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KING EDWARD'S HOSPITAL FUND FOR LONDON

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## KING EDWARD'S HOSPITAL FUND FOR LONDON

*King Edward's Hospital Fund for London was established in 1897 in celebration of Queen Victoria's Diamond Jubilee. Its object was defined as "the support, benefit, and extension of the hospitals of London", and, by its system of visitation and the distribution of grants, the Fund did much to raise the standard of the voluntary hospitals of Greater London.*

*With the passing of the National Health Service Act, the functions of the Fund have changed. Its moneys are no longer needed for maintenance and for capital purposes. It is now in a position to help the hospital service wherever help is most needed, and any hospitals within the area of its operations, ex-local authority as well as ex-voluntary, come within its scope.*

*The Fund's more recent activities include :*

- (a) An Emergency Bed Service ;*
- (b) A Nursing Recruitment Centre and a residential Staff College for Ward Sisters ;*
- (c) A Hospital Catering Advisory Service ;*
- (d) An allocation of £250,000 for the provision of Homes for the Aged Sick ;*
- (e) A Survey of Convalescent Homes and the provision of substantial grants for their upgrading ;*
- (f) Bursaries for the training of Hospital Administrators, Hospital Records Officers, and Almoners ;*
- (g) The provision of technical information and advice on financial and other administrative matters within the hospital field.*

# HOSPITAL ADMINISTRATIVE STAFF COLLEGE

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Brigadier F. D. K. Simmance

NOTE.—The final composition of the Tutorial Staff  
is under consideration.

## THE STAFF COLLEGE

It is the pride of our hospitals to recognise the patient as the sole object of their effort. Around him and for him has grown with the years an organisation whose activities, diverse in themselves, have as their end his comfort and cure. Together with the growth of knowledge, we have inherited an understanding of the patient as a human being who brings with him a human problem. Both the varied activities of the professional groups working in association with the hospital, and the realisation of the bearing of social factors and the patient's own personality on the cause or the course of the ill-health with which he is assailed, have brought to the fore the necessity of complete co-ordination of effort. This co-ordination is the administrator's primary task, and as scientific and technical knowledge make further advances, and as the boundary between preventive and curative medicine disappears and the role of the hospital in public health increases in importance, so will the scope of the administrator's work become correspondingly wider.

Those who control our hospitals, therefore, are entitled to expect in their chief executive officer—the administrator—the qualities which will ensure that this responsibility is properly discharged, since on him must fall the task of securing and co-ordinating those sound working relationships between the professional and technical services and the less direct services to the patient, and of welding them all into one Service in the fullest meaning of the word.

The administrator inevitably puts his stamp on the hospital, perhaps more than any other single person, yet in the past most administrators entered the hospital service without any planned apprenticeship or special training. All our experience shews that this will not do for the future. The King's Fund scheme, started in 1945, of awarding bursaries in hospital administration to selected men and women demobilised from the Services has had a good measure of success, and the Hospital Administrative Staff College, with its wider aims and its facilities for residential instruction, is the Fund's further contribution towards the improvement of the quality

of the administrator. Here will be conducted short residential refresher courses for those already holding executive positions in hospitals or closely allied fields, and also the instructional part of a two-year course of training for younger men chosen as suitable, not only to make hospital administration their life's work, but to attain to the highest administrative posts. Both these courses will be conducted broadly on university lines and at a graduate level of instruction.

To this end premises have been secured at Nos. 2 and 14 Palace Court, Bayswater. At No. 2 there are the main lecture and administrative rooms, with a common room, a library, and a dining room. At No. 14 there are a common room, offices, and workshops. In each building there is bedroom accommodation for about twelve residents, making a possible total on both the Refresher and Long Courses of twenty-four in all.

It will be the aim to create in these surroundings an atmosphere in which the men and women who live there will find new inspiration from the interchange of experience and ideas, and by association with those engaged in the broader fields of the health service who will come to lecture and share in discussion. We are fortunate in that we are able to call on men and women of experience and ability, not only in the hospital world, but also in the educational, legislative and social spheres, and we are happy to know of the ready response already made to our request that they should extend to us the benefit of their knowledge.

There will, therefore, be no aspect of hospital life and of the health interests of the community, with their administrative connection, that will not be reviewed in the company and under the guidance of those who have a special contribution to make. We hope, too, that the Staff College will become the meeting place, not only for administrators as such, but also for those on Boards and Committees who bear the responsibility for directing policy, and that out of this will spring a better understanding of the common task.

