




# King's Fund Hospital Centre

H.R.H. PRINCESS CHRISTIAN'S NURSING HOME

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H.R.H. PRINCESS CHRISTIAN'S NURSING HOME

WINDSOR

Report to Major General Sir Edmund Hakewill Smith, C.B., C.B.E., M.C.

Chairman of Trustees

by Brian Langslow, F.H.A.

King Edward's Hospital Fund for London

September, 1967.

#### INTRODUCTION

At the request of Major Maudsley, Mr. Peers and I called on Sir Edmund Hakewill Smith on 10th July. We had a preliminary talk with him and Mr. R.C. Mackworth-Young, and visited the Home where we met Miss O.M. Buckler, matron and Mrs. P. Bullmore, treasurer/secretary. It was agreed that I should examine and report on the general situation of the Home and I accordingly made a second visit on August 8th-9th. I now have pleasure in submitting this report, which I hope will be of help to you and to the management committee.

## 1 GENERAL FINANCIAL SITUATION

1.1 For the past few years the accounts of the Home have recorded a financial deficit:

1964	£2,788	- reduced by special donations to £527
1965	£2,245	- reduced by special donation to £1,995
1966	£5,290	- reduced by special donation to £4,290

1.2 In this connection, I must draw to your attention paragraph 13 of the Declaration of Trust, 19th June 1926, see Appendix A.

1.3 In 1966, the nett current assets decreased by £6,553, of which only £2,262 was reinvested in investments and equipment. The investments at 31st December, 1966, stood at £1,973.

1.4 It is clearly vital that the Home should cease to carry deficits in the future; the current restraint on expenditure is prudent and should be continued for the time being.

## 2 BED OCCUPANCY

2.1 It is important in a private nursing home that the beds should be utilised as fully as possible. An overall occupancy rate of 80%, though not easily attained, is a reasonable level at which to aim and it was achieved during the first three months of 1966. Generally, however, it has been below this figure, see appendix B. The average figure for January-June 1967 of 83% for the general beds is acceptable, but the overall percentage is reduced by the lower occupation of the maternity beds. It is always difficult to maintain high occupancy figures on the maternity side because of the fluctuating demand. The matron is as flexible as possible in the allocation of beds in order to assist this situation. Consideration should be given to ways in which the occupancy level can be maintained and improved. For example, the calling in of patients at one day's notice, which I understand has been suggested, is worth exploring.

2.2 High occupancy figures are naturally dependent to a large extent on the patient demand. However efficient a hospital's admission procedures, if the supply of patients is inadequate, the occupancy percentage will reflect it. As far as the general beds are concerned, there seems to be an adequate demand at present, though the situation may be affected by the opening later this year of the new Nuffield Nursing Home at Wexham which will presumably provide the high standard of accommodation usual in Nuffield Homes. At the same time, the steady growth in the number of people insured for private hospital treatment is stimulating an increase in demand generally for private accommodation. The patients who come to Princess Christian's are drawn from a wide area of Berkshire and Buckinghamshire and this is an encouraging feature, see appendix C.

2.3 Most of the patients in the Home are in the care of consultants, but there are also some general practitioners' patients. Means to increase the interest of general practitioners in the area in having their patients in the Home under their care should be considered. A future revision of the brochure might well bear in mind the interest of general practitioners as well as potential patients.

### 3 REVENUE CAPACITY

3.1 The revenue-earning potential of the Home, with an overall bed occupancy rate of 80% is £46,000 a year, see appendix D. In my view the current room charges are appropriate in relation to scales of insurance benefits now available.

#### 4 COSTS AND BUDGETARY CONTROL

4.1 The cost per occupied bed per week in 1966 was £56.8.9.

Costs must be considered in relation to standards provided and valid comparison with those of other hospitals (N.H.S. or private) is therefore difficult. It may be remarked, however, that this cost is higher than that of any of the 14 non-N.H.S. hospitals for which the King's Fund prepare an annual summary of statistics and costs.

