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The Emissary

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Marc Meyers

When women managers put everything on the line—page 2

A visit with Dr. Gary Miller—page 6

WOMEN MANAGERS

Vive la différence!

"America must wake up to the fact that the very interpersonal skills of consensus building, mediating, moderating, and dealing effectively with people—skills that studies and surveys have historically identified as predominant in women—are the building blocks of a post-industrial society."

—Elizabeth Dole,
Secretary, U.S. Department of Transportation



Dr. Linda Webb, director of the Office of Continuing Education, left, consults with administrative technician Ira Sam on a lecture series the staff is coordinating. Webb, a manager for 10 years, is one of a growing number of women administrators who find TRIMS a good place to test their leadership skills.

When Dr. Linda Webb, director of the Office of Continuing Education, first entered management in the mid-1970s, she decided she should enroll in workshops to learn the principles of leadership.

She was part of a sprinkling of women in a prairie of men attending the workshops. Participants were taught to manage with an iron will, be task-oriented, and especially, to bury their softer sides.

"I felt so strange and uncomfortable. I didn't fit in," she remembers. When participants took personality tests to pinpoint which of their needs were strongest—for domination or affection and affiliation—Webb's scores were the opposite of her male counterparts.

She soon learned to answer questionnaires the "right" way and tried to compensate for her alleged weaknesses by managing as she thought a man would. Before long she felt miserable.

One day, though, she heard a speaker who advocated improving management skills by "owning up" to your honest beliefs, encouraging employees to do the same, taking risks, and remembering that both employees and managers are human beings with feelings and failings.

A 180° turn

The message was dizzying but exactly what she needed to hear.

"I suddenly realized it was okay to be high in affection and affiliation needs and that it might even

make me a better manager in the long run," she says.

Webb believes she, as a woman, tends to be more "relation-oriented" than men in general. "I don't like conflicts and I don't like fights. I try to find a way to de-escalate conflicts. I'm much more comfortable with negotiating and I choose my fights carefully," she says.

"When I was in my twenties I had a strong need to please. I still like to be liked, but I can do a task I set out to do without that need getting in the way."

And Webb, with a doctorate in health care administration, 10 years of management experience, and a track record of accomplishments—is not a person to take lightly.

She is one of a growing number of women at TRIMS who have entered important managerial positions and have found the institute a supportive place for testing their personal styles of leadership.

Four of these women recently interviewed—Webb, Nancy Wilson, director of the Texas Project for Elders, Dr. Suzanne Bafus, chief of the quality assurance section, and Thelma Cain, coordinator of allied health services—agreed that their management skills reflect their gender or the way they were reared.

Mother knows best

"Because of the way they were brought up," Bafus says, "women have traditionally developed their interpersonal skills. Wasn't it always Dick and Jane's mother who handled the interpersonal problems in those first-grade readers?"

"Look at how doctors and nurses were viewed in the past. When it came to human things, it was the nurses who dealt with people. Physicians dealt with medical problems," Bafus says.

While she was growing up,



Thelma Cain, coordinator of allied health services, right, supervises a staff of 65 people, including Veronica Abdur-Rahman, assistant director of nursing. Cain says her leadership style reflects the way she was reared.

Bafus says she was encouraged to go into "ladylike" professions. "Then you were supposed to get a husband, have children, run a household, and do all those managing kinds of things for free."

Although Bafus chose one of the "ladylike" professions—nursing—she did not elect to go unpaid for her many skills. After receiving a master's degree in special education and a doctorate in allied health administration, Bafus took a job as coordinator of health services at the Center for the Retarded.

"It was in many ways a mediator role. I had to integrate education and health aspects," she says. She found it a comfortable, albeit chal-

lenging, task.

Early in her management career, though, she felt the need to confront sexist attitudes, to prove to the world that women were as capable as men. "I was really militant for a while," she says.

But partially from maturity, partly from experience, she discovered that the best approach to accomplishing her goals as chief of quality assurance at TRIMS was to be pragmatic.

"The best patient care possible is my goal, and I'm willing to assume whatever role I need to accomplish my goal," she says, matter-of-factly. "I never feel like I

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Vive l'égalité!

TRIMS offers a supportive environment to women managers, but their salaries are not yet competitive with those of their male counterparts.

The average salary of a doctoral-level woman in a section chief position falls \$11,027 short of the average salary of a doctoral-level man (not including physicians) in a similar position.

Women managers

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have to give up femininity to do what I need to do."

Bafus, who has a seven-year-old daughter and a husband who shares household duties with her, believes that women have reached mainly managerial positions that mimic their roles as mothers.

"We're still in the helping, nurturing kinds of positions. We're the ones running the household—(internal workings of organizations)—while men are in positions that place them more in contact with the outside world. But you do see women beginning to infiltrate traditionally male jobs," Bafus says.

Like mother, like daughter

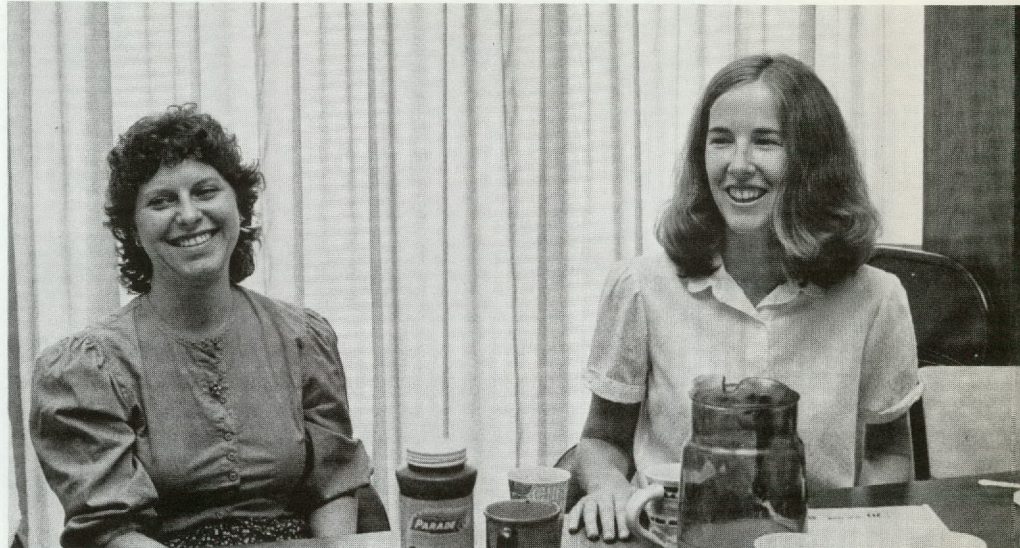
Thelma Cain, who manages 65 employees in her job as coordinator of allied health services, has been in a supervisory position for 17 years and believes her management style is rooted in the way her parents ran their family.

