

MARGARET JOHNSON

ROYAL MANCHESTER CHILDREN'S HOSPITAL

KING'S FUND COLLEGE TRAVELLING FELLOWSHIP 1988

REPORT OF A STUDY TOUR: COMPARISON OF NURSE STAFF AND
VOLUNTARY EFFORT IN U.K. AND AUSTRALIAN CHILDREN'S
HOSPITALS.

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VOLUNTARY EFFORT IN U.K. AND AUSTRALIAN CHILDREN'S
HOSPITALS

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ACKNOWLEDGEMENTS

I wish to acknowledge, with thanks and record my appreciation to the N.H.S.T.A. for the award of a Travelling Fellowship and support from Salford Health Authority which allowed me to undertake this study tour.

Without the support of the many service providers and users at home and in Australia I would not have been able to write this report and I extend to them my warm thanks. To colleagues in Australia I extend my very best wishes for the kindness and hospitality extended during my visit. I am grateful to my Management Board colleagues for their help in planning my study tour and their hard work during my absence. Special thanks to Mr. John Smith, Bursar and College Manager, King's Fund College and Mr. Bill Sang, General Manager - Mental Illness Acute Unit, Salford Health Authority, for their support and encouragement. My very best thanks to my secretary, Mrs. Linda Roberts, who everyday gives me untiring support: her assistance in the preparation and production of this report has been first class.

Margaret R. Johnson (Mrs.)
General Manager
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June, 1989.

CONTENTS

| | | |
|----|---|---------|
| 1. | Introduction | 1 |
| 2. | Itinerary | 2 - 5 |
| 3. | The Organisation of Voluntary Effort in Australian Children's Hospitals | 6 |
| | 3.1 Adelaide Children's Hospital | 6 - 9 |
| | 3.2 Queen Victoria Hospital | 9 - 10 |
| | 3.3 Royal Children's Hospital, Melbourne | 11 - 14 |
| | 3.4 The Children's Hospital, Camperdown | 14 - 17 |
| 4. | The Organisation of Voluntary Effort in Royal Manchester Children's Hospital | 18 - 22 |
| 5. | Nursing Staffing | 23 - |
| | 5.1 Adelaide Children's Hospital | |
| | 5.2 Royal Children's Hospital, Melbourne | |
| | 5.3 The Children's Hospital, Camperdown | |
| | 5.4 Royal Manchester Children's Hospital | |
| 6. | Appendix | i - ii |

INTRODUCTION

In August, 1988, I travelled to Australia on a Study Tour undertaken with the support of the N.H.S.T.A. and Salford H.A. I visited Hospitals in Adelaide, Melbourne and Sydney and studied the organisation of nurse staffing and voluntary effort in the hope of being able to transplant some ideas "back home".

I chose Australia because, whilst Director of Administration and Support Services at the Hospitals for Sick Children, Great Ormond Street, I met with a number of senior staff from Australian Children's Hospitals: we had a useful exchange of ideas, I considered that first hand experience of the organisation of these areas would be beneficial. On nurse staffing, I thought we could learn much from developments in Australia. Voluntary effort and public relations are well established in Australian Children's Hospitals and, as anticipated, I found the approach to fundraising quite different.

Before undertaking my tour I obtained detailed information on nurse staffing and voluntary effort from Adelaide, Melbourne and Camperdown Children's Hospitals (copy of Questionnaire at Appendix 2). Thus I spent my time at the Hospitals meeting with a wide range of professionals and I found this of enormous benefit. The itinerary which follows sets out my major meetings and gives the reader some indication of just how busy I was during my time in Adelaide, Melbourne and Sydney!

ITINERARY

ADELAIDE 10 - 15 August, 1988.

Wednesday, 10th August

Mr. P. Sheedy, Chief Executive Officer, Adelaide Children's Hospital.

Hospital tour - Adelaide Children's Hospital accompanied by Miss V. Disher, Assistant, Department of Community Liaison.

Mr. G. Sam, Chief Executive Officer and Miss E. Wood, Director of Nursing Services, Queen Victoria Hospital.

Hospital tour - Queen Victoria Hospital accompanied by Miss R. Hutton, Assistant Director of Nursing - Clinical areas.

Mr. K. Tank, Education Resource Centre, Queen Victoria Hospital.

Mrs. R. Craddock, Public Relations and Fundraising Manager, Queen Victoria Hospital.

Thursday, 11th August

Miss K. Challinger, Director of Nursing and Assistant Directors of Nursing, Adelaide Children's Hospital.

Mrs. C. Osterman, Manager, Community Liaison, Adelaide Children's Hospital.

Mrs. D. Cooper, Co-ordinator Voluntary Services, Adelaide Children's Hospital.

Mrs. D. Edwards, Auxiliary Organiser, Adelaide Children's Hospital.

Friday, 12th August

Miss C. Cornish, Executive Director - Child and Adolescent Mental Health Services, Adelaide Children's Hospital.