4.2 Close budgetary control is of extreme importance. The monthly costing figures instituted this year go some way towards what is needed but more information and control on commitments is still required. It is recommended that the monthly statements should show the amounts spent and committed in relation to the proportional budget figures for each expenditure head. Appendix E sets out the estimated annual expenditure which might be expected in a normal year, that is to say a year free of 'extraordinary' items such as those commented on in section 5. This estimate is based on present levels of expenditure under the various headings, with the exception of 'maintenance of property'. It may be possible to effect economies under other expenditure heads also, and this is commented on in sections 6 and 7.

4.3 In terms of organisation, improved control over expenditure calls for co-operation and vigilance on the part of those concerned in ordering supplies and appointing staff, and I recommend that the matron and the treasurer/secretary should have clearly-defined areas of responsibility to the management committee for keeping costs, including staffing costs, within the approved budget.



## 5 OUTSTANDING COMMITMENTS

5.1 There are several commitments outstanding, notably the completion of the rewiring of the Home and payment for work carried out two years ago on the nurses' home. It is not easy to discover the precise amounts involved. The secretary has been in correspondence with the firm of electrical contractors concerned with the rewiring in an attempt to have an indication from them on the amount involved for work still to be done. This appears to be of the order of £1,000, to which must be added the fee of the consulting engineers, approximately £400.

5.2 Payment for builders' work on the nurses' home, carried out about two years ago under the supervision of an architect, has been the subject of negotiation with the architect, but it appears that a sum of approximately £1,600 plus (perhaps) architects' fee remains to be paid there. Early confirmation of the amounts involved in these cases is desirable.

5.3 Therefore, in spite of the cut-back in current expenditure which has already been noted and which it would be wise to continue in the immediate future, the expenditure of the Home during the current year, if these outstanding bills are dealt with, will still be higher than might be expected in a 'normal' year.

## 6 STAFFING

6.1 The level of staffing appears to be reasonable. In 1966 salaries and wages accounted for 51% of the total running costs. A reduction of nursing staff has been effected during the current year and I see little possibility of further significant

reduction in the salaries and wages bill, though any opportunity for staff economies in the future should be taken. I recommend that a staff establishment should be agreed by the committee; that proposed appointments additional to the agreed establishment should be subject to the prior approval of the management committee and that no additional appointments should be made for the time being. Details of the staffing figures at August 8th 1967 are attached to this report at appendix F.

## 7 MAINTENANCE AND REPAIRS TO BUILDINGS AND FITTINGS

7.1 In 1966, £7,787 was spent on maintenance and repairs. Over the last seven years there have been large fluctuations in the amount of money spent under this head of expenditure as follows:

1966	£7,787
1965	3,284
1964	2,299
1963	853
1962	793
1961	2,865
1960	2,389
Total	<u>£20,270</u>

7.2 Thus, over the seven years 1960-1966 an average of £2,900 has been spent. During the last three years over £13,000 has been spent, an annual average of over £4,000. During this time some works of improvement and modernisation have been undertaken, but even so this is a very high level of expenditure when compared to that of other nursing homes where, for example, annual reserves for maintenance are based on an index of £50 per bed per annum for building, and £60 per bed per annum for furniture and equipment. At this time there are a large number of rooms in the Home which will need to be redecorated in the

near future and the outside of the building is also due for complete repainting. In order to obtain an approximate estimate of the cost involved, I surveyed the interior of the Home with the matron and the building contractor usually employed by the Home. A redecoration schedule is included as appendix G. The preliminary estimate of Messrs. Liddiard and Spiller for the interior work scheduled is £2,659, and for the exterior repainting (excluding repairs found to be necessary) £1,270. I recommend that a comprehensive maintenance and redecoration programme should be drawn up with expert help and that in future an annual reserve should be made to cover maintenance and repairs to the fabric. A sum of the order of £2,000 should be required for the two buildings.