"We were very democratic at home. We all had a chance to speak our minds and every chore was done on a rotating basis with boys sharing the same duties as girls," Cain says.

Her parents also gave their children an alternative if they were asked to do something to which they earnestly objected.

As a manager, Cain says, she often finds herself playing many roles—"teacher, mother, salesperson, protector, good guy, and bad guy." She places a high priority on being even-tempered and organized. "I never felt that I had to prove anything to any man. I just do the best job I can."

She keeps her work and home life separated to the point that her husband, who also takes care of the household chores with her, only knows her job title and where she works. She uses the 45-minute drive between work and her home



in Stafford as a kind of buffer zone to make the transition.

Bringing everyone along

Nancy Wilson, at 31 one of the youngest managers at TRIMS, reflects what Webb considers a new generation of management skills. Webb calls it participatory management. Wilson describes it as a style of leadership that "brings everybody else along."

While Wilson, who is director of the Texas Project for Elders (part of a national research and demonstration project), believes in a team approach, it is definitely not like the old "me coach, you team. I can't think of any task that has rested entirely on me."

Wilson, who has a master's degree in social work, embodies a sense of being at ease with leadership, an uncocky brand of self-assurance, and the reputation for getting things done—quickly and without sacrificing quality.

She doesn't believe women are the only ones who have the strengths Secretary Dole described—consensus-building, mediating, and other interpersonal skills—but she thinks women may possess them more intuitively than

Nancy Wilson, director of the Texas Project for Elders, above right, espouses a style of leadership that "brings everybody else along" and is not autocratic. She manages a staff of 15 people including case manager Bonnie Marsteller. Below, Dr. Suzanne Bafus, chief of quality assurance, left, greets Dianne Vroulis, co-director of Children's Greenhouse, a school Bafus's daughter Marie, 7, attended last year. Bafus believes many women managers are in positions that mimic their role as mothers.



men who must work harder to develop them.

"Growing up, girls were the cheerleaders who built pyramids, and boys were the players trying to win something," she says with a laugh.

Learning to mediate

Wilson comes from a family of four sisters, which meant learning at an early age how to cooperate. She was the sibling who most frequently fell into the role of organizing the others and dealing with the neighbors. She was the mediator.

A pitfall that women managers must beware of, Wilson says, is the habit of doing what others fail or neglect to do—something that may be characteristic of mothers. Also, she adds, she has learned that although agreement among employees is the best approach, sometimes she must make a difficult decision that may be unpopular. "Sensitivity is a positive attribute but it can also be a deficit if you feel you have to moderate decisions based on everyone's feelings all the time."

Perhaps the one area in which Wilson is quick to admit women are more skilled is the ability to "recognize others' accomplishments. Women have typically learned how to plan social occasions more so than men. I think it's very important to celebrate an employee's good work and I make it a point to do so," she says. Each year, she organizes an informal, light-hearted awards ceremony to honor her staff members and others who have worked with the project.

All of the women managers believe TRIMS has offered them ample support and opportunities for career advancement. Each falls under the direct supervision of a man whom each describes as supportive and open to their ideas.

—Kathleen Kimball-Baker



Psychonostalgia

by Edwin E. Johnstone, M.D.

The insanity defense: Has the pendulum swung?

Few subjects in contemporary professional literature are more steeped in controversy than the insanity defense and the role of the psychiatric expert in court. The issues involved are not as modern as you might suspect. Delving 50 years into old journals led me to an article by Frederick Fenning, then the general counsel of the Medical Society of the District of Columbia. Ironically, Fenning was himself looking at a case from 50 years before his time! If half a century could help his perspective, I figured another 50 years couldn't hurt mine.

After hearing volumes of expert testimony, the supreme court of the District of Columbia had concluded in 1882 that Charles Guiteau, President Garfield's assassin, was not insane. Fenning suspected that a fresh presentation of the facts and testimony years later might have led to a different conclusion because the excitement of the event would have faded and half a century of scientific advances should have improved the process of such determinations.

Guiteau's deranged behavior and utterances were abundantly evident before the crime and during the trial. The defense strove to establish that Guiteau experienced at least "transitory insanity" while acting under a command delusion from the Deity. The prosecution tried to identify Guiteau's behavior as premeditated and the manifestation of vices rather than disease. The trial had no fewer than 36 medical experts, 23 for the state and 13 for the defense. Distinguished experts for the defense asserted that Guiteau's "free agency" was not intact at the time of the crime. Equally prominent prosecution experts declared with similar certainty that Guiteau's boastfulness, vanity, self-conceit, and love of notoriety were signs not of insanity but of "devilish depravity."

Shades of yesterday

A hundred years after Guiteau, a jury in a disturbingly similar case found John Hinckley Jr. insane. Perhaps Fenning would have been pleased with that verdict, in that it did not express a lynch-mob revengeful spirit. But when we realize that a century of progress has brought no scientific advances to the process, we can hardly be pleased. In the Hinckley case, we had the same parade of celebrated psychiatrists asserting contradictory certainties with simplistic eloquence about imponderable complexities. The same absurd "battle of the experts" has simply reflected a swing of the political pendulum. And watch out! It is surely about to swing in the other direction.

Magic and power...



Sherry Crona

As a teen-ager, he wanted to become a magician. At 47, Dr. Gary E. Miller can still make a quarter creep across his knuckles as if it had legs, then make the coin vanish from his hand and reappear on his elbow.

When he talks, he moves his hands as if deftly conducting an orchestra of words.

Miller is, in fact, a classical music enthusiast—when he has the time to enjoy it—but a leisurely weekend for Miller usually means shutting himself up in his office at home to read or write papers.

