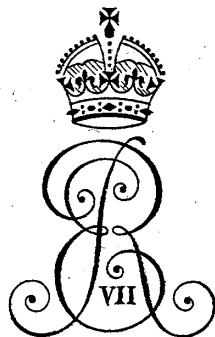


1953

KING EDWARD'S HOSPITAL
FUND FOR LONDON



STAFF COLLEGE
FOR MATRONS

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KING EDWARD'S HOSPITAL FUND FOR LONDON

22 HOLLAND PARK . LONDON . W.11

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STAFF COLLEGE FOR MATRONS



KING EDWARD'S HOSPITAL
FUND FOR LONDON

STAFF COLLEGE FOR
MATRONS AND
PROSPECTIVE MATRONS

22 HOLLAND PARK, LONDON, W.11

Telephones: PARK 4139 (*College*)

PARK 7877 (*Students*)

KING EDWARD'S HOSPITAL FUND FOR LONDON

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Director, Division of Nursing:

MISS M. M. EDWARDS, M.V.O.

STAFF COLLEGE FOR MATRONS

Principal:

MISS I. G. WARREN

Bursar:

MISS K. J. PINCHARD, M.B.E.

Lecturers include

MISS MURIEL B. POWELL,
Matron of St. George's Hospital

PROFESSOR D. W. HARDING, M.A.,
Professor of Psychology in the University of London

MISS B. N. SEEAR, B.A.,
Lecturer in Social Science, London School of Economics

MRS. E. SIDNEY, B.A.,
Lecturer in Human Relations and Communications, The Polytechnic

The Staff College also draws freely upon the help of MISS C. H. S. DOBIE, Principal of the Staff College for Ward Sisters, MR. R. A. MICKELWRIGHT, F.H.A., Vice-Principal of the Hospital Administrative Staff College, and other members of the staff engaged in the various activities of the King's Fund.

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.

For fifty years the main functions of the Fund were the distribution of grants and the maintenance of a system of visitation which did much to help 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.

Among the earlier developments of the Fund's work for hospital nursing was the establishment in 1940 of the Nursing Recruitment Service at 21 Cavendish Square, which is now responsible for advising some 5,000 candidates annually. Various statements of policy have been prepared and widely issued—for example, on Standards of Nursing Staff, 1945, and on Supervision of Nurses' Health, 1943, revised version 1950.

A new departure was the establishment in 1949 of a residential staff college for ward sisters at 147 Cromwell Road where courses of three months' duration are arranged for staff nurses in preparation for their work as ward sisters, besides shorter courses for senior sisters. These courses revolve around the three main themes of ward teaching, human relations, and ward management.

The Staff College for Matrons is closely associated both with the College for Ward Sisters and with the Hospital Administrative Staff College. The latter was opened in 1951 at No. 2 Palace Court, Bayswater, and provides parallel facilities for hospital administrators. The dual role of the matron as head of the nursing service and as a senior administrative officer is a constant subject of discussion.

The three staff colleges are within easy reach of one another and it is already clear that much good may be expected to flow from their close co-operation.

“It is often the case that a nurse who has spent almost all her working life within the curtilage of the hospital is appointed matron without any special preparation for the responsibilities of leadership that she will have to assume. Hospitals are communities which by their very need for specialisation can easily become isolated from developments in organisations of other types. The grouping of hospitals, and the urgent necessity to adjust their work constantly to changing needs, make it very important that matrons should keep abreast of the best administrative methods wherever they may be found.”

*from H.R.H. THE DUKE OF GLOUCESTER'S SPEECH
AT COUNCIL MEETING, DECEMBER 1953*

THE STAFF COLLEGE FOR MATRONS AND PROSPECTIVE MATRONS was opened in 1953 in a house in Holland Park, already the property of the King's Fund, which was adapted and equipped to provide the necessary residential accommodation. Miss I. G. Warren, formerly matron of the Royal Isle of Wight County Hospital at Ryde, was appointed Principal. Officers of the Ministry of Health have given much practical help and encouragement.

It has frequently been represented to the Fund that the task of a matron within the National Health Service is even more complex and exacting than was that of the matron of a former voluntary or local authority hospital. Matrons, it is said, are appointed without adequate preparation and have in consequence found themselves at a disadvantage, so nurses hesitate to undertake the responsibilities of administration.