7.3 Of the sum of £7,787 under the heading of repairs and maintenance for the year ended 31st December, 1966, the amount paid to Messrs. Liddiard and Spiller was £5,100. See appendix H for analysis of figures provided by the auditors. The sum paid to Messrs. Liddiard and Spiller included £250 for the two-car carport and £612 for the tarmacing of the car park. More detailed analysis of this expenditure is not possible: the firm's accounts are detailed as to work carried out, but the individual items are not costed. I understand that the treasurer/secretary has requested that this should be done but has been told that it is not possible. I cannot understand why this should be impossible as the detailed information must be available from the contractor's time sheets and other records. It seems to me an eminently reasonable requirement and a point which is worth pursuing. I recommend that a surveyor be retained to advise

the committee on the maintenance of the properties, to draw up full specifications for work, including redecorations, to be undertaken, and to certify accounts for payment. In my view the fee which would be payable for this professional service would be more than repaid by the additional control that would be provided over this important part of the expenditure.

## 8 CATERING

8.1 Messrs. Edward R. Barnett & Co. Ltd. of Leeds provide the catering service in the Home. They charge a management fee of £36 per month. This contract has been held by Barnett's for several years and has not been subject to regular tender.

8.2 From a preliminary analysis their costs appear to be on the high side. I recommend that the organisation and costs of the catering service should be examined in detail. The King's Fund catering adviser would be prepared to undertake such an examination if the committee wish it. If the principle of contracting for the catering service is adhered to, the terms of the contract should in any case be subject to regular review.

## 9 CLEANING

9.1 The cleaning contract has been held by the same firm for several years without competition. I recommend that the committee should invite competitive tenders for this contract at regular intervals.

## 10 CONCLUSIONS

10.1 Assuming an overall average bed occupancy in 1967 of 78%, the income in 1967 will be about £44,000. With maintenance

costs at their present level the total expenditure will be approximately £50,000. It is evident therefore that this year there will be a loss of the order of £6,000 due to existing commitments. In 1968 the programme of internal and external redecorations will have to be undertaken and this will cost about £4,000. There will almost certainly therefore be a loss next year too. Thereafter, assuming that running costs remain constant at around £45,500 a year and that an 80% bed occupancy is maintained throughout the year, the Home's income and expenditure may just break even. This does not, however, allow for future salary and wage increases - a claim for an increase in the salaries of nursing staff is before the prices and incomes board - or for general price rises.

#### 11 SUMMARY OF RECOMMENDATIONS

- 1 Consideration should be given to the ways in which the occupancy level can be maintained and improved; the possibility of calling in patients at one day's notice should be examined (para. 2.1).
- 2 Means to increase the interest of general practitioners in the area in having patients in the Home under their care should be considered (para. 2.3).
- 3 Monthly cost statements should show the amounts actually spent and committed in relation to the proportional budget figures for each head of expenditure (para. 4.2).
- 4 The matron and the treasurer/secretary should have clearly-defined areas of responsibility to the management

committee for keeping costs, including staffing costs, within the approved budget (para. 4.3).

5 Early confirmation should be obtained of the amounts involved for the completion of the rewiring and for the completed work on the nurses' home (para. 5.2).

6 A staff establishment should be agreed by the management committee; proposed appointments additional to the agreed establishment should be subject to the prior approval of the committee; no additional appointments should be made for the time being (para. 6.1).

7 A comprehensive maintenance and redecoration programme should be drawn up with expert help; an annual reserve should be made to cover maintenance and repairs to the fabric (para. 7.2).

8 A surveyor should be retained to advise the management committee on the maintenance of the properties, to draw up full specifications for work, including redecorations to be undertaken, and to certify accounts for payment (para. 7.3).

9 The organisation and costs of the catering service should be examined in detail; if the principle of contracting this service is adhered to, the terms of the contract should be subject to regular review (para. 8.2).

10 Tenders should be invited for the cleaning contract at regular intervals (para. 9.1).

12    ACKNOWLEDGEMENTS

I should like to add, Sir, that the way in which you have received me and the ready help and co-operation which I have received from Miss Buckler and Mrs. Bullmore, have made my task not only easier but also enjoyable.