Dr. B. Fotheringham, Director of Medical Services, Adelaide Children's Hospital.

Mrs. R. Auricht, Assistant Manager, Finance Services, Adelaide Children's Hospital.

Mr. G. Marr, Administrative Assistant, Adelaide Children's Hospital.

Monday, 15th August

Mr. P. Sheedy, Chief Executive Officer, Adelaide Children's Hospital.

Mr. B. Kearney, Administrator, Royal Adelaide Hospital.

Miss R. Bryant, Director of Nursing Services, Royal Adelaide Hospital.

Tour of Royal Adelaide Hospital accompanied by Dr. E. Rozenbils.

MELBOURNE 16 - 19 August, 1988.

Tuesday 16th August

Mrs. C. Screen, Co-Ordinator of Volunteers and Auxiliaries, Melbourne Children's Hospital.

Hospital tour - Melbourne Children's Hospital accompanied by Mr. D. Kinsey, Public Relations Manager.

Miss Helen Preece, Deputy Director of Nursing Services, Melbourne Children's Hospital.

Christine Screen and Volunteers and Auxiliaries, Melbourne Children's Hospital.

"Airing the Issues Forum" organised by Australian College of Health Service Administrators (Victoria Branch) and Victoria Hospitals' Association on "Waiting Lists".

Wednesday, 17th August

Mr. D. Kinsey, Public Relations Officer, Melbourne Children's Hospital.

Mr. J. Crouch, Organiser, Good Friday Appeal, Melbourne Children's Hospital.

Mr. B. Willey, Organiser, Uncle Bob's Club, Melbourne Children's Hospital.

Mr. G. Hutchinson, Director of Finance, Melbourne Children's Hospital.

Fundraising Reception for Airline Pilots.

Thursday, 18th August

Miss J. Bell, Assistant Director of Nursing Services, Melbourne Children's Hospital.

Dr. B. Catchlove, Chief Executive Officer, Melbourne Children's Hospital.

Mr. C. Arnold, Deputy Chief Executive Officer, Melbourne Children's Hospital.

Mr. H. Helliger, Business Development Officer, Melbourne Children's Hospital.

Friday, 19th August

Miss D. Summers, Assistant Finance Manager, Melbourne Children's Hospital.

Mr. D. Kay/Mr. R. O'Connor, Directors, Health Solutions, Melbourne.

Victoria Hospital's Association.

SYDNEY 22 - 25 August, 1988.

Monday 22nd August

Dr. J. Yu, General Superintendent, The Children's Hospital, Camperdown.

Mrs. S. Mills, Research Officer, The Children's Hospital, Camperdown.

Prof. K. Oates, Professor of Paediatric and Child Health, The Children's Hospital, Camperdown.

Miss J. Minnis, Director of Nursing, The Children's Hospital, Camperdown.

Mr. B. Griffiths, Director of Administrative Services, Camperdown.

Tuesday, 23rd August

Miss M. Bunker, Assistant Director of Nursing - Special Projects, The Children's Hospital, Camperdown.

Miss B. Radcliffe, Community Affairs, The Children's Hospital, Camperdown.

Miss M. Clarke, Executive Officer, The Children's Hospital Fund, The Children's Hospital, Camperdown.

Mr. D. Sallows, Director of Finance, The Children's Hospital, Camperdown.

Mrs. M. Noonan, Volunteer Co-Ordinator, The Children's Hospital, Camperdown.

Miss R. Edman, Deputy Director of Nursing, The Children's Hospital, Camperdown.

Miss M. Jamieson, Personnel (formerly Head of School of Nursing), The Children's Hospital, Camperdown.

Wednesday, 24th August

Miss M. Clarke, Executive Officer, The Children's Hospital Fund, The Children's Hospital, Camperdown.

Dr. P. Procopis, Director of Medical Services and Deputy Chief Executive Officer, The Children's Hospital, Camperdown.

Miss T. Malone, Nursing Unit Manager, (Paediatrics), Westmead Hospital.

Miss V. Ryan, Assistant Director of Nursing, (Paediatrics), Westmead Hospital.

Dr. J. Knight, Assistant Director of Medical Services, The Children's Hospital, Camperdown.

Thursday, 25th August

Professor Morgan, Associate Director, Prince of Wales Children's Hospital.

Hospital tour - Prince of Wales Children's Hospital, accompanied by Mrs. O'Connell, Head of Volunteers, Prince of Wales Children's Hospital.

Miss R. Cregan, Director of Nursing Services, Princes of Wales Children's Hospital.

3. THE ORGANISATION OF VOLUNTARY EFFORT IN AUSTRALIAN CHILDREN'S HOSPITALS

In the notes that follow I outline the organisation of voluntary effort in the Australian Children's Hospitals I visited. I amassed an enormous amount of information: to help the reader I have attached this as appendices.