For a number of years the Royal College of Nursing has been conducting valuable courses in administration; but, after careful consultation with an advisory group under the chairmanship of Lady Mann, who first inspired the project, the Fund came to the conclusion that there was room also for an experiment planned on somewhat different lines. The Director of the Nursing Division of the King's Fund visited the United States and Canada in 1952 and, with the advice of the Rockefeller Foundation, studied methods of teaching administration. Later in the year the Fund invited Professor T. North Whitehead, Director of the Management Training Programme at Radcliffe College for Women, Harvard, and a member of the Faculty of the Graduate School of Business Administration, to come to London to advise on the planning of a course for prospective matrons. The first year's preparatory course began in September, 1953.

The holding of refresher courses for matrons, the value of which has also been urged upon the Fund from many quarters, was postponed until the first full preparatory course had been organised. Discussions with a representative group of hospital matrons and others as to the form and content of such refresher courses took place early in 1954. The first course was held in March-April, 1954.

PURPOSE

Some indication of the main purpose of the College will be apparent from the foregoing. It may be summarised by saying that it is not the aim to impart nursing techniques and procedures, but rather:—

1. To develop the ability to work with other people, remembering that the best service for the patient cannot be secured unless there is a well-trained and efficient administrative staff working harmoniously together.
2. To take full advantage of the modern methods of teaching administration evolved in recent years.
3. To help prospective matrons or assistant matrons to a broader understanding both of their own functions and responsibilities within the hospital and of those of secretaries and others who will work alongside them as colleagues.
4. To afford those who have been for some considerable time resident in hospital an opportunity of leaving the hospital environment for a while and of living under conditions which enable them to develop without undue strain the fresh outlook on hospital affairs presented to them in the course.

It is confidently hoped that there may emerge from the co-operation between the three staff colleges maintained by the Fund a much closer understanding of each other's problems. The establishment of the Staff College for Matrons may eventually prove an important stage in the movement towards better mutual understanding.

TEN-MONTHS PREPARATORY COURSE

The object of this course is to give a comprehensive training over a comparatively long period to those who are considered capable after appropriate experience of holding senior posts as matron or assistant matron.

The course begins in the autumn of each year and is divided into three short terms in residence at the Staff College and two periods of practical field work.

The First Term at the Staff College is intended as an introduction to a wider background than that of the hospital service and to the story of the development, outside the hospitals, of modern conceptions of industrial

relations and the psychology of management; the technique of internal communications and the methods commonly adopted for making policy known. These are subjects which have received much attention in university circles and elsewhere in the last two or three decades and the course is so arranged as to enable the students to familiarise themselves with this approach to problems common to industry and to hospitals.

The term also includes a series of sessions on such subjects as the respective roles in the hospital of the administrator and of the matron. These are based upon the conception of the hospital as a tripartite organisation in which doctor, nurse and administrator need to understand very clearly the principles which govern their respective functions and the complications which may arise.

The Second Term covers in more detail the proper task of the matron, developments in nursing education and legislation, the place of the hospital in the community and the work of the National Health Service in both its preventive and curative aspects.

During the course visits are made to professional organisations, to hospitals, public health departments, etc.

The Third Term. This period is intended to enable the student to reflect upon her experiences during the course and to gain confidence in her ability to tackle her future task as matron. Through the case method she is helped to appreciate the need to look upon administration as the ability to work with colleagues rather than as a system of rigid control. It is also intended to enable her to fill any gaps in her experience, e.g., practice in the preparation of reports for presentation to committee, and of simple statistics and numerical statements.

A close link is maintained with the Hospital Administrative Staff College and discussions between both colleges are encouraged.

The first of the periods of field work is spent in the personnel department of an industrial firm or other organisation where the staff management policy is known to be enlightened. It may be said already that the insight thus gained into the build up of morale and especially the care taken in the selection and training of the staff of these organisations is most suggestive and should be of great value to nurses whose experience is limited to hospitals.

For the second spell of practical work the student is sent "on attachment" to a hospital or hospitals chosen to supplement her previous experience. During this period approximately half the time is spent in the hospital administrator's department in order that the student may gain a wider insight into the co-ordination of all branches of hospital work; the remaining period is spent in the matron's office or on such assignments as may be arranged by the matron.

Much of the teaching in the course is based on the "case method" of instruction. This method is an effort to recreate for student discussion a variety of situations which have actually occurred in hospital and so to give the student a realistic appreciation of some of the problems with which later on she may be confronted. The value of the "case method" is that it condenses into a few months a great number of situations which normally might be met only over many years' experience, and develops the student's capacity to deal with them.

