

King Edward's Hospital Fund  
for London  
Annual Report 1981





**KING EDWARD'S HOSPITAL FUND  
FOR LONDON**

Patron: Her Majesty The Queen

Governors: HRH Princess Alexandra,  
The Hon Mrs Angus Ogilvy GCVO  
Lord Cottesloe GBE TD  
Sir Andrew H Carnwath KVC O DL

Treasurer: R J Dent

Chairman of the Management Committee:  
Lord Hayter KCVO CBE

Secretary: R J Maxwell JP PhD

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## REPORT 1981

The Fund's affairs in any one year need to be seen in the context of a longer time span and a broader framework of national events, since few initiatives begin and end in a single period of twelve months and the Fund never acts in isolation. This year, after reviewing the Fund's principal continuing commitments, the Report selects four topics for particular mention. These are:

- The Ward Sister Training Project
- The activities of the Long Term and Community Care Team
- Preparations for the 1982 NHS Reorganisation
- The London Programme

The final section of the Report considers the future against the background of what is happening in the health care field and of the needs as we perceive them.

In 1981 the main component parts of the Fund continued their activities, building on the past and responding to new situations.

Thus the **King's Fund Centre** provided the setting for some 560 conferences and meetings concerned with aspects of health and handicap, and these were attended by more than 14 000 people. Of the meetings, a record number of 228 were events organised by the Centre in connection with the Fund's own initiatives; the remainder were events sponsored by others, to whom we were glad to offer the Centre's excellent facilities, normally on terms that make some contribution to the substantial running costs of an operation of this kind. The Centre continued to be particularly concerned with four policy areas, reflected in the skills of the four Assistant Directors and their teams: education and training of health service staff; care of long term illness and handicap; health services planning and management; and library and information services. A more detailed report – *King's Fund Centre Review 1981* – is available on application to the Centre The

Centre also provides the administrative base for the Fund's Project Committee, which finances innovative developments and some health services research, and for the London Programme, discussed later. The common thread in all the Centre's work is to help identify and promote good ideas and good practices in the health care field.

The **King's Fund College** again offered a wide range of residential courses in health service management. These have included specialist courses on (for example) industrial relations, health care planning, and management training for medical staff, as well as the national administrative training scheme and senior management courses. The purpose of the College has remained the same: enabling and encouraging people to develop their skills in a friendly and independent atmosphere. During 1981 a total of 824 people attended courses of differing lengths in the College.

Some new courses were introduced experimentally during the year, including the first part of a course on the management of accident and emergency departments, and management for registrars in community medicine. During the autumn term the College organised short seminars for chairmen of the new health authorities, described in a later section of this report.

The College maintained its links with North America by a continuation of the exchange programme with Duke University and the University of North Carolina, the British visiting North Carolina in April and the Americans coming to London in June. In June also, a Canadian group of senior health professionals visited the College as part of our collaboration with the Department of Health Administration at the University of Toronto. The fourth King's Fund International Seminar for senior hospital and health service managers from Britain, North America, Australia and New Zealand was held in Toronto, this time on personnel aspects of health services administration, including public participation.

A notable addition to the courses offered by the Fund is the Corporate Management Development Programme, which has evolved from the recommendations of the Thwaites Report.\* The Programme represents a new contribution to management development in health services, being aimed at the most senior officers and emphasising corporate and strategic aspects of management. By the end of 1981, everything was ready for the first of these courses, which began in January 1982, based in the College.

During the summer, Mr P J Torrie retired from the post of Director of the College. Mr Torrie joined the staff 17 years earlier as Director of Studies, and took up the post of Director of the College in 1977. He is held in warm regard by a wide circle outside the Fund, as well as by those within it, and he takes our good wishes into an active retirement. The Fund welcomed Mr T C Evans as Director in August. He comes to us from the London Business school, where he was Lecturer in Public Sector Management.