3.1 **Adelaide Children's Hospital**

Department of Community Liaison Services

At Adelaide Children's Hospital voluntary effort is organised through the Department of Community Liaison Services. The Department comprises:

Public Relations/Media Liaison
Promotions and Publicity
Fundraising
Auxiliaries Association
Volunteer Service

The establishment is 5 WTE with additional temporary staff recruited as necessary.

In 1984 the Hospital appreciated that the remit of Community Liaison Services needed a higher profile and employed management consultants to produce recommendations for action. In mid 1984 the new Department was established and undertakes all PR/media work, promotions and publicity, fundraising, Auxiliaries Association and Volunteer Service. The media is exploited to the Hospital's best advantage. The manager, Community Liaison Services, has regular personal contact with journalists, the chief of staff and so forth she is responsible for producing background notes for speeches made by the Chairman, Chief Executive Officer etc. Within the Hospital internal marketing to staff is strong and specific events are organised to help boost staff morale.

Profile

From discussions with the Chief Executive Officer and others it was apparent that the Hospital has a high profile and a very high fundraising profile. The Adelaide Children's and Queen Victoria Hospitals (Obstetrics, Gynaecology and Neonatology) are to merge in February, 1989, and this involves considerable public relations

work. It is important that the identity of both hospitals are retained in order that fundraising groups associated with them continue to support the merged hospital. (See 3.2 page 9).

Mascot

When Queen Victoria Hospital and Adelaide Children's Hospital merge in February, 1989, there will be a mascot for the merged Hospital. Adelaide Children's Hospital does not have a mascot as such but uses the Doctor/Nurse/Child sketch on much of its publicity material, see Appendix 6.

Annual Report/Quarterly Journal

With regard to promotional material Adelaide Children's Hospital produce an excellent annual report a copy of which is attached at Appendix 3. This is of great assistance in public relations and fundraising endeavours as is the quarterly journal - The Needle attached at Appendix 4. The Needle includes useful information about developments etc. within the Hospital as well as information on personnel, crosswords and caption contests etc.

Fundraising Target

On the specific area of fundraising the target of \$873,000 for the year to June, 1988, was exceeded though at the time of my visit the final amount raised was not known. The activities ranged from Lego Exhibitions to charity plays and carols by candlelight with some of the largest fundraising areas being the Channel 7 Easter Appeal Lottery (\$250,000) the Auxiliaries Association (\$300,000), Woolworths (\$167,000) with donations bringing in a further \$100,000. For details of fundraising activities see Appendix 5.

Auxiliaries Association

The Auxiliaries Association was formed in 1958 - See Appendix 6. The Auxiliaries Organiser co-ordinates the work of 82 Auxiliaries in South Australia, the Northern Territory including Darwin, Alice Springs and Broken Hill on the border of New South Wales. As stated the Auxiliaries raised \$300,000 in 1987/88. As can be seen from Appendix 7 the size of the Auxiliaries range from some very small groups in remote parts of Australia to the much larger groups operating in cities and towns. The Auxiliaries Organiser feeds in as many fundraising ideas as possible to the Auxiliaries.

Appendix 8 shows a list of suggestions. Of the 82 Auxiliaries only 6 have male members and the Auxiliaries Organiser is actively trying to encourage the recruitment of more men to the Auxiliaries. Similarly, most Auxiliaries are in the older age range and the need for new blood to be injected into the Groups is being addressed.

Auxiliaries Organiser

The Auxiliaries Organiser has a very hectic schedule in organising and liaising with the 82 Auxiliaries. She is responsible for presenting quarterly reports at the Auxiliaries State Council Meetings, attends all Annual General Meetings of the Auxiliaries. All 82 Auxiliaries look to her for information on the Hospital, guidance and assistance and help in solving problems and queries. There are nine regional conferences state wide in addition to the annual two day seminar - see Appendices 9 and 10. The relationship with the Chief Executive Officer has become closer over recent years and his involvement with the work of the Auxiliaries has spurred them onto greater efforts. The forthcoming amalgamation with Queen Victoria Hospital makes it essential that this be maintained.

Co-ordinator of Voluntary Services

The Co-ordinator of Voluntary Services organises the work of approximately 140 volunteers throughout the Hospital. Volunteers work in most wards and departments, Appendix 11, details the areas in which Volunteers assist, Appendix 12 gives guidance on volunteer assistance on the wards. All new volunteers attend a training and orientation day see Appendix 13. Thereafter training is on the job and is supervised by the responsible member of the section/department/ward in which the volunteer is working. Sessions are organised in conjunction with the School of Nursing to provide up-to-date information on specific subjects eg bottle feeding. These sessions are open to all volunteers regardless of the area they are working in. All volunteers are asked to fill in an application form they are then interviewed. If successful they are put on a waiting list: there are intakes of volunteers in March, June and September. The Hospital normally has far more people volunteering than it can cope with. A manual is produced for volunteers, see Appendix 14 and they have a regular Newsletter, Volunteer News, see Appendix 15 which gives them an update on items of particular interest.

