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1957 KING EDWARD'S HOSPITAL FUND  
FOR LONDON



# STAFF COLLEGE FOR MATRONS

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KING EDWARD'S HOSPITAL FUND  
FOR LONDON

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*President:*

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STAFF COLLEGE  
FOR MATRONS

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22 HOLLAND PARK, LONDON, W.11

Telephones: PARK 4139 (*College*)

PARK 7877 (*Students*)

# STAFF COLLEGE

## ADVISORY PANEL

MISS C. H. S. DOBIE  
(Principal of the Staff College for Ward Sisters)

MISS M. M. EDWARDS, M.V.O.  
(Director of the Division of Nursing)

MR. A. G. L. IVES, C.V.O.  
(Secretary of the King's Fund)

SIR WILSON JAMESON, G.B.E., K.C.B., F.R.C.P.  
(Medical Adviser to the King's Fund)

MR. R. A. MICKELWRIGHT, F.H.A.  
(Principal of the Hospital Administrative Staff College)

MISS M. B. POWELL  
(Matron of St. George's Hospital)



*Principal:*  
MISS I. G. WARREN  
(Certificate in Nursing Administration (Hospital), Royal College of Nursing)

*Bursar:*  
MISS K. J. PINCHARD, M.B.E.  
(Member of the Institutional Management Association)



Courses of lectures are given by the following, who also act in a tutorial capacity:

PROFESSOR D. W. HARDING, M.A.  
(Professor of Psychology in the University of London)

MISS M. B. POWELL  
(Matron of St. George's Hospital)

MISS B. N. SEEAR, B.A.  
(Lecturer in Social Science, London School of Economics)

The many other lecturers and leaders of discussions include officers of the Ministry of Health and Regional Hospital Boards, hospital administrators, matrons, and members of the staff of the King's Fund, responsible for its various activities.

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*"It is often the case that a nurse who has spent almost all her working life within the curtilage of the hospital is appointed matron without any special preparation for the responsibilities of leadership that she will have to assume. Hospitals are communities which by their very need for specialisation can easily become isolated from developments in organisations of other types. The grouping of hospitals, and the urgent necessity to adjust their work constantly to changing needs, make it very important that matrons should keep abreast of the best administrative methods wherever they may be found."*

*from* H.R.H. THE DUKE OF GLOUCESTER'S SPEECH  
AT COUNCIL MEETING, DECEMBER 1953

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## INTRODUCTION

THE FUND was established in 1897 by His Majesty King Edward VII (when Prince of Wales) for the "support, benefit or extension" of the hospitals of London, and was incorporated by Act of Parliament in 1907. It is not directly affected by the provisions of the National Health Service Act of 1946.

For fifty years the main functions of the Fund were to distribute grants and to maintain a system of hospital visiting which did much to help the voluntary hospitals in the Greater London area. In recent years, and more particularly since the coming into operation of the National Health Service Act, the Fund's activities, though still including direct financial assistance, have covered a much wider field, always with the aim of helping the hospitals to give better service to the patients.

Among the earlier developments of the Fund's work for hospital nursing was the establishment in 1940 of the Nursing Recruitment Service at 21 Cavendish Square, W.1, which is now responsible for advising some 6,000 new candidates each year. Various statements on policy have been prepared and widely issued—for example, on Standards of Staffing, 1945, and Recommendations on the Supervision of Nurses' Health, 1943, revised edition 1950.

The last half-century has witnessed a growing recognition throughout the community of the value of training for almost all kinds of work, and of good principles and practice in the management of staff. As the Fund's resources were released from the claims of annual maintenance grants it became clear that some part of them could be invested to good effect in the establishment of centres for training and refresher courses.

The first was the Staff College for Ward Sisters, established in 1949 in Kensington. Here courses of three months' duration are given to prepare newly appointed sisters for their responsibilities for ward teaching, for maintaining good relationships, and for ward management. Shorter courses are given for senior ward sisters. In 1951 a Hospital Administrative Staff College was opened in Bayswater.

In 1953 a house in Holland Park which had been bequeathed to the King's Fund some years previously was adapted and equipped as a residential Staff College for nurse administrators of various ranks.

