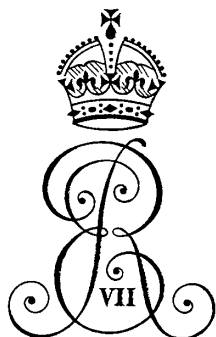


KING EDWARD'S HOSPITAL FUND  
FOR LONDON



HOSPITAL  
ADMINISTRATIVE  
STAFF COLLEGE

A REPORT ON THE FIRST FIVE  
YEARS' WORK OF THE COLLEGE

1956

**THE KING'S FUND  
INFORMATION CENTRE**

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# *HOSPITAL ADMINISTRATIVE STAFF COLLEGE*

## INFORMATION ABOUT COURSES

### NOTIFICATION

Information with regard to the dates and duration of all courses is published in programmes for each year which may be obtained from the Staff College.

### APPLICATIONS

(a) Applications for admission to refresher courses (on the appropriate form) should be made with the approval of the Hospital Management Committee, Board of Governors or Regional Hospital Board concerned.

(b) Applications for admission to the training courses should be endorsed by the Chief Officer of the Board or Committee concerned.

Application forms for the above may be obtained from and, when completed, should be sent to the Hospital Administrative Staff College.

### CONDITIONS

(a) All candidates selected for training or refresher courses who, at the time of making their application, are employed in the National Health Service may, at the discretion of the employing authority with the permission of the Ministry of Health, be granted study leave on full pay. The employing authority undertakes to ensure the continuation of superannuation arrangements for such candidates.

(b) Members of refresher courses are required to reside in the Staff College (with the exception of week-ends) for the duration of the course. Members of the longer training courses will be required to reside in the Staff College or (when attached to a hospital or Hospital Management Committee Group) in such accommodation as the Staff College will either provide or approve.

(c) Save under exceptional circumstances, those selected for the longer training courses will be expected to complete the course before either returning to their original posts or making application elsewhere.

#### SELECTION

(1) Candidates for refresher courses are selected by the College authorities, and every effort is made to suit the particular requirements of senior officers with regard to dates, etc.

(2) Selection of candidates for the training courses is made on advice from a panel set up by King Edward's Hospital Fund.

Members of refresher courses are not required to make any payment to the Staff College.

Members of the training courses may be required to make some payment for subsistence, but the amount of such payment will be a matter of arrangement.

KING EDWARD'S HOSPITAL FUND  
FOR LONDON

*President*

H.R.H. THE DUKE OF GLOUCESTER

A REPORT ON THE FIRST FIVE  
YEARS' WORK OF THE COLLEGE

HOSPITAL ADMINISTRATIVE STAFF COLLEGE  
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1956

## FOREWORD

*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.*

*It was from the first intended that it should :*

- (a) be a permanent Fund as distinct from a mere agency for the distribution of monies received ;*
- (b) concern itself with efficiency as well as with the need of hospitals for monetary assistance.*

*Moreover it was in the minds of those associated with the foundation of the Fund that it should exercise a co-ordinating influence over hospital affairs in London, and enlist the help of all in the search for solutions to the problems of the metropolitan hospitals.*

*For fifty years the main functions of the Fund were the distribution of grants and the provision of a system of visitation which did much to help and improve 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 directed to easing the burden thrown upon hospitals, have tended to cover a much wider field.*

*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 demand of annual maintenance it became clear that they could be invested to good effect in the establishment, amongst other activities, of training centres. Thus the King's Fund now conducts, in addition to the Hospital Administrative Staff College, residential Staff Colleges for Ward Sisters and for Hospital Matrons and a School of Hospital Catering.*

# HOSPITAL ADMINISTRATIVE STAFF COLLEGE

## A REPORT ON THE FIRST FIVE YEARS'

### WORK OF THE COLLEGE

Speaking at the meeting of the General Council of King Edward's Hospital Fund for London in December, 1949, H.R.H. the President said, "the most important new departure is the establishment of a Staff College for hospital administrators." At the same meeting Sir Wilson Jameson, Chief Medical Officer of the Ministry of Health, spoke in warm support of the project. He said, "though hospital management calls for special inborn qualities of mind and spirit much can be done to develop and strengthen these qualities by an enlightened system of training. So here is a real need that the Fund can meet."

The Fund established the Administrative Staff College at Nos. 2 and 14 Palace Court, Bayswater, where it was intended the whole subject of hospital administration in its widest sense might receive the systematic attention which its importance warranted. The first course was assembled in April, 1951, and the work of the College began in earnest. Meantime, it had been decided to terminate the bursary scheme under which some fifty men and women, mainly ex-officers from the Services, were awarded bursaries to enable them to be trained in the practice of hospital administration.

A Staff College Committee, under the chairmanship of The Rt. Hon. Malcolm S. McCorquodale, P.C. (now Lord McCorquodale), was set up and a Panel of Advisers, also, was appointed to meet from time to time and, in particular, to assist in the selection of those who would be admitted to training courses.