There are aspects of hospital administration which at a time of changing conditions demand intensive study or research. When we

reflect that our hospitals are costing over £250 millions a year, and that many individual groups have annual budgets of a million pounds, with staffs of well over one thousand, we see that we shall not need to search very far to find problems whose successful solution will have a swift effect on the economy and efficiency of the Service. This study and research we shall promote and carry through.

The activities of the King's Fund are directed primarily to the Metropolitan area, itself a large one, but we hope to be able to arrange for the admission of a certain proportion of students from other parts of the country, to our mutual benefit. The results of our special study and research will of course be made available to all whom they may assist.

The Staff College begins its work in fortunate circumstances, in having as it does the goodwill of the Ministry of Health, the Institute of Hospital Administrators, and of all those now engaged in the administration of hospitals who feel a responsibility for the training of their successors. Recognising the good which we inherit from the past, our task is to hand on a tradition of service and to aim at an ever-growing efficiency in the future.

P. H. CONSTABLE.



## GENERAL

### *First (Refresher) Course*

The provisional date for the beginning of the First (Refresher) Course is ~~29th January~~, 1951.

2<sup>ND</sup> APRIL

There will be no fee for the course, the King's Fund having decided to place no obstacle in the way of those selected to attend.

There will be about twelve places in this course. Applications for admission should be made, through Hospital Management Committees and Regional Hospital Boards, or Boards of Governors as the case may be, to:—

The Principal, Hospital Administrative Staff College,  
2 Palace Court, Bayswater, London, W.2.

### *Prospectus*

A detailed prospectus of the Staff College will be issued at a later date. This will include particulars of the long courses.

### *First (Long) Course*

The long courses are now being worked out provisionally on a two-year basis, of which time about nine months—not necessarily in one period—will be spent in residence in the Staff College, and the remainder in practical work in hospitals of different kinds, if possible in residence, with, it is hoped, short periods in the several headquarters of the Service.

### *Notification of Courses*

Official announcements of all courses will be issued to appropriate Journals in due course.

### *Method*

The Staff College will not hold examinations, or issue diplomas.

## OUTLINE OF THE LONG COURSE

NOTES: a. Refresher Courses will deal with selected subjects from each main group, as shown in this outline.

b. Some only of the principal sub-heads are here shown.

### I. **Introductory.**

1. History and development of the Health Services.
2. General Administration of the National Health Service.
3. The place of the hospital in the National Health Service.  
Possible developments.  
Relations with Part iii. and Part iv. Services.

### II. **Control and Management.**

1. The Committee System—Minutes—Reports.
2. Administrative methods.
3. Staff management.
4. Joint consultation.
5. Public relations. Hospital law. Speech and written word.

### III. **Organisation of Services.**

*Examples :—*

Catering

Supply

Technical

Medico-Social

Admissions, records, statistics

#### **IV. Finance, Budget Preparation, Costing.**

1. Allocation of National Health Service funds—Parliamentary system—Treasury methods.
2. Statutory obligations; Finance officers—functions; Financial control—boards, group hospitals.
3. Compilation of estimates—Budget.
4. Costing—Reasons for—Methods—Departmental costing. Uniform system—Mechanical accounting.

#### **V. Working with the Medical Staff.**

1. General Staff Relationships.
2. Medical Advisory Committee.
3. Medical Staff Committee.
4. Appointments and contracts.

#### **VI. The Nursing Service.**

1. The Matron—her influence—Relationship with the Medical Staff, Administrative and other Services.
2. Nursing Committees; Nursing Education; Hostels—Wardens.

#### **. VII. Generally.**

Planned visits will be a feature of all courses and on the Long Course will include lengthy periods of practical work in selected institutions.

## COMMUNICATIONS

The Staff College, at No. 2 Palace Court, W.2, occupies a corner house on the North side of the Bayswater Road, some three hundred yards from both Queensway and Notting Hill Gate Underground Stations on the Central Line.

Other convenient Underground Stations are Notting Hill Gate and Bayswater on the Metropolitan Line.