He travels much, visiting the 38 sites of his sprawling agency, which serves about 175,000 clients and patients whose problems range from marital discord to mental and physical handicaps that require 24-hour care.

As TDMHMR commissioner, he is accountable to a host of bosses: Texas taxpayers, families of the mentally ill and the mentally retarded, top government officials and legislators, and a powerful board of policy-makers.

He, too, is in a powerful position. Under his direction and authority are 26,000 physicians, administrators, researchers, nurses, mental health and mental retardation workers, clinicians, social workers, and educators who are curious to know what he thinks and how he views the department and its components.

One word or 100

A man who understands the power of words and their delivery, Miller answers questions with one-word replies or lengthy discourses that could rival the literature review section of a doctoral dissertation. He is not given to small talk.

He brightens when asked to talk about why he decided to become a psychiatrist.

"I was always interested in biology and psychology when I was growing up. I found behavior and thought very intriguing. I read a lot of philosophy and was fascinated by mind and brain issues.

"Psychiatry struck me as being challenging. It is a subject matter that is not so precise as other fields of medicine—and it allows a greater diversity among the people who go into it." He smiles. "There is much more variety in psychiatry."

With little prompting, he elaborates.

"By its very nature, psychiatry is a synthesis of medicine and the priesthood. It's scientific in areas like brain imaging, CT (computed tomography) scans, and the like. Then there's this strange area when you start talking about how drugs alter the mind," he says.

"Psyche really means soul," he continues. "Some people have difficulty accepting the fact that drugs can change the person's psyche, the very essence of being."

Schizophrenic patients cannot will themselves well, he says. Psychotherapy is a useful tool because it helps the

psychiatry and the soul

mentally ill person develop relationships. "The prototype is the parent-child relationship," he says. Talking to the child will not cure an illness but will help the child deal with it better.

Miller launches into a monologue about neuroleptic drugs, reeling off names of investigators, dates, and studies like an auctioneer.

Why this hard job?

What would prompt someone as fascinated with and informed about research to want a job as massive, political, and administratively demanding as his? "I love this kind of work. You can't become an expert, but you can influence hundreds of thousands of lives. I've always been in management. It requires knowledge. You must have a vision of what you want to work for."

He draws an imaginary line on the table. "Everything else you do really follows getting from here to there and working with the members of the organization to reach that goal."

And what if the people in the organization don't agree with his ideas or have ideas that differ from his?

"Well," he answers, "you must know where to tread water and when to take a step backward until you can take two steps forward. I may not be able to meet all of my objectives at one time, but I don't expect to. Most important is keeping that clarity of purpose."

The "perfect" department

He envisions the ideal department from the point of view of the client it serves.

"Say you had a 35-year-old schizophrenic man who is a high school drop-out, difficult to manage, can't hold a job, had drug problems, has practically no family or friends, and is a repeated user of the department's services. This is the typical problem case of the 1980s. We must ask how do we want the system to help that person?"

Value decisions must be made within the department. "We should decide things such as: The revolving-door syndrome should be avoided. It is better for that person to live in a community and have a social network, to be employed. He has certain material needs that should be met—medical care, a good home, well-balanced meals."

Next, Miller says, one must see what the research says about meeting these kinds of needs.

"We know that the nature of his disease is such that it will be chronic, so we must look at a lifelong system poised to accommodate the natural history of the disorder.

"We can reduce the incidence of psychotic episodes by giving him the optimal dosage of medication. Research tells us that there are early signs of an impend-

ing episode and we must be responsive to those.

"We know that the patient may not be able to develop a group-support system because of his illness and that we need to find a way to help him belong to one."

And what does this mean for the department?

Case management system coming

Miller believes the future lies in the use of case managers who can find in the community the services that individual clients need, connect them to those services, and follow their progress. It also means providing "discrete services," like emergency care, halfway houses, sheltered workshops, state hospitals, and research.

"In this way, department employees become much more responsible to the client as opposed to the service per se," he says.

"We have to reconceptualize our role. I'm not talking about case management as just an add-on service." It means a long-range departmental revamping.

Miller brings to his position years of training and administrative experience—which he considers his greatest strength.

After completing studies at the University of Texas Medical School at Galveston and serving a residency at Western Reserve University (part of the University Hospitals system in Cleveland), Miller worked at the Austin State Hospital with alcoholic patients. There he saw trained volunteer-therapists lead groups and help patients recover. It gave him a lasting impression about the quality of volunteer assistance.

Held chiefdoms in four states

He directed the division of mental health of the Georgia Department of Human Resources, was assistant commissioner for the New York State Department of Mental Hygiene and deputy commissioner for mental health of the Texas department. In New Hampshire he directed state mental and developmental services.

He says his family—Karen, his wife, and his children, Anna, 8, and Rebecca, 3—help him escape from the hectic pace he leads. Paintings his children have done hang on his office wall beneath framed sketches of Adolf Meyer, Carl Jung, and Emil Kraepelin.

But he is clearly a person who thrives on the activity and the power of his position, an admitted "political animal." Burnout is not something he worries about.

"I think people get burned out when they lack the autonomy they need to make decisions, when they must get approval for every step they take," he says.

"I have a lot of autonomy in this position and I like it that way."

—Kathleen Kimball-Baker

Graduation is a mixed-emotion thing

Graduating psychiatry residents and psychology interns leave the TRIMS community this month to enter another less-than-perfect world. They will be dealing with people mildly unnerved by computers to those caught in a cycle of mental illness.

Residents, with their four years of intensive post-medical school training, and interns, with their year-long exposure to a variety of mental health problems, are well-prepared to tackle the challenges they face.

Those who remain in Houston will find the city a fascinating place to work, said Dr. Stephen L. Klineberg, associate professor of sociology at Rice University.

In his speech to the graduating psychiatry residents, Klineberg said that Houstonians are concerned about the possibilities of nuclear war, environmental pollution, and economic hard times.

They still cling fiercely to age-old American beliefs that hard work is the key to success and that they live in a "just world" of equal opportunity. Personal failings and a lack of motivation, many Hous-

'Thanks for nurturing me to be a psychiatrist and teaching me to be with this humanity in a more empathetic way.'