Since the matron has to discharge her responsibilities through other people, much weight is given throughout the course to the problems of getting a team to work together.

Thus in a series of lectures on the lay administrator's viewpoint students are encouraged to consider how to praise good work, how to deal with awkward situations, how to time a request to a committee, how to deal with complaints, how to state a case, and how to keep in touch with other people's views and ideas. The subject comes up again in a series of lectures on industry's contribution to human problems in management.

SELECTION OF CANDIDATES FOR THE TEN-MONTHS COURSE

Since the course is a preparatory one, it is anticipated that normally those taking it will be sisters under the age of thirty-five. They must have had at least five years' experience in hospital after qualifying.

Candidates should in the first instance be nominated by their Boards of Governors or Hospital Management Committees as people suitable to return to administrative posts on completion of the course. Preference is given to candidates seconded by or offered posts in hospitals in the four Metropolitan regions.

The final selection of candidates is made with the help of a panel of advisers appointed by King Edward's Hospital Fund.

In accordance with the provisions of circular RHB(50)35, HMC(50)34, BG(50)30*—*Study Leave for Nurses and Midwives*—application may be made to the Regional Hospital Board or Board of Governors to authorise leave with pay for the period of the course. No fees are payable for the course. A small charge will be made for residence; it will be based on and will in no case exceed the amount payable by the student for board and lodging charge at her existing rank in hospital.

REFRESHER COURSES

It is anticipated that one-month refresher courses for hospital matrons will be held each year. Lecturers in these courses will be drawn from different branches of the hospital and health services as well as from other fields, e.g., those who have made a special study of personnel management. An important feature will be the opportunity of meeting and sharing in discussion groups with the hospital administrators at the Hospital Administrative Staff College.

The College is fortunate in the help it receives from the Ministry of Health and the Regional Hospital Boards, from doctors, matrons and secretaries in many hospitals and in the service provided by various departments of the King's Fund. By these means those taking the refresher courses will, it is hoped, be given a better appreciation of the place of the hospital both in the National Health Service and in the community.

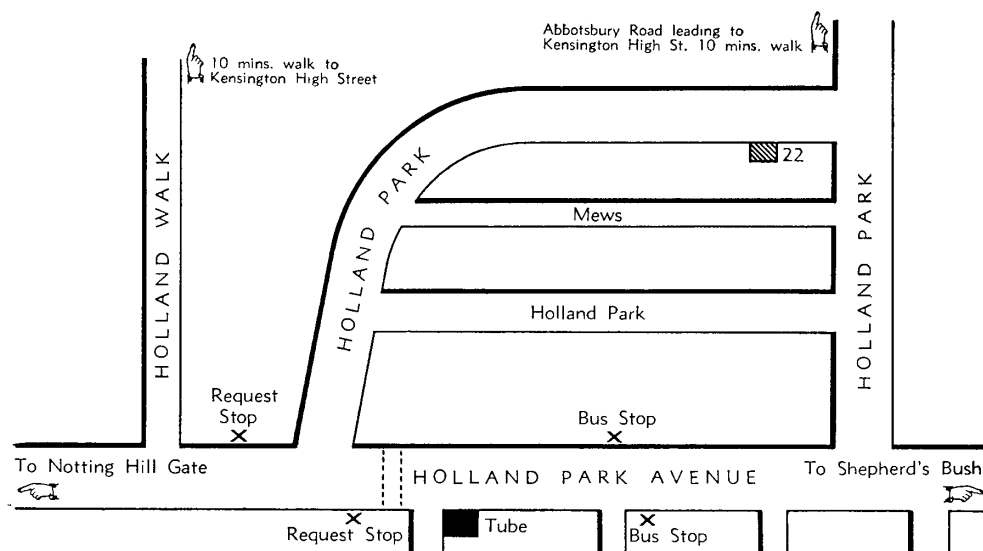
No fees are charged but those who are seconded on gross salary are expected to make some reimbursement to the King's Fund for accommodation.

* Refer MOH Circular H.M.(54)28, 23rd March 1954

Application and nomination forms for preparatory courses may be obtained from the Principal, Staff College for Matrons, 22 Holland Park, W.11. (Tel. Park 4139.)

HOW TO GET TO THE STAFF COLLEGE

22 HOLLAND PARK, LONDON, W.11

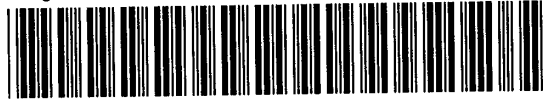


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