The service has been established for 24 years and is obviously a great success. Two of the original 10 volunteers who started in the service 24 years ago are still serving, 8 have given over 20 years service.

In the past volunteers tended to be older females but now more volunteers are unemployed teenagers and grateful mums and dads who are happy to give their time to the Hospital. The Hospital positively encourages volunteers and all of the staff are happy working with them. The Co-ordinator of Voluntary Services attends the nurses orientation course when she talks about the work of the volunteer service. Given the wide range of duties the volunteers undertake it is difficult to see how the Hospital would manage without them.

3.2 Queen Victoria Hospital

Merger Adelaide Children's and Queen Victoria Hospitals

As the Adelaide Children's Hospital and Queen Victoria Hospital are to be merged in February, 1989, it is relevant to consider their work in the area of public relations, fundraising and volunteers. The Public Relations and Fundraising Manager liaises closely with the Manager, Community Liaison at Adelaide Children's Hospital: the Departments will combine when the Hospitals merge.

Public Relations/Fundraising/Volunteers

The Hospital has a public relations and fundraising manager with a total of 7.5 WTE staff. The volunteers are organised separately by 2 WTE staff.

Profile/Annual Report

Like Adelaide Children's Hospital, Queen Victoria Hospital has a very high public profile and again much time and effort is put into the production of the Annual Report, see Appendix 16.

Mascot

As stated when Adelaide Children's Hospital and Queen Victoria Children's Hospital merge in February, 1989, there will be a mascot for the merged hospital. The hospital currently uses a sketch of a mother cradling an infant on its publicity material.

Fundraising Target

Over the past two years \$2m has been raised. The Hospital play on the emotive response of children: once merged with Adelaide Children's this will be exploited further.

Telethon Quest

One of the main areas of fundraising is the Telethon Quest which has a target of \$350,000, see Appendix 17. The Quest receives considerable television time. There are normally 40 entrants but to increase income it is likely that there will be 80 in future. The young ladies who enter the Quest fundraise under the guidance of the Hospital's Public Relations and Fund Raising Manager. One of the main areas in which they work is the sale of lottery tickets. There is a Quest house which entrants have to man over a period of three months assisted by family and friends. The average Quest entrant raises in the region of \$16,500. The Quest is very high profile throughout Adelaide and is sponsored by NWS9, 5DN and the News. The Hospital are delighted that in 1988, for the first year of its fifteen years existence, the Quest has only one charity - the Hospital as its beneficiary. The Hospital will be the sole beneficiary of the Quest over the next two years.

The remainder of the Hospital's fundraising activities seem similar to those of Adelaide Children's Hospital: with the merger so imminent there are joint fundraising endeavours.

Co-Ordinator of Voluntary Services

As stated two staff organise the volunteers: the Hospital has no difficulty in attracting volunteers whose numbers have doubled recently. The volunteers receive a four day orientation programme in which the Director of Nursing Services, Chief Executive Officer and Director of Clinical Services are involved. They then receive further orientation in the area in which they are to work. The Hospital shop is run by one of the full time officers and manned with volunteers. Volunteers work throughout the Hospital and are well established.

There are two auxiliary groups associated with the Hospital and support also comes from Rotary and the Lions.

3.3 Royal Children's Hospital, Melbourne

Organisation of fundraising/volunteers

The Hospital has a Public Relations Officer and officers to organise the Good Friday Appeal, Uncle Bob's Club and Auxiliaries and Volunteers. Eleven W.T.E. staff are employed across these services.

Profile

The Royal Children's Hospital has a high degree of public support from people throughout the State of Victoria. It has a very high profile and it receives substantial funds from various voluntary sources.

Mascot

The Royal Children's Hospital Mascot is a bandaged koala who, with a sketch of a crawling child, carries the Hospital's "Kids are harder to mend" message, see Appendix 18.

Annual Report

The Hospital's excellent graphics department produces art work, posters etc. In the past the Hospital's annual report cost approximately \$4 per copy. 12,000 copies were produced. The style was then changed and produced in-house at a cost of 60 cents per copy, see Appendix 19. However the Hospital is now considering the production of a glossy annual report which will not date with an insert at the back for the last year's financial information.

Newsletters

The Hospital has a fortnightly newsletter "Children's Times Supplement" which carries information regarding developments within the Hospital, personnel changes etc see Appendix 20. The quarterly publication "Children's Times" is circulated widely and carries a wealth of information for staff, fundraisers, volunteers and all associated with the Hospital.

Health Service Agreement - Public Relations

I spent some time with the Chief Executive Officer discussing the Government of Victoria's Health Service Agreement 1987/88. The section of the agreement relating to public relations is attached at Appendix 21. The important emphasis on public relations, fundraising and voluntary effort within the Hospital is to develop and maintain interest, understanding and goodwill.