Dr. Zehra Peerbhoy

tonians believe, are reasons why the poor do not "pull themselves out of poverty," Klineberg said.

Although a survey of Houstonians shows they are concerned about recession, he said, 70 percent of Houstonians said they had feelings of well-being, that things had been going well for them. Yet 41 percent of the sample also indi-



Dr. Stephen Klineberg, associate professor of sociology at Rice University, told psychiatry residents that Houston will be a fascinating place to work. Below, Dr. Kenneth Solway, chief of psychology training, says TRIMS psychology interns are well prepared to meet today's challenges.



cated they felt isolated and wanted more contact with other people in the Houston area.

Mental health professionals, Klineberg said, may look forward to "interesting, difficult, and challenging lives."

Emotional farewells

Following Klineberg's speech, the graduating residents—Drs. Zehra Peerbhoy, Boris Rubashkin, and Renu Thapar—thanked and honored their faculty with moving speeches and awards.

Peerbhoy, who has accepted a fellowship with Baylor College of Medicine, thanked TRIMS for "nurturing me to be a psychiatrist and teaching me to be with this humanity in a more empathetic way."

Rubashkin, a Russian immigrant who will enter private practice, said he has found the TRIMS residency program "one of the best in the country."

Thapar, who will also enter private practice and consult with the University of Houston Counseling and Testing Center, said she has profited from the "wealth of knowledge" she found at TRIMS.

The residents honored Dr. J. Ray Hays, chief of special services, as best psychology teacher, and Dr. James Claghorn, head of training, as best psychiatry teacher.

A luncheon for the residents was held at the Doctor's Club of Houston.

Psychologists celebrated at dinner

Psychology interns, all of whom are working toward or have completed their PhDs, celebrated their graduation less formally with a dinner at St. Martin's restaurant.

Graduating interns are Rebecca Allen-DeVore, Sophia Havasy-Galloway, John Magee, Laura Steckler, Paul Stuckey, Billie Ivra, and Drs. Joyce Gayles and Sarah Manire.



Graduating psychiatry resident Dr. Boris Rubashkin presented the award for best psychology teacher to Dr. J. Ray Hays, chief of special services.

Of the eight interns, Allen-Devore, Manire, and Stuckey had been assigned to the child and family clinic, Ivra participated in the pediatric-medical program at the University of Texas Cancer

Center-M.D. Anderson Hospital, and the remaining four had rotated through other TRIMS clinics, working with child, adult, and geriatric patients.

—Kathleen Kimball-Baker



Dr. Edwin E. Johnstone, chief of the psychiatry residency program, resident Dr. Zehra Peerbhoy, program administrator Millie Gresham, and chief resident Dr. Renu Thapar.

Thapar: from anatomy to psychiatry, with love

Copious reading, plenty of patient contact, and not too many night calls. A strong background in psychology, excellent supervision, and colleagues who represent a fascinating array of nationalities.

These are a few of the phrases chief resident Dr. Renu Thapar uses to describe the past four years of training at TRIMS to become a psychiatrist.

She is an ardent supporter of the residency program, quick to praise its quality and its faculty. Thapar, one of three residents who graduated this year, feels sad about leaving a place that has been her working home since she left India. But she cannot deny the thrill of change, the likes of which she has not felt since she decided to study psychiatry.

After Thapar became a physician in India, she spent 11 years teaching anatomy and working as an examiner of medical students. She was comfortable with the position but also discovered that she was "touched by people's problems and emotional difficulties."

When a friend of hers needed psychiatric care, she met a psychiatrist who helped Thapar realize that "a natural instinct in me was to be helping people in emotional trouble."

After marrying in 1978, she and her husband moved to the United States and decided the time was right to pursue her interest in psychiatry. She was offered a residency at a Maryland hospital and

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Thapar continued from page 9

one here. A visit to TRIMS helped her choose.

Instant attachment

"I liked this place right away. I felt good here. I felt a certain well-being about being here. TRIMS had the academic environment I was really looking for."

Her instinct was accurate: she has prospered both personally and professionally from her experiences here.

"The supervision is excellent. It is a training program that is every bit as good as any at a large medical school like Baylor. Residents are given a great deal of responsibility and the faculty resource is tremendous. Everyone is so willing to help if you ask."

Thapar said she is especially pleased with the psychology training that helped her round out an already strong medical background.

The multinational character of the residency program has been another of her favorite aspects. "I've learned that when it comes to psychiatric care, basically what someone needs is another human being's caring, feeling, and attention. These are the same basic needs no matter what language you speak."

Because she had practiced medicine for so long before switching to psychiatry, Thapar was given credit for the first year of residency during which new psychiatrists are considered interns.

Took community fellowship

She was the third resident to take TRIMS's fifth year of training, a fellowship in community psychiatry, which gave her the opportunity to work as a consultant with the University of Houston Counseling and Evaluation Center and the Harris County Jail. She has served as chairperson of



Chief resident Dr. Renu Thapar says her four years of training at TRIMS have helped her mature professionally and personally.

the Rusk Manifest Dangerousness Review Board, psychiatrists who determine whether or not patients who have been considered criminally insane must stay in maximum security at Rusk State Hospital or can be discharged to less restrictive psychiatric settings.

As chief resident, she was in charge of scheduling classes, day and night calls, and lectures that the residents gave to workers at the Mental Health and Mental Retardation Authority of Harris County on the *Diagnostic and Statistical Manual of Mental Disorders*,

Third Edition (DSM-III).