Mr. P. H. Constable was appointed principal, with two whole-time members of the tutorial staff. Mr. Constable remained as principal until July, 1955, when, through pressure of other work, he was compelled to resign his office and was succeeded by Mr. R. A. Mickelwright, the vice-principal. Mr. Constable retains the chairmanship of the Panel of Advisers and is a member of the Staff College Committee.

The functions of the Staff College in its origin were four-fold : (i) to provide refresher courses for those holding senior posts in the hospital service ; (ii) to provide longer training courses for those who were thought likely, after such training and further experience, to be suitable for promotion, in due course, to senior administrative posts ; (iii) to undertake studies in hospital administration ; and (iv) to provide a meeting place for those interested in the hospital service in all its branches.

From these beginnings, further developments were to emerge. In due course, the Staff College organised a few additional courses of a specialist nature, as, for instance, those for medical records officers. A recruitment advisory service has been provided and the College has embarked on research in various matters connected with hospital administration, the results of which are published from time to time.

The Staff College is, of course, closely associated in its work with the King's Fund Staff College for Matrons, the Staff College for Ward Sisters, the School of Hospital Catering and other branches of the King's Fund's activities.

#### COURSES

From the start, two important principles were established for the running of courses : the first was that all refresher and training courses should be fully residential, as it was felt that only by this means could members have adequate opportunity for mutual discussion of problems in the hospital service ; and, secondly, that, so far as possible, the number of members of each course should be twelve. Experience has shown the value of these two decisions, as each successive course has emphasised the advantage members have gained from association with each other outside the lecture room and twelve has proved the ideal unit for discussions, the arrangement of syndicate work, etc.

In the early days of the Staff College, refresher courses were confined to Group Secretaries and their deputies but it was soon found that there was a real need for similar courses for Hospital Secretaries and, later still, for

Finance Officers ; and, while certain of these different courses have been conducted simultaneously and some of the sessions have been combined, each course has retained its own identity and its own problems have been catered for separately.

The general outline of the content of refresher courses has remained substantially the same. The usual duration is one month, though unfortunately it has not been possible so far to provide courses of more than three weeks for Finance Officers. The first week is largely devoted to a consideration of the hospital service as a whole and its part in the general health services of the country ; sessions on the Ministry of Health, governmental finance, the Regional Boards and their function in medical planning, the local authority and general practitioner services and the mental health services provide a general overall picture of the health provisions contained in the National Health Service Act. This is followed by a consideration of matters directly concerning hospital groups, such as group administration, nursing, supplies, catering, costing, etc. Some sessions are devoted, by way of contrast, to the consideration of commercial and industrial administration and personnel management. The services provided by the hospital chaplain and the almoner are also included. The members of courses are given the opportunity of visiting other departments of King Edward's Hospital Fund for London and certain hospitals which have departments or buildings of particular interest.

Syndicate work and case study, together with discussion groups, all play a part in the programme.

The pattern outlined above is, of course, varied in detail to suit the particular needs of the Hospital Secretaries and the Finance Officers but the general structure remains largely unchanged.

The Staff College has experimented so far with two types of training course. The first was a two-year course of seven members whose average age was about twenty-eight, all of whom held posts in the hospital service. This course provided for theoretical instruction in the Staff College and for long periods of attachment to different hospitals in order to widen the experience of the members and give them more practical instruction. At the conclusion of the course it was felt that it had probably been somewhat too long in the circumstances then obtaining, and the decision was made to organise a series of shorter courses of three months' duration for those selected from within the hospital service who were thought likely to gain considerable benefit from them.



No. 2 Palace Court

The three-month courses, of which there have now been four, provide for eight weeks in the Staff College, three weeks on attachment to hospitals and one week at the King's Fund School of Hospital Catering. The first month of these courses follows the general line of the refresher courses, suitably adapted to the circumstances and relative inexperience of the members. The remaining month in residence is devoted to a more precise study of the detailed structure of hospital administration and the various branches of hospital work with which the administrator is intimately connected, and the members are required to do a considerable amount of written work and case study.

The period of attachment, being short, is spent in one hospital, as a rule studying various departments. The particular hospital and departments chosen for this purpose are determined by the previous experience of each member. As catering is so important a factor in the proper treatment and care of patients, it is felt that a full week should be devoted to discussions on this subject at the School of Catering.

In all courses, the Staff College, as a matter of policy, depends, to a very large extent, on outside lecturers who are experts in various fields of hospital and other work. The list of those who have helped us in this way is a long one and the value of their contribution to the Staff College's work cannot be over-emphasized. It was felt that great benefit might be gained by the provision of a brief reunion conference for each course three years after it had taken place, and in 1954 such conferences were organised for the members of courses who had attended the Staff College in 1951. These conferences last from Monday to Friday and, as a rule, are based on some particular theme, as, for instance, hospital relationships. Opportunity is given for members to raise subjects which they wish to discuss with their colleagues and the seven conferences which have now been held have proved their worth.

In the five years since the Staff College began its work, four hundred and sixty-two hospital officers have attended one or other of its courses. These courses have consisted of seventeen refresher courses for Group Secretaries and their deputies, twelve courses for Hospital Secretaries, four for Finance Officers, one refresher course for Senior Administrative Officers, one two-year training course, four three-month training courses and two non-resident medical records courses. In addition, there have been seven reunion conferences.

