

oneself. And success begets success.

"Also, you have to teach them to develop their bodies physically, if not for useful work then for them to take care of themselves.

"In a reorganization such as Willowbrook is undergoing with unitization, it would seem to me that the team leader would have to have a skeleton outline of what he wants to do. I have explained that this is an assignment that will be applied when we get the new staff, but I have told the people now that we will make changes as we go along. At the moment it is the best we can have.

"I think the problem is that the staff and I have different perceptions of the same problem. I think it is my job to organize everything effectively, to get the core of a program and to listen to

suggestions anyone may have. They want to make decisions all along the way; but they are not the team leader, I am and I must make the decisions.

"I have degrees in education, administration and psychology. That's what I'm equipped to do — to formulate a program and see that it is administered. I have that background and that's why I was hired for this job.

"There should be two team leaders. It's too much for one person. Dr. Ristic is the unit chief, but he doesn't work there because he has to be busy with everything else. I don't have that extra person.

"The staff is too sensitive. There are high expectations of the attendants and the doctors for me to pacify or help the residents who are distributed among all four wards. It is impossible for me to be there all the time. Under the circumstances, I am trying to do the most with what we have.

"What happens is that I am trying to make changes or improvements in the organization and functions of the ward in terms of giving service. Many of my employes do not like any change, all they want to do is add more employes. When the new ones come Monday, we will be ready with a plan which can be workable as we see the new people and learn about their abilities."

Dr. Baldos also explained what had happened concerning a girl whose behavior the team had decided to change through behavior modification. The staffers alleged that the patient had problems of obesity and violence and that Dr. Baldos had said to use food as a reward.

Dr. Baldos explained she

meant that food was to be used only in a very controlled way: The girl would be placed on a strict diet and any reward would be non-caloric, such as celery, and within the proper daily intake of the patient. Dr. Baldos feels the staff misunderstood her reasons and method of using food as a reward.

She also explained an incident of a diabetic who had been restricted to the ward to control her diet and for whom Dr. Baldos found a job in the kitchen. Staffers had cited that action as an indication of the team leader's incompetence.

Dr. Baldos said she was unable to have the girl transferred but because the girl was motivated, finally found a job for her in the kitchen. However, because of the diabetic condition, it was arranged that the girl would

work in the baby building where she wouldn't be tempted by food.

Dr. Baldos said she was shocked to find that the employes had accused her of discriminating against black workers by choosing white people to perform certain jobs. She said that she had divided the work of doing case reviews among four persons because they were the ones who were able to get to the meeting and were familiar with most of the patients. The staff also claimed that Dr. Baldos had dismissed a black worker on the spot and maintained that two weeks after a second incident, a white worker was still on the job.

Dr. Baldos said that in both cases she had reported the incidents to Dr. Milton Jacobs and Dr. Ristic and that they were the ones who decided how the cases would be handled.

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