The following 'bus services pass the Staff College :

No. 12.     *South Croydon to Harlesden.*

via Camberwell Green, Elephant and Castle, Westminster Bridge, Whitehall, Trafalgar Square, Charing Cross, Oxford Circus, Shepherds' Bush, East Acton ;

No. 17.     *London Bridge Station to Shepherds' Bush.*

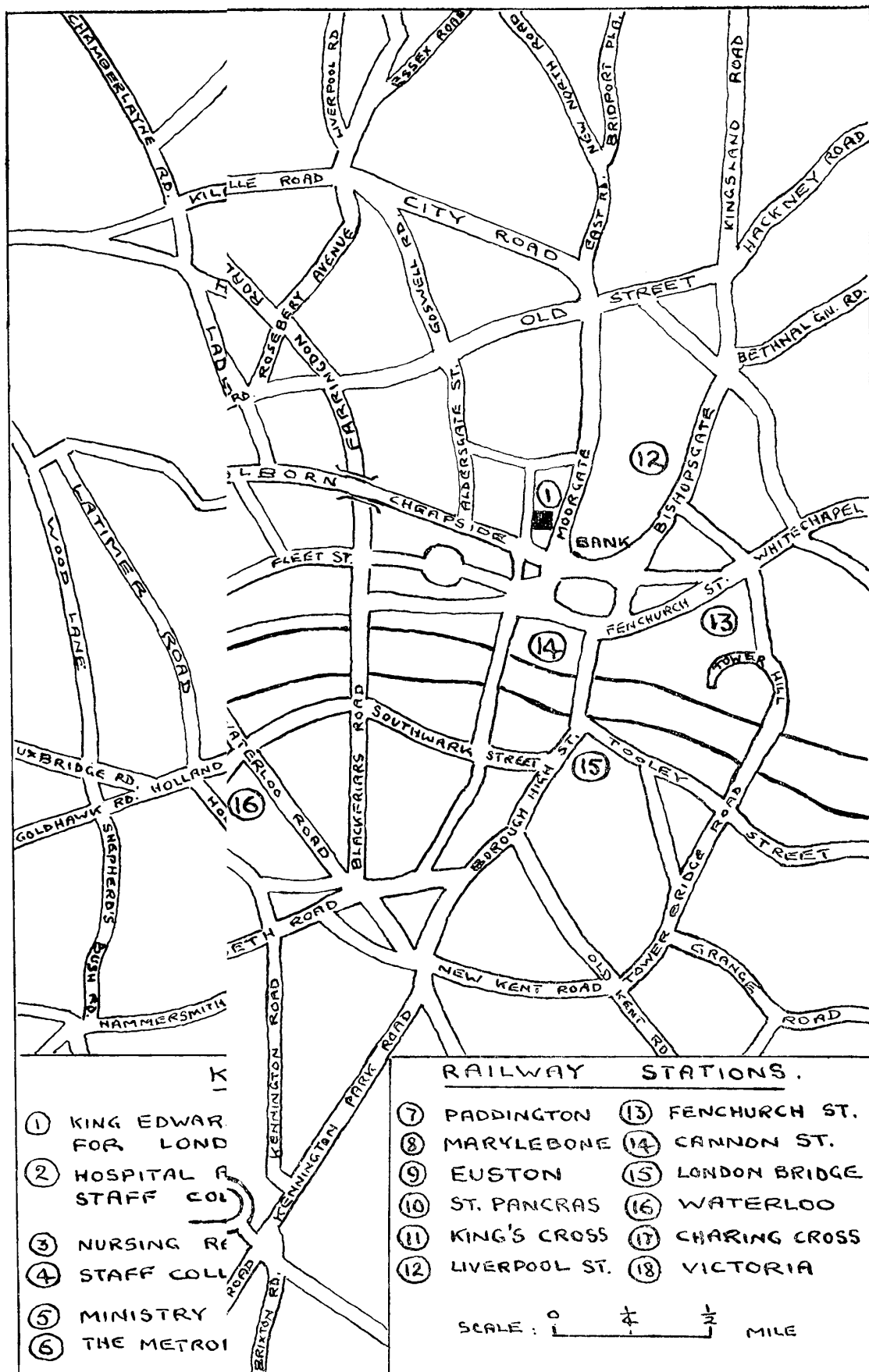
via Bank, Holborn, Oxford Circus, Marble Arch, Notting Hill Gate ;