The three Staff Colleges are within easy reach of one another and all benefit by the opportunities that can be offered to the members of the various courses to meet for informal discussion or in conference, and by the co-operation of the staff of each.



## THE NEED AND THE AIM

Nurses are numerically the most important group within the hospital service. The amount of hospital care available to the country depends on their numbers. Nursing recruitment already makes heavy inroads on the total labour force of the country. With an aging population it is unlikely that the need will become less and it is more than ever important that the most effective use should be made of all who are available, that good morale and relationships should be maintained, and that loss of trained nursing staff and of those in training should be cut down. This can only be done if there is a constant supply of good administrators, adequately prepared for their tasks, to fill posts as Matrons, Deputy Matrons, Assistant Matrons and others involving administrative responsibilities.

The first object of all the courses at Holland Park is to develop, strengthen and renew those qualities of mind and spirit which enable the good nurse to be also a good administrator.

It is not the aim of the Staff College to impart nursing techniques and procedures, but rather:

- (1) To develop the ability to work with people, remembering that the best service for the patient cannot be secured unless there is a well-trained and efficient administrative staff working harmoniously together.
- (2) To take advantage of recent developments in the training of administrators.
- (3) To afford those who have been for some considerable time resident in hospital an opportunity of observing good methods of management in other spheres, as well as the best current practice in hospitals other than their own.
- (4) To help those who will subsequently become matrons or deputy matrons to a wider understanding of their own functions and responsibilities, and those of hospital secretaries and others with whom they will work as colleagues.

Before the College was opened, studies were made to determine the methods most likely to meet these aims. In 1952 the Director of the Nursing Division of the King's Fund visited the United States and Canada to study (with the advice of the Rockefeller Foundation) methods

of training administrators. Later in the same year the Fund invited Prof. T. North Whitehead, Director of the Management Training Programme at Radcliffe College for Women, Harvard, and a member of the Faculty of the Graduate School of Business Administration, to come to London to advise on the planning of the courses. The first year's preparatory course began in September, 1953, and was arranged on original lines, to give the maximum help to young women of differing educational backgrounds who showed promise of administrative ability but whose experience, however excellent, might be limited to nursing work and life in only two or three hospitals. The first refresher course for matrons was held in March, 1954. While the content of the courses varies in the light of experience and in accordance with changing situations, the actual method appears, after nearly four years, to have proved itself, and to be the most suitable which could have been devised.

## CURRICULUM OF THE ONE-YEAR COURSE

### FIRST TERM—SIX WEEKS

The first term at the Staff College is intended as an introduction to the aims of administration, the nature of an administrator's work in any sphere and the considerations on which it should be based. It includes series of sessions on:

*The human aspect of management*—a study of the development of industrial relations in this country, of the man-power problems of to-day and the principles and practice of modern personnel management.

A first course in *personal relations*—an introduction to the study of people and of their relationship to one another at work and in every-day life.

A first course in *communications*, written and spoken, committee work, interviewing, and the means adopted for making policy or new procedures known throughout the staff of an organisation and gaining co-operation.

*The history, structure and functions of the National Health Service.*

*The proper task of the matron*, as responsible for the nursing service and for the training school.

*The hospital administrator's point of view*, based upon the conception of the hospital as a tripartite organisation in which administrator, nurse and doctor need to understand clearly the principles which govern their respective functions.

*Case discussion*—in which a detailed account of an actual situation which has arisen in hospital is first studied by the students in small groups; they then discuss in full session what factors they have observed in it, how they interpret them, and what action they themselves would take in such a situation. This method trains the students to have regard to all the human factors available when deciding on a course of action.

#### INDUSTRIAL FIELD WORK—FIVE WEEKS

Each student goes to a large organisation—factory, retail firm or public utility—where the staff management policy is known to be enlightened. She may study the organisation as a whole and the work of the personnel department in particular, work on the production line, sell behind the counter, and learn to see through the eyes of workers and managers. She keeps a daily diary and writes a detailed report on this assignment.

#### SECOND TERM—SIX WEEKS

During the first week, each student gives a report on the organisation to which she went for her field work, and on her experience there, the lessons she has learnt and in particular any practices which she thinks might prove valuable if adopted for use in hospital. Thus the whole group profits by the experience of each member.

During the remainder of the term all the subjects given in the first term are developed and given more specific application to hospital work.