Brian Langslow

EXTRACT FROM DECLARATION OF TRUST, 19TH JUNE 1926

Paragraph 13:

"If in any three consecutive years the profit and loss account shall show that the Home is maintained at a loss or if in any one year a loss is incurred and all the Trustees shall certify that it is expedient that the Home shall be closed or if at any other time all the Trustees shall certify that for any reason the Home is unable to be maintained without loss the statutory Trust is for sale and conversion shall forthwith come into effect without any power to postpone such sale except for the beneficial realisation of the said property....."



## APPENDIX B

BED OCCUPANCY PERCENTAGES JANUARY - JUNE 1967

January:	maternity	66%
	general	84%
	overall	79%
February:	maternity	65%
	general	88%
	overall	82%
March:	maternity	74%
	general	88%
	overall	84%
April:	maternity	48%
	general	80%
	overall	72%
May:	maternity	63%
	general	77%
	overall	73%
June:	maternity	78%
	general	81%
	overall	80%
January - June:	maternity	66%
	general	83%
	overall	78%

SOURCES OF PATIENTS ADMITTED DURING JANUARY 1967

Gerrards Cross	Penn
Taplow	Egham
Burnham	Slough
Langley	Cookham
Wokingham	Camberley
Sunningdale	Iver Heath
High Wycombe	Henley on Thames
Stoke Poges	Beaconsfield
Bagshot	Ascot
Datchet	Wentworth
Maidenhead	Binfield
Bracknell	Staines
Bray	Hackwell Heath
Farnham Royal	Holyport
Windsor	Winkfield Row
London, S.W.3.	Virginia Water
Windlesham	Eton

REVENUE CAPACITY

<u>General beds:</u>		£
1 @ £56 p.w.	56 x 52	2,912
3 @ £49 p.w.	147 x 52	7,644
10 @ £45.10.0. p.w.	455 x 52	23,660
3 @ £42 p.w.	126 x 52	6,552
		<hr/> 40,778
<u>Maternity beds:</u>		
6 @ £51.9.0. p.w.	308 x 52	16,016
plus labour ward fee of £4.4.0. x 84		352
		<hr/> 57,146
@ 80% occupancy of general beds =		32,600
@ 70% occupancy of maternity beds =		11,560
		<hr/> 44,160
@ 80% overall		45,600
<u>Outpatients:</u>		400
Total		<hr/> 46,000

ESTIMATE OF NORMAL ANNUAL EXPENDITURE

	£
Rates	300
Insurances	400
Lighting and heating	2,600
Salaries	21,000
Wages	6,000
Laundry (patients)	1,500
Catering (contract)	6,300
Cleaning (contract)	1,600
Medical appliances	1,500
Property : repairs and maintenance	2,000
Furniture and fittings: repairs and maintenance	1,400
Uniforms	300
Printing, postage, advertisements and telephone	400
Contingencies	200
	<hr/>
	45,500
	<hr/>

STAFFING ESTABLISHMENT AS AT 8TH AUGUST

Matron

Deputy Matron

Nursing staff:

Day duty	2 full-time sisters (one resident, one non-resident)
	1 part-time sister (relief)
	6 full-time S.R.N.'s
	1 full-time theatre staff nurse
	3 full-time midwives
	2 part-time staff nurses
	2 part-time S.E.N.'s
	1 part-time nursing auxiliary
	3 orderlies (2 general duties, 1 theatre)
*Night duty	5 full-time nurses (2 are midwives)

Other staff:

1 full-time treasurer/secretary
1 part-time porter (morning only, six days)
1 part-time gardener (two days a week)
1 full-time receptionist
4 part-time receptionists (for evenings and week-ends)
1 full-time cook
1 trainee cook
1 part-time cook
2 part-time kitchen assistants
2 full-time kitchen assistants
4 domestic assistants

\* there is no night superintendent. Matron and her deputy take turns to be on call.