In Publishing the King's Fund historical series was launched in 1981 with the publication of *The Making of the National Health Service* by John E Pater, an account of the negotiations leading up to the 1946 Act, based on a meticulous study of the documentary evidence. Further titles will be added to this series whenever suitable material becomes available. Three other titles came out during the year. *Bereavement Visiting*, a description of the St Christopher's Hospice Bereavement Service by some of the volunteer visitors; *Promoting Dental Health* by Colin R Cowell and Aubrey Sheiham, which reviews the current state of dental health and the provision of dental services in Britain; and a new, up-to-date edition – the third – of *Commissioning Hospital Buildings* by Graham Millard, a guide to the commissioning process which is now established as an authoritative publication and the only one of its kind in hospital

\* *The Education and Training of Senior Managers in the National Health Service – a contribution to debate.* Report of a King's Fund working party. Chairman: Dr Bryan Thwaites. King Edward's Hospital Fund for London, 1977.

literature. The Fund also issued its first cassette during the year. It is a recording of the songs in *Just Me* which was published in 1980. They are sung by the children of the Joseph Clarke School for the Partially Sighted at Waltham Forest, London.

It was decided during the year that a change would be made in marketing and distributing the Fund's books. From March 1982 the distributors will be the Oxford University Press.

Five new project papers were published by the King's Fund Centre during 1981, after the exceptionally large number the previous year, which included several selected working papers of the Royal Commission. Project papers provide a convenient, quick and relatively inexpensive method of reaching specific groups of readers. They are available only from the Centre, with a full list of titles in print.

The fourth of the Fund's principal areas of operation is **grant-making**. In 1981 more than £1 million was given through the Fund's committees, each with its own remit. Later in the Report all the grants are listed, under the relevant committee, with a very brief description of the committees' terms of reference. In summary, there are two committees (*Hospital Grants* and *Auxiliary Hospitals*) which receive applications for financial help from hospitals and related organisations that serve Londoners. The Hospital Grants Committee is primarily concerned with statutory authorities, and the Auxiliary Hospitals Committee with independent voluntary and charitable organisations. Each disposed of approximately £200 000 in 1981, the average size of grant being almost twice as big in the case of Hospital Grants, since it deals with fewer authorities, each much larger than in the voluntary sector.

The *Project Committee*, already mentioned in connection with the King's Fund Centre, supports health services development, trial projects and research (although not clinical research). Once again, the criterion of service



to Londoners has to be borne in mind. Funds channelled through this committee in 1981 exceeded £300 000, of which £140 000 was allocated to the Fund's London Programme, described below.

Three other committees of the Fund also make grants, although this is not their prime function. The *Education Committee* has oversight of the King's Fund College and the Corporate Management Development Programme: it also makes a range of internal and external grants for educational purposes. The *Centre Committee*, which is the governing committee for the King's Fund Centre, makes small grants, at its chairman's discretion, in connection with the Centre's fields of interest. Finally, the *Management Committee*, which is the Fund's senior committee on the expenditure side, itself makes some grants, where these do not readily fall within the remit of another committee or exceed what can be achieved through that committee's budget. It will be seen that in 1981 these Management Committee grants totalled £310 000, varying widely in size and purpose. The largest single grants were made to the Royal College of Physicians (£80 000) for its development work on the assessment of the quality of medical care; to King's Fund travelling fellowships (£30 000) for travel to medical centres overseas by London doctors, normally at the registrar, senior registrar or newly appointed consultant levels; to educational bursaries (£27 000 approximately) in an experimental scheme to enable members of the health professions, other than doctors, to continue their personal development through relevant formal training; and the Medical Commission on Accident Prevention (£21 600) for a study of accidents to children.

We turn now to four topics selected for review this year.

### **The Ward Sister Training Project**

This project started from the proposition that the running of a hospital ward is an extremely responsible and demanding task, and one for which people can

develop their capabilities. While that may sound uncontroversial enough, the truth is that most ward sisters have been expected to do the job without preparation, other than their professional clinical training. Typically they modelled themselves on ward sisters under whom they had worked: an apprenticeship system with real strengths, but with obvious dangers unless based upon good models and clear thought.