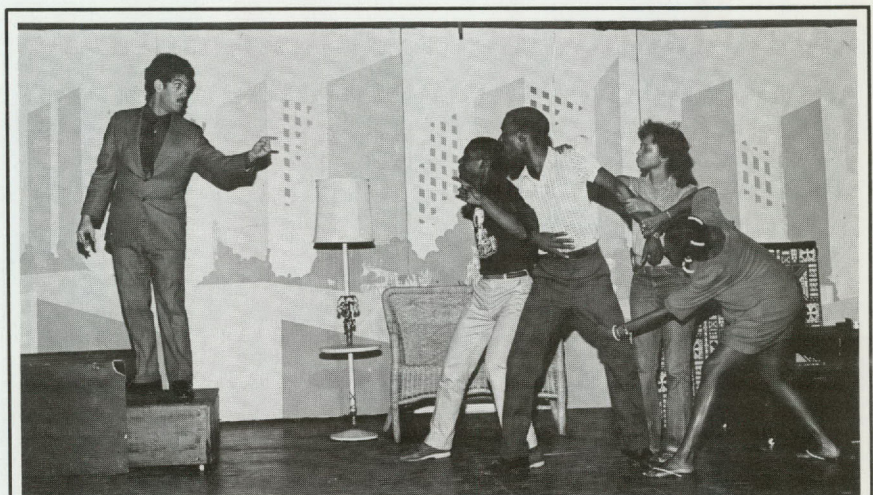
And, she notes with pride, residents this year were made much more responsible for providing both medical and psychiatric care to patients hospitalized at Center Pavilion.

"The year has also given me a chance to grow up outside of TRIMS, to be on my own, and to be respected as a person and as a professional," she says.

"It takes a bit of age and experience to be a good psychiatrist. It takes an empathy that comes from bereavement, losses, the things everyone goes through with age. Since I began my residency here, I've changed the way I look at the world. I'm more reflective of myself and I think more about what I'm doing. I think I've matured from the experience," she says.

Leaving TRIMS will not be easy for Thapar. But she looks forward to that "certain thrill of starting something new."

—Kathleen Kimball-Baker



In a scene from the dramatic musical "Izzy," Smitty Costello (played by TRIMS production manager George Ostertag) delivers a warning to Lloyd (Gilbert Hopkins) and Izzy (Harold Fore) while two friends (Regina Williams and Kim-mika Williams) restrain the angry men. Fore, administrative assistant to the TRIMS director, wrote the play about the rise and fall of a talented and troubled black musician. The Houston Repertory Theatre production ran for six weeks at Kuumba House and was supported by the Cultural Arts Council of Houston.

Alicia gives employees a not-so-welcome holiday

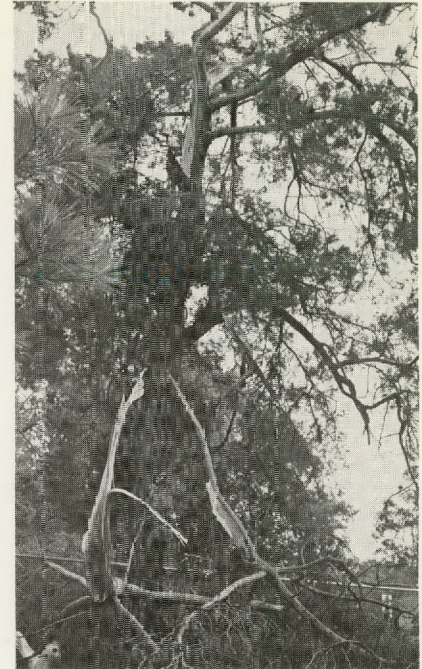
Most TRIMS employees were given Wednesday afternoon (Aug. 17) off to go home and prepare for the onslaught of Hurricane Alicia. Patients hospitalized at Center Pavilion were taken by bus to Austin State Hospital to save them the experience.

By Thursday morning, when the eye of the hurricane was passing over Houston, many staff members were already contending at home with power outages, possibly tainted water, broken tree limbs, littered yards, and spoiling food. The few employees who returned to or stayed at their posts in the TRIMS main building reported these events:

- A tornado touched down on the roof of the snackbar area, sending insulation and other debris flying off into the courtyard and parking lot. Next day, leaks knocked out the entire phone system.
- Plant supervisor Wallace Ragan and a skeleton crew spent the night preparing the building and staffing it during the storm.
- Communications supervisor Cathryn Search drove through 70 mile-an-hour wind and sheets of rain to arrive at TRIMS at 5:30 a.m. Thursday to operate the phones. "It was scary. There were no street lights and ever so often you'd come across a tree lying from curb to curb across the street." When she got to work she received many phone calls from employees wanting to know whether or not to come to work. Hers was the only telephone line in operation Friday.
- Psychologist David Wood, another brave soul, drove to TRIMS in the morning to see a patient whose parents had driven from San Antonio to their scheduled appointment.
- Jerry Jackson, curator of the animal colony, was on vacation but came in during the storm to make sure the research animals were fed and safe.
- About 10 windows at Center Pavilion were broken, elevators were not operating, and water, when it did flow, was a murky brown.
- Until conditions became unbearable in their unairconditioned, waterless building, Texas Project for Elders case managers called their elderly clients to see how they

survived the storm. When clients could not be reached because of fallen telephone lines, case managers contacted neighbors or relatives. They also worked as liaisons between the power and phone companies and clients. One case manager was able to get a radio station to help a woman with emphysema find emergency reserves of oxygen until her power could be restored.

By Friday morning, many employees were still at home repairing damage and recuperating from the storm. Those who came to work found phones out of order and water pressure extremely low. But for those who did come to work, TRIMS was a much better place than their hot, humid, littered homes.



Delicate branches were no match for the force of Hurricane Alicia whose high winds snapped and felled parts of trees on the TRIMS playground.



The day before Alicia struck, workers filled sand bags to stack around the building for protection against flooding, above. But it was high winds that caused most of the property damage, like the fallen signs and broken tree branches, left.

Who we are

One could listen for hours to **Linda Schachter** and still have trouble figuring out what kind of an accent she has.

"Basically," she explains, obviously amused (she has heard the question more than once), "it is a New York accent with an overlay of French." Her speech is softened further by a quiet tone she says comes from the study and practice of meditation.

Schachter, a secretary for Dr. Sergio Henao in the child and family clinic, grew up in Great Neck, Long Island (setting of *The Great Gatsby*) and studied French at the State University of New York at Buffalo. She received her master's degree in French from Columbia Teachers College. She then spent a year in Paris teaching English to 14-year-old girls.

When she returned to the United States, she decided to make a dramatic career switch. "I wanted something off the beaten path."

She worked the next four years in a natural foods bakery near Columbia University, later taking a job as pastry chef for a bar in Greenwich Village. In 1976, she met Swami Muktananda of Siddha Yoga. She joined his tour three years later and traveled from New York to Miami to Santa Monica to Bombay, India.