Good Friday Appeal

The Good Friday Appeal was established in 1932 through the Herald and Weekly Times by Dame Elizabeth Murdoch. It developed over the years, in 1942 3 DB Radio became involved and in 1957 Channel 7. It is now an all the year round Telethon and there are collections and collecting groups and a network of honorary agents throughout the States with \$3.5m being raised. One third of the children seen at the Hospital are from country areas: the 143 groups scattered throughout these areas raised \$1.12m. Several country groups are organised around the voluntary fire brigade committee, Lions or Rotary Clubs.

An enormous number of events are held to raise the \$3.5m. These range from the Safeways Trolley push (\$382,000) to the Australian Airline Pilots Federation Charity Flights (\$103,000) to the Johnny Walkers Collection Bottles on hotel bars (\$450,000). Special projects like the Little Ath Athletics are also held. There is an emphasis on well children supporting less well children and this is stressed in fundraising events that children are involved in.

The Good Friday Appeal has an emphasis on sporting events and links in to events like the cup final. The Sporting Globe has a weekly hospital corner and charts the progress being made on the Good Friday Appeal and the fundraising events taking place throughout the week.

School children are involved in fundraising and 600,000 envelopes are circulated each year, see Appendix 22. The envelopes are distributed eight weeks before Good Friday and last year raised \$150,000.

The whole emphasis of the Good Friday Appeal is based around sport which is very big business in Australia.

Uncle Bob's Club

"Uncle Bob's Club" is run by an Executive Officer and his assistant. Originally it was started in 1942 by four business men who felt that they should give the cost of one drink per week to charity. The drinks cost a bob therefore it became Uncle Bob's Club. Since that time they have raised nearly \$5 million. They are based largely in hotels around Victoria.

Appendix 23 shows details of project expenditure from July, 1976 to June, 1988, from which it will be noted that 87.6% of expenditure \$2.2m was to the Royal Children's Hospital. The remainder of Uncle Bob's support is to metropolitan and regional hospitals.

There are 10 branches of Uncle Bob's Club throughout the State and each month they send information to the centre. The branch sizes vary from 200 - 700 with very some very small branches in the country areas. Originally the club was all male but now they have female members and they also have junior membership. Under the branches are groups that work to the Good Friday Appeal.

From discussions it is apparent that one of the strengths of Uncle Bob's is that they are relatively small and successful and let people do their own thing with encouragement/guidance from the centre.

Again the Journal is an important part of keeping fundraisers up to date with what is happening within Uncle Bob's particularly those in the country areas, see Appendix 24.

"Bob Bunyup" has recently been enlisted to help with fundraising and has become one of the mascots of Uncle Bob's. This and other information about Uncle Bob's and its activities are attached as Appendix 25.

Auxiliaries and Volunteers

The Auxiliary and Volunteer Organiser is responsible for 62 groups of auxiliaries and approximately 200 volunteers. The Auxiliaries are now in their 67th year with some small groups of only 8 or 10 and larger groups as big as 250. Their activities range from cake

stalls and boottee knitting to the large active groups like the American Women's Group based in Melbourne. Again the majority of the groups are comprised of older females but some of the larger groups have dynamic businessmen on them. Last year the Auxiliaries raised \$442,000.

Approximately 200 volunteers work in the Hospital. Areas worked in are similar to those of the volunteers in the Adelaide Children's Hospital. In the past volunteers were mostly older females but now many more younger volunteers are coming forward together with an increase in the number of male volunteers.

There is an emphasis on keeping Auxiliaries and Volunteers up to date. The Auxiliary and Volunteers Services Annual Report is attached at Appendix 24.

3.4 The Children's Hospital, Camperdown

Department of Community Affairs/Children's Hospital Fund

At the Children's Hospital, Camperdown, public relations, fundraising and voluntary effort are organised through the Department of Community Affairs/Children's Hospital Fund. The Department comprises:-

Public Relations/Media Liaison
Fundraising/Promotions/Publicity
Volunteers Service

The establishment is 9½ WTE with additional temporary staff recruited as necessary.

The Children's Hospital Fund was established in October, 1984, to co-ordinate existing fundraising and to develop new directions in fundraising for the Hospital. An advertising agency has adopted the Hospital as its charity and undertakes a considerable amount of work free of charge. A professional Fundraising Agency assists the Children's Hospital Fund in fundraising and a number of good ideas flow from them.

Profile

From my arrival at Sydney Airport it became apparent that the profile of the Children's Hospital, Camperdown, was indeed very high.

The General Superintendent of the Hospital and all his Senior Officers contribute enormously to this. At the time of my visit the Health Service in New South Wales was being re-organised. The re-organisation will put the Children's Hospital, Camperdown, in a similar position to an English Special Health Authority. The Hospital is to be re-built, possibly on a green field site, the location was to be determined by the end of 1988.

Mascot

The Children's Hospital, Camperdown, mascot is the Bandaged Bear who is used extensively on all of their publicity material, see Appendix 27.

