5	-	-	18		-
Food Service Workers	10	-	-	11	4.5	-
Total Ward Personnel	57.5	32	22	93.25	60.25	31.5

Staffing Ratios	1964			1967		
	A.M.	P.M.	EVE.	A.M.	P.M.	EVE.
Patient Care	1:31.6	1:35.5	1:51.6	1:20.6	1:22.9	1:40.6
Overall Ward Personnel	1:19.8	1:35.5	1:1.6	1:13.7	1:21.2	1:40.6

STAFFING CHANGES, 1964 - 1967

CAMBRIDGE STATE HOSPITAL: Population decreased 294 from 1964 to 1967

	1964				1967		
	A.M.	P.M.	EVE.		A.M.	P.M.	EVE.
Patient Care Personnels							
Psychiatric Technicians	77	73	27		60	58	22
Registered Nurses	7		-		3.5	-	-
Special School Counselors	-		-		13	12	3
Hospital Aides	-		-		2		-
Total Patient Care Personnel	84	73	27		78.5	70	25
Custodial Workers	7	1	-		32		-
Food Service Workers	7.75	5	-		12.5	8	-
Total Ward Personnel	98.75	79	27		123	78	25

Staffing Ratios	1964				1967		
	A.M.	P.M.	<i>EVE.</i>		A.M.	P.M.	<i>EVE.</i>
Patient Care	1:20.2	1:23.6	1:63.7		1:18.2	1:20.4	1:57.1
Overall Ward Personnel	1:17.4	1:21.8	1:63.7		1:11.6	1:18.3	1:57.1

STAFFING CHANGES, 1964 - 1967

FARIBAULT STATE HOSPITAL: Population decreased 212 from 1964 to 1967

	1964				1967		
	A.M.	P.M.	EVE.		A.M.	P.M.	EVE.
Patient Care Personnel:							
Psychiatric Technicians	105	94	38		109.5	103.5	44
Registered Nurses	4	2	-		6	4.5	-
Special School Counselors							
Hospital Aides	-	-	-		7	2	-
Total Patient Care Personnel	109	96	38		122.5	110	44
Custodial Workers	12.5	12	-		18.5	6.5	1
Food Service Workers	16	4	-		15	12.5	-
Total Ward Personnel	137.5	112	38		156	129	45

Staffing Ratios:	1964				1967		
	A.M.	P.M.	EVE.		A.M.	P.M.	EVE.
Patient Care	1:26.4	1:29.9	1:75.7		1:21.7	1:24.2	1:60.5
Overall Ward Personnel	1:20.9	1:25.7	1:75.7		1:17.1	1:20.6	1:59.2

STAFFING CHANGES, 1964 - 1967
(NUMBERS OF STAFF ON WARDS)

	A.M.	P.M.	EVE.	TOTAL
<i>BRAINERD:</i>				
Patient Care Personnel	(72.8) /26.25	(74.2) /23.75	(43.2) / 9.5	(66.1) /59.5
All Ward Personnel	(62.2) / 35.75	(88.3) /28.25	(43.2) / 9.5	(66.0) /73.5
<i>CAMBRIDGE:</i>				
Patient Care Personnel	(6.5) -5.5	(4.1) -3	(7.4) -2	(5.7) -10.5
All Ward Personnel	(24.6) /24.25	(1.3) -1	(7.4) -2	(10.4) /21.25
<i>FARIBAULTs</i>				
Patient Care Personnel	(12.4) 13.5	(14.6) /14.0	(15.8) / 6.0	(13.8) / 33.5
All Ward Personnel	(13.5) A8.5	(6.3) / 7	(18.4) / 7	(11.3) /32.5
<i>TOTAL THREE INSTITUTIONS</i>				
Patient Care Personnel	(14.6) /34.25	(17.3) /34.75	(15.5) 4 13.5	(16) /82.50
All Ward Personnel	(26.7) /78.5	(15.4) /34.25	(16.7) / 14.5	(22.7) A27.25