DECORATIONS SURVEYSecond floor

Deputy matron's flat	satisfactory
Kitchen	redecorate, instal Vent Axia fan, water boiler is of insufficient capacity and should be replaced
Sluice room, bathroom and W.C.	satisfactory
Room 20	satisfactory, except for touching up of service wiring - three coats and attention to surround of wall electric fire (suggest mural vynide)
Room 19	satisfactory, except for touching up of service wiring
Room 21	satisfactory. Note old free standing electric fire needs replacement by wall type
Room 23	redecorate. New floor covering required (area approximately 12 ft. x 15 ft. 6 ins.)
Room 24	redecorate. New floor covering required (area approximately 10 ft. x 15 ft. 6 ins.)
Room 22	satisfactory
Sluice room	redecorate
Labour room	satisfactory
Steriliser room	redecorate (? use mural vynide) Note the extract fan in this room is not working effectively and ideally a proper extract system should be installed
Nursery	satisfactory except for radiator which needs repainting. Window cill to have formica surface
Utility room	redecorate
Night nurses' quarters	five bedrooms. Satisfactory. Note none of these rooms has a wash hand basin. There is a communal bathroom in these quarters.
Bathroom	redecorate
Kitchen	satisfactory

First floor

Room 8	satisfactory
Room 9	redecorate
Room 10	satisfactory
Room 11	satisfactory
Utility room	redecorate
Operating theatre	redecorate
Room 14	redecorate
Surgeon's room	redecorate
Room 15	satisfactory
Room 16	satisfactory
Room 17	redecorate. Insulate partition wall (? fibreglass blanket). Instal wash hand basin. Replace furniture
Dressing room	redecorate
Bathroom and W.C.	satisfactory
Room 7	satisfactory
Room 6	satisfactory except for touching up around sink

Ground floor

Sluice room	redecorate. Replace old sink
Room 5	redecorate ceiling only. Wash down walls. Touch up under wash basin
Matron's office	redecorate
Room 4	satisfactory
Room 3	redecorate. Flush fireplace opening with hardboard (this remark applies to four or five other rooms)
Room 2	redecorate
Room 1	redecorate
Sluice room	satisfactory

Basement

Autoclave room	redecorate
Store next door to autoclave room	redecorate
Dry store	redecorate
Domestic staff dining room	redecorate
Switchgear/mattress store	redecorate and partition
Assistant cook's bedroom	redecorate
Non-resident nurses changing room	satisfactory
Nurses' dining room	satisfactory
Cook's bedroom	satisfactory
Kitchen and ancillary rooms, except for pantry	redecorate

Generally

All corridors and staircases	redecorate
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## APPENDIX H

ANALYSIS OF REPAIRS AND MAINTENANCE COSTS - 1966

		£	£
<u>Otis</u>	Servicing & repairing lifts	213. 2. 7	
	<u>Less</u> reserved	<u>8.11. 9</u>	204.10.10
<u>B.T.U.</u>	Servicing and repairs		25.13. 6
<u>Butler</u>	Rewiring	250. 0. 0 )	
		1,683.14. 3 )	
	Fire alarm system	289. 8. 9	
	Wiring autoclave	<u>92. 0. 3</u>	
		2,315. 3. 3	
	<u>Less</u> reserved	<u>1,000. 0. 0</u>	1,315. 3. 3
<u>Butler</u>	Sewing machine maintenance		25. 0. 0
<u>N.T.G.B.</u>	Servicing	3.10. 0	
	<u>Less</u> reserved	<u>17. 6</u>	2.12. 6
<u>Freeman &amp; Fox</u>	Reserved	500. 0. 0	
	<u>Less</u> carried forward	<u>300. 0. 0</u>	200. 0. 0
<u>Permutit</u>	Servicing water equipment		4. 0. 0
<u>Surg. Equip.</u>	Servicing		4. 7. 0
<u>Liddiard</u>	Decorating and repairs	5,876.17.11	
	Car park and port	<u>862.10. 7</u>	
		6,739. 8. 6	
	<u>Less</u> reserved	<u>313. 7. 9</u>	6,426. 0. 9
	Sale of copper piping		<u>20. 0. 0</u>
			<u>7,787. 7.10</u>

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