Annual Report/Newsletters

The Children's Hospital, Camperdown, produces an excellent Annual Report, a copy of which is attached at Appendix 28. This is of great value in public relations, fundraising and heightening public awareness of the Hospital's plight. In their fundraising material the Hospital poignantly states "The Children's Hospital, Camperdown when there is nowhere else to go".

The information pack sent to potential donors/fundraisers is attached at Appendix 29. This includes a number of issues of "The Bandaged Bear" the Children's Hospital Newsletter together with "Country Focus", the Country Supplement for those coming from the wide area served by the Hospital.

The Hospital produces a regular monthly staff Newsletter "Kid's Talk" which includes items of general interest. A copy is attached at Appendix 30.

Fundraising Target

The projected target income for 1987/88 was \$2.7m but this was exceeded: the actual income was \$4.3m. As can be seen from Appendix 31 much of this was due to an excess on forecast of \$1m from unsolicited donations and also the fact that special events/projects netted nearly \$800,000 against an estimate of \$400,000.

As stated a Professional Fundraising Agency is used to assist in fundraising. Their primary role has been in direct mail. On direct mail a file has now been built up and it is considered that this is basic to the Hospital's fundraising pursuits. The file was created from receipts in the past, names from Telethons and parents/grandparents of patients. There were 70,000 names on the file. Setting up to the file was expensive but the Hospital now has a good base on which to build. There are four mailings each year based on Christmas, the end of the financial year (June), the end of February and the end of August. Each mailing includes a letter which has the facility to return an appended slip with a donation and also includes the Newsletter. A reply envelope is always sent. The May 1988 mailing was to 55,000 people. The total cost of the mailing was \$50,000, it raised \$300,000.

The areas of fundraising ideas are similar to those in Adelaide and Melbourne. Samples of the fundraising literature used by the Children's Hospital, Camperdown are attached at Appendix 32.

The Children's Hospital Fund has a staff of 5 and overall expenditure on fundraising is 18% of total income.

Responsibility for fundraising is recognised as being fairly high on the agenda of all staff. From my meeting with the Professor of Paediatrics and Child Health it was clear that the medical staff see this as an area in which their involvement is essential. A copy of a paper the Professor handed me on fundraising is attached at Appendix 33.

Community Affairs

There is a close link between fundraising and community affairs. As stated the Hospital has an Advertising Agency which undertakes a large amount of work on posters etc. free of charge. A good example of their work is attached at Appendix 34. In addition to heightening the Hospital's profile for fundraising purposes the

Department of Community Affairs is responsible for co-ordinating and preparing a programme for children coming into Hospital. They also undertake a Schools Programme. The Hospital has an annual Open Day and they have a Teddy Bear's Picnic which is sponsored by a Newspaper. As part of in-service training the Manager of the Department speaks to staff about the role of public relations and fundraising and how these go hand in hand in promoting the Hospital, raising its profile and attracting funds.

Co-Ordinator of Voluntary Services

The Co-Ordinator of Voluntary Services organises the work of approximately 80 volunteers throughout the Hospital. The work undertaken and areas in which they work are similar to those worked by volunteers in Adelaide and Melbourne. All new volunteers attend a training and orientation day and thereafter training is on the job and supervised by the responsible member of the ward or department in which the volunteer is working.

The volunteers have a "Paddy's Market" shop in the foyer and this raises \$100 - \$200 per day. All of the items sold in the market are donated and, therefore, all the money raised is profit.

The Wishing Well

It was interesting that so far away from home one could not escape the Wishing Well Appeal and as can be seen from Appendix 35 the record The Wishing Well was on sale in Sydney with 2% of the retail price of the record being donated to the Children's Hospital, Camperdown!

Prince of Wales Specialist Children's Hospital

As can be seen from my itinerary I spent a day at the Prince of Wales Specialist Children's Hospital, again looking at the area of voluntary effort and nurse staffing. For interest, I attach a copy of the Eastern Health Service Inaugural Report 1986 - 87 and the Hospital's fundraising brochure as Appendices 36 and 37.

4. THE ORGANISATION OF VOLUNTARY EFFORT IN ROYAL MANCHESTER CHILDREN'S HOSPITAL

Introduction

I took up post as General Manager at Royal Manchester Children's Hospital in late June, 1987. On my arrival at the Hospital there were a number of fundraising groups, later in this section I say a little about each, but no one person within the Hospital with overall responsibility for co-ordinating our fundraisers and promoting the Hospital. My previous post had been as Director of Administration and Support Services at the Hospitals for Sick Children, Great Ormond Street. I knew that the Wishing Well Appeal was to be launched prior to Christmas 1987, therefore, if our fundraising was not to be adversely affected by this we needed to establish ourselves fairly rapidly with a fundraising organisation.