While living in Muktananda's ashram (a residential meditation center) in India she saw a book that described Houston as one of the top ten cities in the country in which to live and work.

She moved here last year, enrolled in a 13-week business course at Houston Community College, "and got sufficient skills to do office work."

She joined TRIMS two months ago, filling the position left by her former roommate Kathy Drake. "People who work in this institution seem to care about each other—and I really like that," she says.

Melissa Waddy-Thibodeaux made her acting debut with her impression of a doughnut hole. She was a high school junior



Linda Schachter

whose friends had talked her into competing in a speech tournament. She entered the improvisational acting portion not knowing what to expect, and ended up winning first place.

"I was so shocked. To this day, I still can't remember how I acted like a doughnut hole," she says with a laugh.

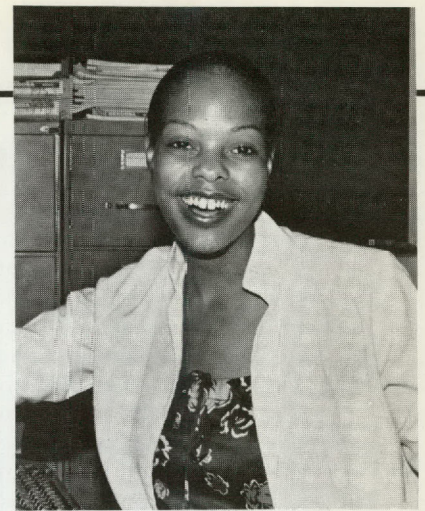
Her dramatic interests developed quickly after that. She discovered she also enjoyed reciting poetry and doing short dramatic interpretations—and won many more tournaments with her new-found skills.

Lon Morris College in Jacksonville, Texas, lured her away from Houston, her hometown, with a drama scholarship. There she learned all aspects of theater, from make-up artistry to performing Shakespeare. She even had the lead role in a performance of "Helen of Troy."

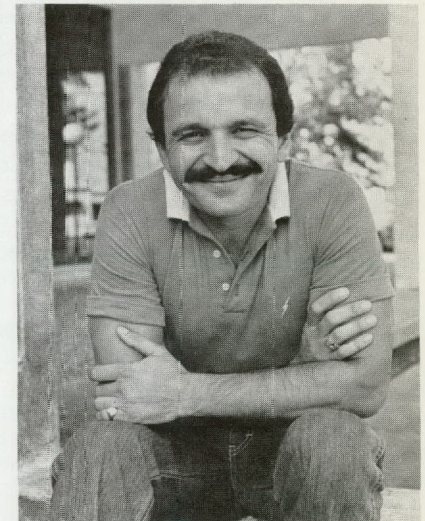
After college she and her husband moved to Los Angeles where she performed in numerous theaters, did some film and television work, cut an album, and modeled.

With the birth of her first child, Earthlynn, Waddy-Thibodeaux slowed her acting career and has since worked in the theater as a sideline. Several years ago she founded and produced a traveling children's theater and she is now writing her first script.

Currently she is an administrative technician in the biological



Melissa Waddy-Thibodeaux



Sia Shiva

psychiatry section. Quick to share a hardy laugh she is an affable person with a charming smile, statuesque height, and Revlon-eyes.

She recently performed what she considers one of her most challenging roles as Juda Beth in Harold Fore's play, "Neglected Mother," Sept. 11 at the Jewish Community Center.

If you were to visit **Sia Shiva's** home in Iran, you'd probably feel you had entered an art gallery: 60 of his own oil paintings decorate his parents' walls.

Shiva is an accountant by profession, an artist at heart. He works as the insurance claims supervisor in the accounting office, but his flare for design does not get lost in the shuffle of paper and numbers. He is always dressed to perfection in the contemporary fashion.

"I love art. I do a little bit of



Helen Jackson

everything—watercolors, oil painting, woodwork, macramé. All of it interests me,” he says. “Some day I’d even like to design clothes.”

Shiva’s practical nature balances his more artistic side. He gave up studying art in Italy after he decided “Italians spoke too fast.” Having studied English as a youngster, he felt comfortable with it as a second language and decided to move to the United States. At Lamar University in Beaumont he earned a bachelor of business administration degree in management and accounting—as well as a bachelor of science degree in graphic design.

“No matter what profession you choose,” he says, “a background in business can help you throughout your life.”

He was right. When job-hunting in Houston for a graphics design position turned up no results, he found the TRIMS opening in 1981.

Fellow workers caught on quickly to Shiva’s interest in art. He has become a mentor of sorts, helping them with projects like macramé. And, he adds, he is always ready to help other colleagues who need some advice.

Helen Jackson’s job description—she is a secretary in purchasing and supply—lists detailed tasks of handling orders, correspondence, reports,

and so forth. Then, in the work-behavior column, it demands: “Enhances teamwork.”

That’s exactly what she does and communicates so palpably whenever one asks something of her.

Jackson says, “I like getting along with people more than anything. I want to be loving and peaceful—that’s the thing that makes me tick.”

A year ago, when she lost her job at Brown & Root during the layoff of hundreds of employees, Jackson spent every day for six months “shopping for a job.” She was glad to land this one.

She had been in quality control, and asking her whether she is “overqualified” for her present work gets a shrug and a smile from her. Dumb question, for someone who was unemployed for half a year.

Her job is not boring, she says, and—she has to think about this for a breath or two—yes, she does feel appreciated. “It makes me happy to work well with people, to see other people happy. That’s the only thing that speaks for you—action. I try to do what I can for you.”

Compared to her former job, she says, the workload is heavier and she has a little less privacy than before.

Jackson is the mother of an 18-year-old son, Cedrick, who will soon join the Marines. She doesn’t expect to be lonely, she says, but she will miss him a lot.

Jackson, divorced some years ago, says if she ever marries again, her spouse will have to be an “agape” man. The Greek word means brotherly or spiritual love of one person for another.

Library Tips

A 15-year follow-up study of 100 disturbed adolescents treated by the Adolescent Treatment Assessment Project of Timberlawn Hospital in Dallas “provides collective wisdom from a whole cohort of adolescents who now, grown to maturity, can look back upon what was helpful about their hospital experience.”

