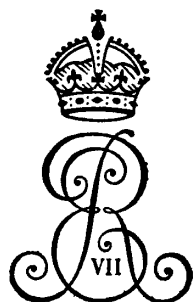


KING EDWARD'S HOSPITAL FUND
FOR LONDON



STAFF COLLEGE
FOR WARD SISTERS

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KING EDWARD'S HOSPITAL FUND

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STAFF COLLEGE
FOR
WARD SISTERS

1959

147 CROMWELL ROAD • LONDON, S.W.7

STAFF COLLEGE COMMITTEE

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MISS M. F. CARPENTER
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(St. Bartholomew's Hospital)

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(Ward Sister, Royal Sussex County Hospital)

DAME KATHERINE WATT, D.B.E., R.R.C.

COLLEGE STAFF

Principal: MISS MADELINE HENRY, S.R.N., S.C.R.N., S.C.M.
*Sister Tutor Diploma, University of London;
Diploma in Administration in Schools of Nursing, McGill University, Canada*

Assistant Principal: MISS JOAN BURR, S.R.N., R.M.N.
King's Fund Course in Nursing Administration

Warden: MISS C. M. SHEWELL
Diploma in Domestic Science; Diploma in Social Science, Birmingham

FOREWORD

King Edward's Hospital Fund for London was founded in 1897 by King Edward VII as a permanent fund "for the support, benefit or extension of the hospitals of London". It is due to the fact that the Fund is a permanent one with large capital investments that it has been able to continue its work and even expand in many directions since the establishment of the National Health Service.

The income from the invested funds (now amounting to some £8,000,000) is used for making grants to hospitals serving the Metropolitan Police District, and for maintaining a number of special services.

It was from the first intended that the Fund should concern itself with efficiency as well as with the need of the hospitals for monetary assistance.

In earlier days the promotion of "efficiency" was regarded by the Fund as mainly concerned with such things as ensuring uniformity of accounts, publishing comparative statistics of the work of the voluntary hospitals of London, drawing up an adequate code of fire precautions, building on sound architectural principles, and so on.

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 demands of annual maintenance it became clear that they could be invested to good effect in "people" as well as in "materials". Hence the development of the Fund's bursaries and later the establishment of its training centres, first for ward sisters, then for hospital administrators, later for hospital caterers and cooks, and finally for matrons.

The Fund has initiated and financed various other projects intended to promote rising standards of nursing care and better conditions for nurses.

AIMS OF THE COLLEGE

The main aims are to help the ward sister with three problems which confront her: how to give her student nurses all the ward teaching they should have, how to bring the best out of her team and to maintain easy staff relations, and how to manage her ward efficiently and with economy of labour.

The course is not a clinical one; it is assumed that the students are already competent to undertake responsibility for the nursing of their patients. Any clinical experience they may gain is an extra and should not encroach on the three main subjects: ward teaching, personal relationships, and ward management.

Perhaps the most valuable part of the course lies in the opportunity given to sisters from different hospitals to meet together and discuss their common problems, reviewing their work in relation not only to their own hospitals, but also to the Health Service and the community as a whole.

The Fund has been fortunate in gaining the co-operation of many hospitals which accept students for practical work. In this way, those taking part in the courses are given exceptional opportunities for widening their knowledge of hospitals and of hospital practice.

THE COURSES

THE PREPARATORY COURSE, which is for recently appointed sisters and senior staff nurses, is of about twelve weeks' duration. The programme includes lectures, discussions, visits and practical demonstrations. It is designed to give time for reading and individual study.

Two weeks are spent in practical work, every student having the opportunity of visiting two hospitals to work with experienced ward sisters and to observe their methods of administration. During this time the students are resident in the College unless the hospital is too far away for daily visits.

Subsequently the students report individually on their practical work and in this way the whole group benefits from the experience of each member.

Visits for which special requests have been made may be arranged.

REFRESHER COURSES are of four weeks' duration. They are based on the curriculum of the preparatory course, adapted to meet the needs



Students in the Library

of experienced sisters and charge nurses. The practical experience consists of visits to hospitals and special departments in order to study their work and organisation.

Some refresher courses are for sisters and charge nurses from any kind of hospital provided it is a training school for nurses. Some are planned specially for sisters and charge nurses from hospitals and special units for the care of patients suffering from mental disorders. Others are arranged to meet special needs as they arise, e.g., the study groups of tutors from hospitals where it is hoped to adopt the revised scheme of training in mental nursing.

THE CURRICULUM

Each course is planned afresh to allow for consideration of current problems.

WARD TEACHING

Of first importance is the recognition that nothing can take the place of teaching given in the wards, and that this is the ward sister's responsibility. The students consider how methods of teaching can be improved and opportunities found for it in spite of the many claims on the ward sister's time. In order that the sisters may be able to teach their student nurses in the wards in ways which are clear, concise and memorable, lectures are given in methods of teaching, and teaching practice is carried out under the guidance of a member of the staff. The importance

of the preventive aspect of the nurse's work is emphasised, and discussions with sister tutors and ward sisters, both individually and in groups, are arranged.