The study of communications is extended to cover the *handling of numerical information*, the use of graphs and statistics and, for those who need it, coaching in the arithmetical methods most likely to be needed by administrators.

A course is also given in *the law as it relates to nurses* and their work. There is detailed preparation for the second period of field work.

#### HOSPITAL FIELD WORK—ELEVEN WEEKS

Each student is sent to a hospital or hospitals chosen to supplement her previous experience. During this period approximately half the programme is arranged by the hospital or group administrator, in order that

the student may gain a better knowledge of the work of the hospital or group as a whole, and of the importance of full co-operation between all departments. The remaining period is spent in the matron's office or on such assignments as she may arrange. It is made clear that while the students cannot expect to have full responsibility during so short a time, they are not merely observers but may be given definite tasks, from which they may learn something of the problems and opportunities of administrators, and possibly also of the work of a department previously unknown to them. Many hospitals now have on their staff people who have taken courses at the Fund's various Staff Colleges and are familiar with the aims and methods; this means that the most appropriate programmes are arranged for the students.

#### THIRD TERM—SIX WEEKS

Here again each student gives her colleagues a detailed account of her field work.

During the remainder of the term, hospital work is dealt with in more detail. Subjects include: *the organisation of the training school, ward teaching and staff education, nursing legislation and professional organisation, the patient's point of view, the work of hospital chaplains, domestic management, the catering service* and the contribution the nursing staff can make to it.

*Case discussion* is continued.

#### INDIVIDUAL ASSIGNMENT—TWO OR THREE WEEKS

This is a period of field work specially chosen for each member of the course, having regard to her previous experience and future responsibilities, so far as these are known. Those who have had no teaching experience may spend it in the teaching department of a hospital, studying the running of a training school, arrangement of block system, study-day, etc.; some may be given time and facilities to do a special piece of research and make a report; a few are given travel grants to make some study which may be of use in their future work.

#### FINAL WEEK

The students return to give reports on their individual assignments and for a summing-up of their experiences during the whole course.

A printed curriculum gives no adequate idea of a course of this nature, which aims primarily at developing in each member the attributes of a good administrator. Much is contributed by the members themselves during formal and informal discussion. Ample time is allowed for individual reading and for tutorial work. Throughout each term there are visits to hospitals, other sections of the National Health Service and other organisations, which help to widen the students' knowledge of current affairs.

A guest evening is held about once a week in term time. A visitor distinguished in some field of public life or one of the arts is invited to give an informal talk after dinner. On these occasions and on many others, the members have opportunities of meeting men and women with wide practical experience.

No examinations are held, though the students are given written assignments from time to time. No certificate is awarded, but the Principal will at any time give a written reference in respect of anyone who has completed a course at the Staff College. The King's Fund reserves the right to ask a member of a course to leave without completing it if she seems unfitted for the responsibilities of a nurse administrator.

The course begins about the end of September in each year and ends during the following July. There is a fortnight's holiday in the spring just before the third term, and about a fortnight at Christmas.

The students are all resident at the Staff College during the three terms and also during their industrial field work. When they go out for hospital field work they generally live in the hospital, as it is felt that they can then identify themselves more readily with its work, but if a hospital has difficulty in providing accommodation and is near enough to the College, a student may live there during her hospital attachment.

## THE REFRESHER COURSES

Refresher courses are arranged for matrons from all types of hospitals approved as training schools; others are for matrons and chief male nurses from mental and mental deficiency hospitals, and others for deputies and assistants. All are of four weeks' duration and each course is limited to about a dozen members who are resident at the College.

The same range of lecturers and discussion-leaders is drawn upon. The first aim, however, is to give the members freedom for a time from the demands of their daily routine, to look afresh at their work and indeed at

the whole health service, and to think, read and discuss more widely than is practicable in their everyday life. Much of the value comes from the opportunities given to the members to consult together. A matron carries her responsibilities in some degree of isolation, however well she may delegate, and it is both refreshing and fortifying to find that others are meeting similar problems. A channel is thus afforded for the best current practice to spread from hospital to hospital, rather than for each to advance by trial and error only.