Such a long-term study is an “ambitious and altruistic task,” Dr. George Vaillant writes in introducing *To Find a Way: The Outcome of Hospital Treatment for Disturbed Adolescents* by John T. Gossett, Jerry M. Lewis, and F. David Barnhart (Brunner/Mazel, 1983).

The study, a book-of-the-month recommended by librarian Felicia Chuang, included consecutively admitted severely disturbed or schizophrenic adolescents. Some of the former patients now have adolescent children of their own. The study duration is rare in the literature because it is so costly and difficult.

The detailed assessments of a large sample of hospital patients, with guidelines for follow-up research, are useful to practitioners in many treatment settings.

The second book recommended by Chuang is *Autism in Adolescents and Adults* edited by Eric Schopler and Gary B. Mesibov (Plenum Press, 1983).

It is a collection of papers by experts who survey the needs of an older group of autistic persons whose problems have not received as much attention from professionals and researchers as have those of children.

The contributors discuss problems of language, education, recreation, vocational training, medical needs, sex education, and the management of aggression. Other problems explored include family issues, stress and coping strategies, legal needs, and such social and community issues as residential and community-based services.

Honorabilia

European circles

Drs. Charles M. Gaitz and Thaddeus Samorajski were at London's Charing Cross Hospital Medical School for a conference on research progress in dementia. Gaitz discussed care of demented patients, Samorajski reported on changes in serum prolactin with age and Hydergine administration.

Along with Dr. Mohsen Mirabi, Gaitz attended the World Congress of Psychiatry in Vienna in July to give a paper on psychophysiological disorders of the elderly. Mirabi discussed "Psychiatry and mental retardation: A historical perspective."

And (yes, back home in Texas) Gaitz has been appointed by the Hogg Foundation for Mental Health to join the committee preparing for the fourth Robert Lee Sutherland Conference on aging May 11 and 12 in Austin.



Dr. Charles M. Gaitz

On clinical faculty

Dr. G.K. Ravichandran has been appointed clinical assistant professor of psychiatry and behavioral neuroscience by the University of Texas Medical School. He is a psychiatrist in the TRIMS inpatient unit.

Accredited again

The TRIMS psychology internship program, in its 21st year, has been accredited again by the American Psychological Association. It has received a \$13,807 grant from the National Institute of Mental Health for special training in treatment of geriatric patients.

Dr. Kenneth S. Solway, chief psychologist and director of the internship program, was elected for three years to the executive committee of the Association of Psychology Internship Centers.

Special honor

Dr. Mae F. McMillan was celebrated at a dinner of the Fellows of the Houston Psychiatric Society, along with Drs. Arthur Farley and William Cantrell. She is a co-author of "A racial minority: Black Americans and mental health care" in the spring issue of the *American Journal of Social Psychiatry*.

In publications

Dr. Richard H. Allen's paper, "Use of the problem-oriented record to evaluate treatment in a chronic psychiatric population," originally published in the *Quality Review Bulletin* (March 1982), was selected for the journal's special 1983 edition on *Quality Assurance in Mental Health: Theory, Technology, and Practice*. The journal is published by the Joint Commission on Accreditation of Hospitals.

Dr. Bernard Saltzberg wrote "Special electrophysiological tests: Brain spiking, EEG spectral coherence" for the *Handbook of Psychiatric Diagnostic Procedures* to be published by Spectrum.

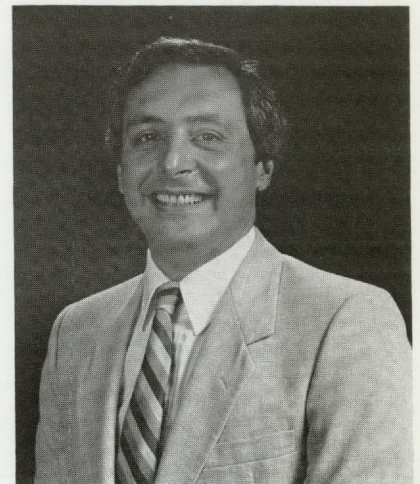
At meetings

During the huge 35th Institute on Hospital & Community Psychiatry in Houston this month, Dr. Joseph C. Schoolar will discuss advances in neurobiology and lead a workshop together with Drs. Robert C. Smith, John Largen, Chester M. Davis, Neil R. Burch, and G.K. Ravichandran. Topics are imaging in psychiatric diagnosis, CT scans and cognitive defects in senile dementia of the Alzheimer type, current utility of blood-level monitoring of psychotropic drugs, and the relationship of haloperidol and thioridazine blood levels to clinical response.

Schoolar and Dr. Jack L. Franklin will participate in the November meeting of the American Public Health Association in Houston, discussing "Issues in the primary prevention of mental disorders."

Two more years

The long-term research project, "Self-help models and manuals of smoking cessation," by Drs. Carlo DiClemente of TRIMS and James Prochaska of the University of Rhode Island has received two-year funding—\$400,000—from the National Cancer Institute. More about this project in a future issue of *The Emissary*.



Dr. Carlo DiClemente

Phelps to study special skills of single mothers

Although studies show that children from divorced families run a high chance of developing emotional problems, researchers also suspect that certain mothers have special skills that seem to lower that risk.

Psychologist Dr. Randy Phelps has received \$104,772 from the National Institute of Mental Health to identify those talents.

"Typically, when a father leaves the family, one child—usually the oldest—tries to fill Dad's shoes. When a young child is put in that position, he has to behave in a way not appropriate for his age. That can be a contributing factor to later psychopathology," Phelps said.

In research that led to his doctoral dissertation, Phelps combed through Utah divorce records and contacted one-parent families to study this problem. After screening them, he selected 17 families that seemed to be functioning well and 17 in which children were showing behavioral problems.

Looking specifically at the mother-eldest son pair, he observed and recorded the way they communicated feelings and talked about household duties.

A question of leadership
He found that mothers in the

We can help

The Public Responsibility Committee composed of volunteers from the community has been established to assist in protecting the rights and interests of every patient in the care of the Texas Research Institute of Mental Sciences (TRIMS).

Complaints, questions, concerns or suggestions may be made known by writing to:

Chairperson
Public Responsibility Committee
P.O. Box 20391
Houston, Texas 77025

problem families appeared to give up their authority and defer to the child's wishes. Communication was stilted, with few interruptions normal to most conversations.