PERSONAL RELATIONS

Opinions differ as to the extent to which the art of maintaining good staff relations can be taught. Potential ward sisters should know how to carry authority, to give simple direct instructions, to correct impersonally, and to delegate responsibility to their staff nurses. The course aims at helping them in these aspects of leadership and at encouraging a good relationship between the ward unit and other departments in the hospital.

The principles of administration are discussed by specialists in the subject. A matron, a doctor, an administrative officer and other representatives of hospital departments speak on their own responsibilities, especially as they touch those of the ward sister. The services available to patients on leaving hospital are studied and arrangements are made for each student to spend a day in an almoners' department and with a district nurse and a health visitor. Opportunity is given to all students to meet leaders of their own and other professions.

WARD MANAGEMENT

Experts are invited to speak to the sisters on such subjects as the custody of drugs, catering and the service of meals, the care of linen, the prevention of cross-infection, and the legal responsibilities of the trained nurse.

It is realised that details of ward management vary from one hospital to another, and must be adapted to the type of work, number of staff and recognised practice of each hospital. After full discussion in groups, each sister has the opportunity to work out her own conclusions.

METHODS OF STUDY

Lectures are informal and are followed by discussion and free interchange of ideas. The method of group discussion is practised, and it is encouraging to find that each student is willing to contribute from her own experience much that is of value to the group as a whole. The students may be asked to undertake a special assignment, the preparation of which adds aim and incentive to study and observation. When appropriate, films are used to stimulate discussion and to illustrate lectures.

VISITS

Apart from the practical work, visits are made to various hospitals, both old, reconditioned and modern, as well as to hospitals undertaking special types of work, e.g., a mental hospital, a rehabilitation centre, a geriatric unit. The students acquire first-hand information about ward equipment and the planning or reconstruction of the ward unit. Talks given by members of the medical, administrative and nursing staff add very much to the value and interest of these visits.

During the courses for staff from hospitals and special units for the care of those suffering from mental disorders, visits are arranged with a view to showing some of the most recent advances in patient care and in the provision of a therapeutic environment.

THE COLLEGE

The Staff College is situated at 147 Cromwell Road, London, S.W.7, close to Earl's Court and Gloucester Road Underground Stations and several bus routes. It has a library and other rooms for study and recreation, and can accommodate 23 students, although the senior course is generally limited to 20.

The College has the approval and support of the Ministry of Health. Hospital Management Committees and Boards of Governors have been authorised to grant paid study leave to staff selected for these courses.* Those seconded on gross salary who are normally resident in hospital are expected to make some reimbursement to the King's Fund for accommodation. It will be related to but will in no case exceed the amount payable by the student for board and lodging at her existing rank in hospital. Those normally non-resident who pay for meals on duty may be asked to make an equivalent payment while at the College. These contributions are payable by the student herself to the Warden of the Staff College, if possible at the beginning of each month. There is no charge for tuition, the whole cost of which is defrayed by the King's Fund.

No formal certificate or diploma is awarded, but the Principal, if requested to do so, will give a reference or a statement to the effect that a student has completed the course. A student who, in the opinion of the Principal and the Staff College Committee, does not appear to be suitable for a ward sister's post may be asked to withdraw without completing the course.

**National Health Service Circulars, R.H.B. (50) 35, H.M.C. (50) 34, B.G. (50) 30 and H.M. (54) 28.*

SELECTION OF CANDIDATES

THE PREPARATORY COURSE is open to nurses who have had at least one year's experience in hospital after qualifying. They may be staff nurses or recently appointed sisters.

REFRESHER COURSES

The senior course is open to ward or departmental sisters or male charge nurses of at least five years' experience.

The course for staff from hospitals and special units for the care of those suffering from mental disorders is open to sisters and male charge nurses of any degree of seniority.

Candidates should be of good educational standard. They may be:

- (a) seconded by Hospital Management Committees or Boards of Governors from hospitals which are training schools for any part of the State register or for the roll of assistant nurses.
- (b) individual applicants who wish to prepare themselves for ward sisters' posts. These will be required to provide references from their training school and from any other hospital in which they may have held an appointment.

Applicants should give evidence of a genuine intention to remain in a ward post in a hospital which is a nurse-training school for at least a year after taking the course.

The courses are primarily for nurses who are seconded by or offered posts in hospitals in the four Metropolitan regions, but a limited number of places are available to candidates from other parts of the United Kingdom and occasionally from overseas. Normally a personal interview is required.

Enquiries may be addressed to:—

The Principal,
Staff College for Ward Sisters,
147 Cromwell Road,
London, S.W.7.
Tel.: FRObisher 1093 (College)
FRObisher 4165 (Students)
2532

King's Fund



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