#### THE STAFF COLLEGE AS A MEETING PLACE

The fulfilment of its function as a common meeting ground for those concerned with hospital work has been one of the most useful activities of the Staff College.

The College has been honoured by a visit from H.R.H. The Duke of Gloucester, the President of the King's Fund.

Since the first course, it has been the practice to hold a guest night during each week of the course, to which are invited members of Boards and Committees, officers of the Ministry of Health, Regional Boards and Hospital Management Committees, doctors and other distinguished persons including, from time to time, visitors from overseas. This has served the dual purpose of allowing the guests to meet one another and also of bringing the members of courses in touch with those intimately concerned in various branches of the Health Service. Reunion receptions, which are held every year, serve to bring back to the College those who have attended courses in the past and receptions have also been held for a number of important conferences in London, as, for instance, the Congress of the International Hospital Federation and the International Gerontological Congress.

The Staff College has also provided a meeting place for those who entered the hospital service through the original King's Fund bursary scheme and thus is enabled to keep in touch with those for whose training the King's Fund was responsible, most of whom now play an important part in the hospital service.

Apart from these more formal occasions, the Staff College has received a very large number of visitors, both from this country and from overseas, who have been anxious to learn of its work and the type of administrative training it gives. The College itself has benefited from these visits in learning of hospital administrative practice in other countries.

The College has also been privileged to welcome two Ministers of Health, other members of Her Majesty's Government, Chairmen of Regional Boards and many other eminent men and women who, apart from the interest they have shown, have immensely helped the work of the College. In all, the College has received some 2,000 official visitors, in addition to personal guests and friends of members of courses, who number about 1,700.

## RECRUITMENT ADVISORY SERVICE

The Recruitment Advisory Service was designed for two purposes : (i) to give information to those contemplating entering the hospital service as to the kind of work, conditions, etc., involved ; and (ii) to bring suitable candidates to the notice of employing authorities for their consideration when such opportunity offered.

The Advisory Service, in the first of these capacities, has served a useful purpose and a great many enquiries have been answered and interviews given to those who considered making hospital administration their career.

The second of these two functions was never thought likely to develop much prominence and this has proved in practice to be the case, though some assistance has been given to those who have sought advice in obtaining posts.

## RESEARCH AND PUBLICATIONS

From its inception it was clear that the Staff College should undertake some research, as opportunity allowed, and, with the assistance of a small committee appointed for the purpose, the first subject investigated was that of bed occupancy. A great deal of work was involved in a thorough investigation of the present state of affairs and, in due course, a report was published making recommendations to hospitals for the improved use of the available beds. This report had a very wide circulation and met with a gratifying degree of approval. The recommendations contained in it have been adopted by a large number of hospitals. A second investigation was carried out into the methods of selection used in making appointments in industry, the Civil Service and other large organisations.

In connection with the work of the Recruitment Advisory Service, a pamphlet on " The Career of Hospital Administration " was prepared for the guidance of those contemplating this career. This also has had a wide circulation, both among individual enquirers and among organisations whose duty it is to advise upon the choice of a career. Such organisations included the Ministry of Labour, University Appointments Boards, Youth Employment Officers and the careers advisory bodies connected with secondary schools.

A study was made by the Staff College of the various training schemes for hospital administrators already in existence. This investigation covered all types of hospital in England and Wales and considered the number of such schemes, the number of trainees involved and the content and duration of each type of training. The information obtained has been of use to the Staff College and to others concerned with this subject.

## FUTURE ACTIVITIES

The continued applications from hospital officers for vacancies in the refresher courses at the Staff College show the need for their continuation and it is likely that such courses will be provided for the future. These, with the reunion conferences, will continue to form a substantial part of the College's work.

The Staff College is one of the two training institutions responsible for carrying out the National Training Scheme originated and sponsored by the Ministry of Health. It is represented on the Selection Committee for this purpose and arranges both the theoretical and practical training of the selected candidates committed to its charge.

The training courses of a few months' duration for those already engaged in hospital work at relatively junior levels are likely to continue as the demand for them shows no sign of abating.

The purpose of the Staff College must always be to serve the needs of the hospital service and, as those needs change from time to time, so future plans must be varied to meet them. No hard and fast pattern for the future can, therefore, or should be devised as the facilities which the King's Fund, through the College, is able to offer must be used to the best advantage in the light of existing circumstances.

That research and the publication, from time to time, of literature on hospital subjects will continue is not in doubt and the Staff College will gladly provide a meeting place for those interested in and engaged in hospital work, which was part of the purpose of its foundation.

## CONCLUSION

No report of the first five years of the Staff College would be complete without paying the most grateful tribute to those who have helped its work in their many ways. Lecturers, who have given the greatest possible assistance, officers of the Ministry of Health, Regional Boards and Management Committees, those concerned with the practice of medicine and nursing, together with members of Boards and Committees, have all played a vital part.

The measure of success which the Staff College has achieved so far has, in large part, depended on the unfailing support and encouragement of its friends.

## HOSPITAL ADMINISTRATIVE STAFF COLLEGE

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