Mothers in the well-adjusted families had a more spontaneous, even chaotic, type of communication with their sons. But they kept the reins, which mothers in the problem families gave up.

In his current study, Phelps will use the same technique—tape-recording—to observe families. He has refined the coding scheme that identifies what type of leadership the well-adjusted mother is providing.

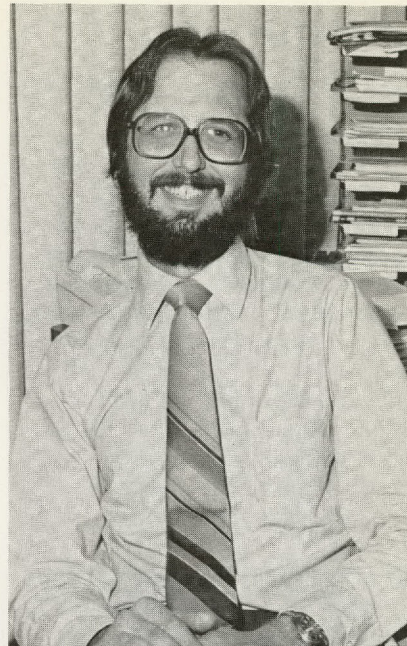
He will look at whether or not she is giving positive reinforcement, directing the child, and structuring tasks. Fifty families who have sought therapy and 50 families who are functioning well will be observed. Phelps this time will study mothers and their eldest daughters as well as mothers and eldest sons.

Families who come through the TRIMS child and family clinic and who fit the criteria for the study will be asked to participate; communitywide recruiting of well-adjusted families will begin this fall, Phelps said.

"We'll be looking for mothers who feel that, given the stresses of single parenthood, they and their children are handling their situation reasonably well," Phelps said.

The two-year study "has a preventive orientation," he said. Researchers in the project hope to identify mothers' skills and publish their findings so that clinicians can teach them to mothers who seek help after a divorce or separation.

In the past, Phelps said, the literature instructed clinicians to encourage "mothers to go out and find themselves another husband as a way to solve their problems. That's always bothered me. It's time we looked at what healthy adaptive skills really are and teach those to mothers having problems."



Psychologist Dr. Randy Phelps hopes to identify the special talents of single mothers whose families are functioning well. He has received a \$104,772 grant from the National Institute of Mental Health for the two-year study.

Attend aging symposium Oct. 23-26

Aging 2000: Our Health Care Destiny is the block-buster international symposium—Oct. 23-26 at the Westin Oaks Hotel in Houston—for which registrations should be sent in immediately.

The institute's 17th annual symposium will have six plenary sessions, two luncheon speakers, and 22 workshops, addressed and led by gerontologists of this country, Switzerland, England, and Sweden.

Eisdorfer...Hayflick...Cohen...Birren...Carlsson...Hollister...Busse...Gottfries...Meier-Ruge...Pfeiffer—the speakers' roster is a who's who in geriatrics and gerontology, all of them taking a look at future health care of the elderly.

Plan to attend the meeting for three days, not for a short visit, organizer Dr. Charles M. Gaitz advises. Contact Howard Rabowitz at TRIMS, 797-1976, extension 6415, to register.

Algaze's booklet:

All the service info fit to print

Just about everything you ever wanted to know about mental health services for adults in Harris County can be found in a new directory compiled by Teresa Algaze of the TRIMS Gerontology Center information and referral service.

The booklet opens with an overview of such legal matters as procedures for voluntary and involuntary commitment, guardianship, and power of attorney.

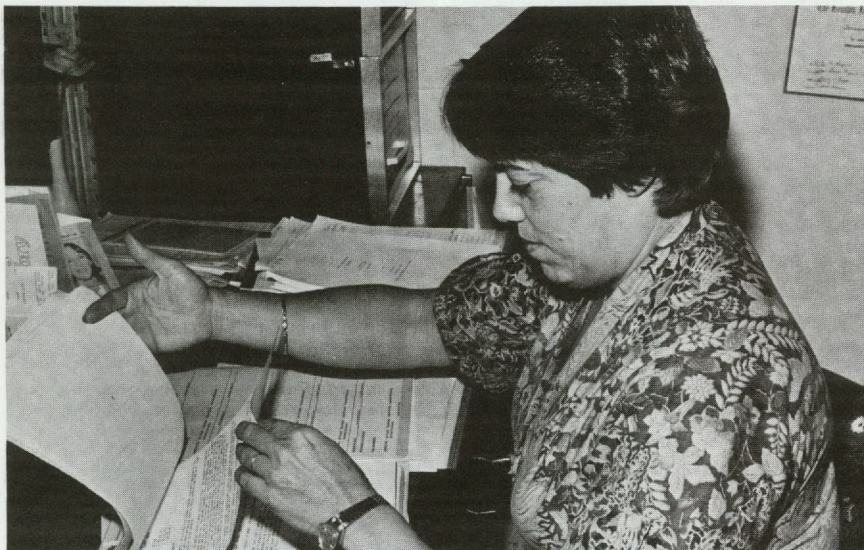
It then lists and describes public and private inpatient (long- and short-term) and outpatient services for residents of Harris County who need treatment. Fee information—like income eligibility and Medicare acceptance—is included.

The directory lists information about agency staffs—numbers of counselors, physicians, and whom to contact. One section is devoted to services geared to Spanish-

speaking people. Another gives names and phone numbers of professionals who specialize in geriatric services.

Algaze, who is also an intake worker who frequently sees Hispanic elderly clients in the geriatric clinic, spent a year compiling the information for the directory. She will update it regularly on a word processor.

For more information, contact Algaze at 791-6627.



Teresa Algaze of the TRIMS Gerontology Center will update regularly the comprehensive guide she has compiled of adult mental health services in Harris County.

Cover those bare walls

Help brighten the empty walls of the TRIMS hospital and waiting rooms by donating drawings, paintings, and wall hangings to the volunteer section.

Volunteer coordinator Mynette Lee says all types of pictures are welcome (except maybe a Rothko of his later period), but that the pictures should not be glass-covered.

The decorative donations may be brought to the volunteer office, Room 131 in the TRIMS building.

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