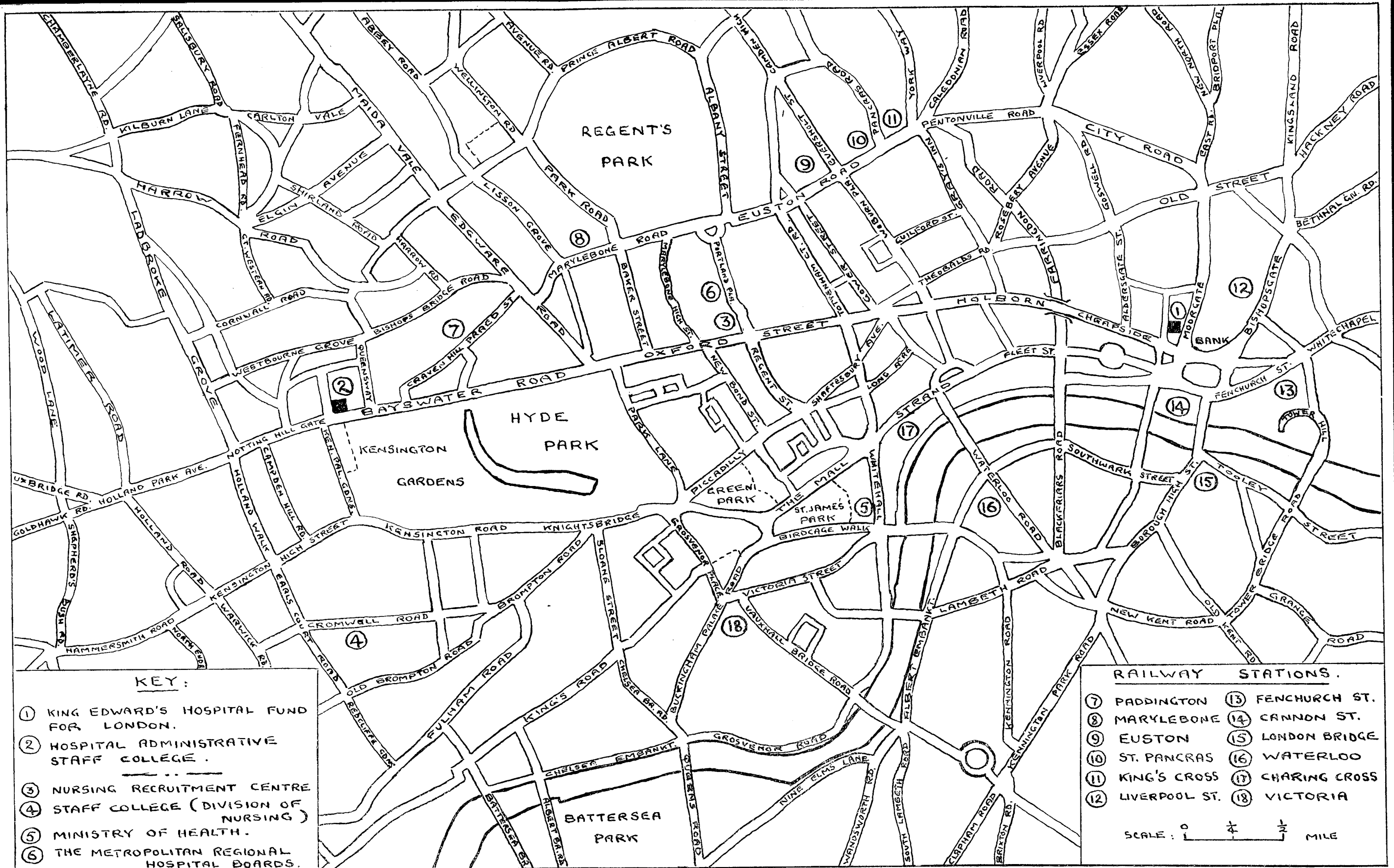
No. 88.     *Acton Green to St. Helier.*

via Shepherds' Bush, Notting Hill Gate, Marble Arch, Oxford Circus, Piccadilly Circus, Trafalgar Square, Charing Cross, Whitehall, Westminster, Vauxhall, Stockwell, Clapham Common, Tooting, Mitcham.

In addition, 'bus services Nos. 27, 27a, 27b, 28, 31, 46 and 52 stop at the North end of Kensington Church Street, two hundred yards from the Staff College.







KEY:

- ① KING EDWARD'S HOSPITAL FUND FOR LONDON.
- ② HOSPITAL ADMINISTRATIVE STAFF COLLEGE.
- ③ NURSING RECRUITMENT CENTRE
- ④ STAFF COLLEGE (DIVISION OF NURSING)
- ⑤ MINISTRY OF HEALTH.
- ⑥ THE METROPOLITAN REGIONAL HOSPITAL BOARDS.

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