In September, 1987, I appointed my Charities Liaison Officer. She had previously worked within the Hospital for one of our major charities and, therefore, was well established in terms of knowing the staff and local organisations. The account given below details developments over the past eighteen months many of which are due to experience I gained in Australia.

Charities Liaison Officer

In September, 1987, the post of Charities Liaison Officer was established. This is a full time post funded from the Hospital's Endowment funds. As this was a totally new departure for Salford Health Authority the post had to become well established and show that it was paying dividends before it was possible to expand. In May, 1989, a part time Clerical Officer was appointed to assist the Charities Liaison Officer. Prior to that time any secretarial or clerical assistance required was obtained on a grace and favour basis, mostly from my Secretary!

Profile

The Hospital has always had a good profile locally and throughout the North West but a major task at the time of my appointment was to heighten this in order to exploit the fundraising possibilities.

Mascot

One of the Charities Liaison Officer's first tasks on appointment was to launch a competition for a Hospital Mascot. Staff, patients and all throughout the North West were invited to participate in the competition and in January, 1988, we launched our Pendlebury Potamus, see Appendix 38. The message we aim to get across to Hospital supporters is that the Royal Manchester Children's Hospital is their Children's Hospital for their children. Local buses throughout the North West carry the "We Support Royal Manchester Children's Hospital Why Don't You" message, see Appendix 39 and we receive enormous support from Manchester City and Manchester United Football Teams.

Keeping Fundraisers Up to Date

The Charities Liaison Officer has, as one of her major tasks, to keep fundraisers up-to-date with developments. She does this through a form of team briefing where a number of her volunteers, who regularly visit the Hospital, will go out and speak to other Groups and advise them of developments. Although a little out of date our Groups like to use the brochure which was produced at the time of the visit of Her Royal Highness The Princess Royal in October, 1987, in their fundraising endeavours. A copy of this is attached at Appendix 40. In addition the Hospital has a monthly Newsletter, The Pendlebury Piper, which is written for staff, visitors, relatives and fundraisers see Appendix 41. Other promotional literature is attached at Appendix 42.

Fundraising Target

Income to the Hospital's General Purpose Endowment Fund for the year to June, 1988, was £162,998. For the year to June, 1989, the figure is £268,249. An increase of 65%. Income to specific Endowment funds for the same periods was £306,001 and £503,692 again an increase of 65%.

This enormous increase in income must be attributed to the great efforts made by our Charities Liaison Officer and her fundraisers who are pulling out all the stops to increase the voluntary funds flowing into the Hospital. All members of the Hospital's Management Board and Senior staff have become actively involved in fundraising in terms of going out and giving talks, collecting cheques etc.

The time has now come to seriously consider how the Hospital should progress and exploit fundraising activities. However, the Paediatric Option Appraisal for the Children's Tertiary Centre for the North West is to report during the Summer of 1989 and major fundraising endeavours are being kept low profile as a major appeal along the lines of the Wishing Well may be launched to fund the capital cost.

Voluntary Organisations Working with Royal Manchester Children's Hospital

Outlined below are some of the voluntary organisations working with us at Royal Manchester Children's Hospital.

League of Friends

The Hospital's League of Friends was founded in 1956: a leaflet telling a little about the Organisation is attached at Appendix 43. One of the main fundraising endeavours of the League is the Annual Garden Party which is held in June. The Friends meet monthly: the Director of Nursing Services represents the Management Board at their meetings. They are happy to help the Hospital in any way they can: generally they fund smaller items which will make the Hospital a more comfortable place for the children and their parents/visitors. In particular, radio, TV, video, flowers, toys etc. The total contribution to the Hospital is in the region of £10,000 p.a.

Research Equipment Fund

The Research Equipment Fund are a small informal group who liaise direct with me. Their fundraisers are headed up by a widow in her seventies who has enormous energy and drive. Over the last three years the Fund have raised £180,000. The areas the Fund supports in particular are items of medical equipment for theatre and intensive care and items for the pathology laboratories. The Fund identify an item of equipment and then rally to fundraise for that item: their fundraising is always geared to a specific piece of equipment. This is a great benefit as it spurs the fundraisers and those who are supporting them to greater activity when they can see that the item has actually been purchased and in use within the Hospital.

Bone Marrow Fund

The Hospital's Bone Marrow Fund has raised the £0.5m capital cost of the eight bedded Bone Marrow Unit which opened in August, 1988. The fund liaise direct with me. A leaflet setting out the work of the Fund is attached at Appendix 44. An enormous amount of work was involved in raising the £0.5m for the Bone Marrow Unit. The success of the Fund has spurred them onto greater activity: they are now fundraising for the purchase of a large property close to the Hospital which will provide approximately 20 bedded parents' accommodation.