Within the Fund, the interest in this topic goes back at least to the early days of the National Health Service, when the Training College for Ward Sisters was founded as one of four principal training institutions administered by the King's Fund. However the College closed in 1968 when the separate colleges merged to become a single college with a multidisciplinary approach to training in health service management, and the current ward sister training project dates from 1978. Those principally involved on the Fund's behalf are Miss Hazel Allen and Miss Christine Davies. In total the Fund has committed £114 000 to it, which will enable it to run until the end of 1983. Substantial support has also come from the health authorities involved and the DHSS.

There are two training wards of which one is a mixed surgical ward at Guy's Hospital and the other is a medical ward at Whipps Cross. Each ward has an experienced ward sister and a registered nurse tutor who together act as 'preceptors' for two to four trainees at a time. The latter are either already ward sisters, or staff nurses with ward sister potential. They spend twelve weeks on the training ward, and a further twelve weeks in control of a ward with continuing advice from the preceptors. Throughout, the emphasis is on learning by doing, not by listening to lectures.

The training objectives for each nurse include the capacity to draw up, administer and evaluate care plans for individual patients; to teach; to organise and manage the ward; to work well with other people;

and to appreciate research attitudes and skills. For these purposes a curriculum is carefully planned, itself based upon an analysis of the ward sister's role and of those skills that lend themselves to development through a course of this kind.

The whole project is being independently assessed by a research fellow based at the Nurse Education Research Unit, Chelsea College, with the help of a research grant from the Department of Health and Social Security. Several Fund publications connected with the project will appear in 1982 and 1983, and several conferences will be held at the Centre. While the project is by no means complete yet, and the approach is being continually considered and adjusted, there is little doubt that it has represented a step forward in understanding the role and developing the capacity of ward sisters. It is therefore likely to have widespread implications. Already there is great interest in it, not only in the United Kingdom, but in nursing circles in many parts of the world.

### **The Long Term and Community Care Team**

Another field where the King's Fund has a deep continuing concern is that of long term disability. Like other principal interests of the Fund this one has recurred frequently in our history, from the very early days onwards, taking somewhat different forms decade by decade. For example after the First World War the Fund was much concerned with rehabilitation of those with war – and later industrial – injuries. In the late 1960s the Fund became determined to help raise standards in hospitals for the mentally handicapped. The origins of our present Long Term and Community Care Team can be traced to that determination, although the focus has gradually shifted in two ways. The Team is today concerned with physical disability, care of the elderly and mental illness, as well as with mental handicap; and the emphasis is by no means solely on standards of institutional care. Along with many others, the Fund is dedicated to the view that

handicapped people, and those with long term disability, are ordinary people who want to lead an ordinary life. (This indeed is the title of a project paper, *An Ordinary Life*, published in February 1980 and already about to be reprinted for a second time.)

As a result, the Fund not only continues to be concerned about how to improve the quality of life within institutions, it also seeks to promote forms of care that are as strongly community-based as possible, and that foster maximum personal independence and choice.

Nineteen eighty-one was International Year of Disabled People. The team tried to use the interest it generated to emphasise activities of enduring relevance. Among these are the creation of the Independent Development Council for People with Mental Handicap. The Council, which is based at the Centre and comprises representatives of concerned bodies and leading people in this field, aims to provide informed and independent policy advice at national level on all aspects of services for people with mental handicap and their families. Its early work during 1981 included the publication of its views on mental handicap services in the restructured National Health Service, and (in response to the Government consultative document *Care in the Community*) on policies and financial arrangements required to encourage closer cooperation among providers of care in developing local services.

Another exciting recent development of the team's work has been to help take research findings (in this case by Miss Maureen Oswin on short term residential care of mentally handicapped children) to local groups through the medium of field visits, rather than to rely on the written word and on conferences at the Centre. This approach expresses our belief that ideas must be related to real situations in their local context, and that a very wide range of people have relevant interests (including, for example, handicapped people themselves, their families, CHCs and voluntary bodies, as well as

the providers). Many of these people do not attend national conferences regularly. It is therefore sensible to go out from the Centre to work with them.