Guest speakers widen the range of interest of the courses, and in addition to the subjects relating to many aspects of hospital administration, there are sessions on such "outside interests" as flower arrangement, on speaking in public, and on the outlook of the adolescents of to-day. The patient's point of view remains prominent throughout, and indeed the special course for representatives of mental hospitals is arranged around the theme of "The Patient's Day."

## REUNIONS

Reunions of those who have taken either training or refresher courses at the College are held from time to time. These afford an opportunity for discussion, for comparing notes as to progress and for hearing speakers on some fresh aspect of administration or of hospital work. The members may come back for a full day's programme, or to live at the Staff College for a week-end reunion, or, on occasion, just for a social evening.

Application and nomination forms may be obtained from the Principal, the Staff College, 22 Holland Park, London, W.11. (Telephone: PARK 4139.)

# KING EDWARD'S HOSPITAL FUND FOR LONDON

## STAFF COLLEGE FOR MATRONS

### INFORMATION ABOUT COURSES

The one-year training courses begin about the end of September in each year. The refresher courses are held in the spring and usually last four weeks. Information with regard to the dates and duration of courses is published in the nursing press and may be obtained from the Principal at the Staff College.

#### ONE-YEAR TRAINING COURSES

Candidates should be nominated by their Boards of Governors or Hospital Management Committees as people suitable to return to administrative posts after completing the course. Preference is given to candidates seconded by, or offered posts in, hospitals in the four Metropolitan Regions. They must have had at least five years' experience in hospital after qualifying and it is expected that normally they will be in their thirties.

The final selection of candidates is made with the help of a panel of advisers appointed by King Edward's Hospital Fund.

#### REFRESHER COURSES

These are arranged for Matrons, Chief Male Nurses, Deputies, or other groups as announced from time to time. Candidates should be nominated and seconded by their Boards of Governors or Hospital Management Committees. Preference is given to nominees from hospitals in the Metropolitan Regions, but a few places may be given to candidates from other Regions.

#### FINANCE

No fees are charged for any courses. Boards and Committees may grant study leave with full pay in accordance with the provisions of circulars RHB(50)35, HMC(50)34, BG(50)30, and H.M.(54)28. Those seconded on gross salary who are normally resident in hospital are expected to make some reimbursement to the King's Fund for accommodation. It will in no case exceed the amount payable by the student for board and lodging charge at her existing rank in hospital.

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*Map on reverse side*

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## REUNIONS

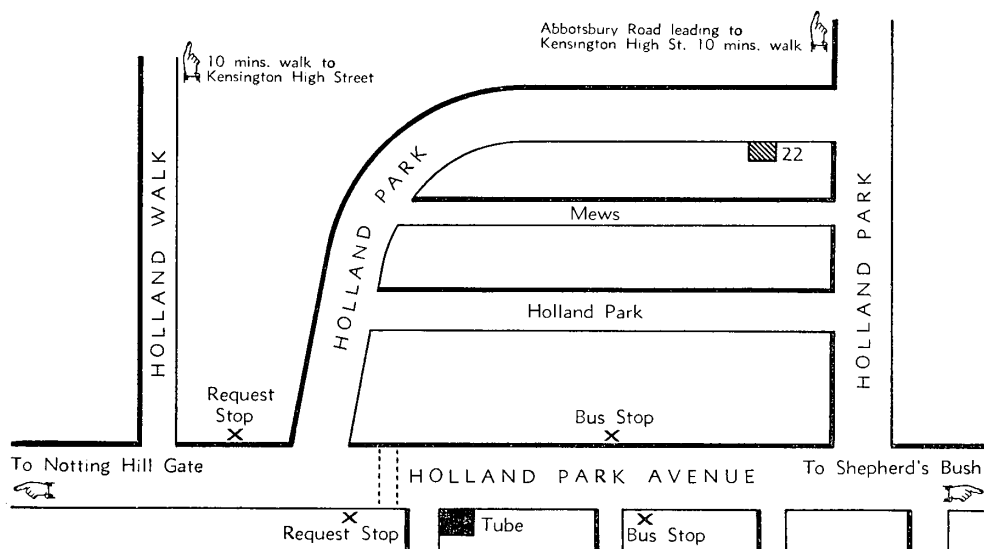
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## HOW TO GET TO THE STAFF COLLEGE

22 HOLLAND PARK , LONDON , W.11



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