

time parents were screaming they wanted screening on baby porches in one building. We got that done. It took a year.

"Then, however, there were other things they wanted which also take time. On the other hand, they realize that the institution responds to their pressure and they will always demand more.

"Consumers see that there is a change, but they also see that the changes are in response to their pressure. So that stimulates them to put more pressure."

The result? A dilemma. "You cannot ward off pressure by doing what they want because there is no end in sight to the kinds of things they want you to do.

"We could tell parents you can have a very fine service 40 hours a week if you want to take your children home nights and on weekends. And we also give you twice two weeks respite care so you can have a vacation, but if you want us to run a round-the-clock approach then you are imposing an entirely unproductive cost upon us.

"You make us pay people," Ristic says. "just to be there to watch your kids sleep."

Of course, Dr. Ristic adds, there will always be a number of people who require full-time institutionalization. There are, however, he says, some parents who "dump their children" in the institution.

Then, he says, "they yell, they rage ... they are concerned about their children, I suppose. But on the other hand, and I don't know how this will look in print, I have never hit below the belt and said this, but if the institution is so dreadful, why don't you take the child out?"

"In the beginning the entering was irrational," Ristic says. "It is no surprise in the end that the result was irrational."

Parents were only a part of Ristic's problems. State policy to reduce the size of

Willowbrook — population was 5,000 in 1972; today it is 2,600 — presented another dilemma for Ristic, the administrator.

"How does one improve performance at a dying institution?" he asks. "Organizations want to grow. The leader is followed if there is growth that opens up possibility for improvement and opportunity.

"It is very difficult to lead people and to expect them to follow when you are continually berating the organization. And if you are honest you can't very well phrase it."

Along with the demise of staff morale, the dwindling size of Willowbrook brought other problems for Ristic. The patient that Willowbrook released were the "givers", Ristic said, the retarded who could produce and take care of themselves.

That left, of course, the "takers," the patients who needed constant care, feeding, toilet clean up. The population was decreased, but the problems remained more visible and existent than ever, Ristic said.

When the furor of Willowbrook first came to the fore in late 1971, the worst severely handicapped mentally retarded, living a despicable

existence, were the focus of press and public concern

Almost two years after the furor subsided those same severely retarded remained in the institution. Some saw this as a sign that Willowbrook had not improved.

Dr. Stuart L. Keill, the man most responsible probably for putting pressure on Dr. Ristic to leave the director's spot, says that certainly Willowbrook improved in Ristic's two years.

Dr. Keill has implied, however, that Ristic left a lot to be desired as an administrator.

Ristic, with some bitterness, however, disputes any claim of administrative incompetence on his part. "No one could prove that," he says. The real reason for Keil attempting to push Ristic out of his director's spot was policy differences, Ristic says.

"I could have dug in my heels ... I could have fought it out. But that was neither in my best interests nor the best interests of the institution."

Dr. Ristic chose to transfer, to go back to research. "I can do much more here. That's been reinforced already."