Giving for Living Research Foundation

The Hospital's Giving for Living Research Foundation was established in 1981. The Foundation's aim was to raise flm to build and equip a totally unique Centre. Phase I of the Centre was opened by Her Royal Highness, The Princess Royal in October, 1987, see Appendix 40. Work on Phase II of the Centre commenced in April, 1989, with a completion date of June, 1990. Some of the Research Foundation's literature is attached at Appendix 45. The Foundation meet on a monthly basis: I represent the Management Board at their meetings. Now that the Research Foundation have reached their target of flm they are continuing to fundraise in order to give ongoing support to research projects.

Wallness Children's Charity

The Wallness Charity was established in 1976 and has supported the Hospital in a number of ways since that time. Wallness part-funded the six bedded Renal Unit which was opened in October, 1987, see Appendix 40. In addition, the Charity have funded a Gamma Camera, Diagnostic Imager, specially adapted vehicles for children with kidney disorders and a minibus. Wallness meet monthly and the Director of Nursing Services represents the Unit Management Board at their meetings. The Charity's latest venture is to raise flm for a Body Scanner. Information about the Charity is attached at Appendix 46.

Other Fundraising Activities

In addition to these activities a number of the medical staff and other groups within the Hospital have specific Departmental Funds. Some of the larger ones with details of fund balance at 31st March, 1989 are:-

£ approx.

| | |
|---------------------|---------|
| Leukaemia Research | 175,000 |
| Renal Fund | 87,000 |
| Spina Bifida | 39,000 |
| Endocrinology | 37,000 |
| Orthopaedic Fund | 16,000 |
| Paediatric Oncology | 18,000 |
| Cystic Fibrosis | 10,000 |
| Paediatric Surgery | 6,000 |

Volunteers

A number of volunteers work throughout the Hospital, the largest group being the Womens Royal Voluntary Service. The W.R.V.S. provide a coffee shop in the Hospital and also in the Outpatients Department which is situated some five miles away in the city centre. The staffing of both coffee shops is organised by the W.R.V.S. From profits the W.R.V.S. have funded a lift in the Dental Department, curtains in a number of wards, IVAC infusion pumps etc. Contributions made to the Hospital are generally approx. £15,000 p.a.

In addition volunteers are attached to some of the wards and assist in playing with the children, handing out of beverages, flower arranging etc. Volunteers are not well established within Royal Manchester Children's Hospital: although we have good relationships with the staff side any extension of volunteers tasks now would be seen as impinging on those of paid members of staff and it is unlikely that this area will develop.

6. APPENDIX

1. Map of Australia
2. Questionnaire
3. Annual Report - The Adelaide Children's Hospital 1987
4. The Needle
5. Planned Fundraising Activities July 1987 - June 1988, A.C.H.
6. The Children's Hospital Auxiliaries Association of South Australia
7. Adelaide Children's Hospital - Auxiliaries Association Groups
8. Children's Hospital Auxiliaries Association Suggestions for Fundraisers
9. Children's Hospital Auxiliaries Association of South Australia 1988 Programme
10. Children's Hospital Auxiliaries Association of South Australia 31st Annual Conference and AGM
11. Areas in which Volunteers work at Adelaide Children's Hospital
12. Adelaide Children's Hospital Volunteer Assistance on the Wards
13. Orientation Programme for Volunteers - Adelaide Children's Hospital
14. Adelaide Children's Hospital Manual for Volunteers
15. Adelaide Children's Hospital Volunteer News
16. Annual Report - Queen Victoria Hospital 1987
17. Telethon Quest 1988
18. The Bandaged Koala Mascot
19. Annual Report - The Royal Children's Hospital, Melbourne - 1987
20. Children's Times Supplement
21. Royal Children's Hospital Agreement - Public Relations
22. Royal Children's Hospital School Envelope System
23. Uncle Bob's Club - Details of Project Expenditure
24. Uncle Bob's Journal
25. Various leaflets/posters re Uncle Bob's Club
26. Royal Children's Hospital Department of Auxiliary and Volunteer Services Annual Report
27. The Bandaged Bear Mascot
28. Annual Report - The Children's Hospital, Camperdown 1987
29. Promotional Handout - The Children's Hospital, Camperdown
30. Kid's Talk
31. The Children's Hospital, Camperdown, Budget Report at 30th June 1988
32. Various promotional literature - Children's Hospital, Camperdown
33. A joint funding exercise - How to Raise \$150,000 from 10 Foundations
34. Promotional Poster, The Children's Hospital, Camperdown
35. The Wishing Well - GOSH
36. Annual Report - Eastern Health Service Inaugural Report 1986/87

37. Fundraising Brochure - Prince of Wales Specialist Children's Hospital
38. Pendlebury Potamus Mascot
39. We Support Royal Manchester Children's Hospital Why Don't You
40. Information booklet produced at the time of the visit of Her Royal Highness The Princess Royal October, 1987
41. The Pendlebury Piper
42. Royal Manchester Children's Hospital Promotional Literature
43. League of Friends
44. Bone Marrow Fund
45. Giving for Living Research Foundation
46. Wallness Children's Charity