### **Preparations for the 1982 NHS Reorganisation**

By contrast with 1974, when central Government sponsored a large volume of preparatory training, there has been no national training initiative in preparation for the 1982 reorganisation. Ministers took the view that this was a matter of local and regional responsibility.

The Fund could therefore consider how any gaps might be filled. Naturally aspects of reorganisation were raised by participants in many events at both the Centre and the College – indeed it has at times seemed difficult to discuss any health topic without this preoccupation surfacing. Besides responding in this way, the Fund decided on two particular initiatives, the first concerned with unit management and the second with the role of chairmen in the new district health authorities.

Part of the purpose of the 1982 reorganisation was to strengthen the management of local 'units', however these might be defined. People needed to think about the possible definitions – for example single large hospitals, hospital groups, community services on their own or grouped with hospitals, units defined in terms of clients or of specialties – and about the many implications beyond structures. How would responsibilities be defined and decisions reached within units? How would units work with their district headquarters? How would people be developed to fill the unit management roles? These topics were explored first in seminars at the College and then in conferences at the Centre, and some of the principal contributions have recently been published as a project paper entitled *Unit Management in Context*. Not surprisingly, one conclusion is that there is probably no single set of right answers. Rather, there are several factors – at times conflicting – to weigh in choosing

unit structures within a district. Moreover that is the beginning of the matter, not the end, if the objective of more effective and more decentralised management is to be achieved. District management teams will have to continue to work at delegation to units over a long period. There are also neglected tasks in strategic management to which their own attention needs to turn.

Immediately after their appointment the chairmen of the new district health authorities in the four Thames regions and Wessex were invited as guests to two-day seminars at the King's Fund College. Despite short notice and numerous preoccupations, more than 50 of them came (out of a possible 66) in groups of around a dozen per seminar. The idea was to help chairmen think through the tasks ahead and discuss their concerns with one another and with us. Reports on each seminar were prepared and sent to the participants. No attempt was made to synthesise and reconcile conclusions from the whole series, but a number of common themes emerged. There were urgent and immediate issues about, for example, the choice of chief officers, the definition of unit structures and developing the effectiveness of the health authority itself. There were also uncertainties about the role of regional health authorities and their relationship with districts. Less obvious, perhaps, but germane to all these early issues was the fundamental need for each chairman to have an informed, coherent view about the broad policy direction in which he is seeking to lead his district.

As we had hoped, these chairmen's seminars are leading to other challenges for the Fund. Seminars for other groups are needed – for example, members, chief officers, unit managers when named – often in local groups. Fears about the regional role suggest an urgent need for thought and discussion. Encouragingly, chairmen and officers are approaching us, not only for advice, but also for practical help in their particular districts.

### The London Programme

The central object of the Fund's trust is London. Once again, this concern has taken different shapes over the years. Originally the Fund's interest was focussed simply upon hospitals within seven miles of Charing Cross. Gradually, as its resources grew the geographic limits were increased. The present London Programme stems from a decision of the Management Committee in 1979 to establish a small group to consider how the Fund can help tackle special problems of health care in the inner city areas. The group works by consultation and discussion, analysis and grant-making, and will be selective in where it concentrates its attention. The Management Committee has undertaken to support the Programme at least until the end of 1983 and has to date allocated to it £540 000 of which some £233 000 had been committed by the end of 1981. Details of 1981 expenditure will be found later in this Report.

Responsibility for the Programme lies with an Executive Committee chaired by Professor Brian Abel-Smith (in succession to Sir Francis Avery Jones) and supported by staff based at the King's Fund Centre. A brief written account of the committee's approach and its work in the first two years is available from the Centre. Among its priorities, special attention is being paid to primary care in London and its relationship with hospital care. There was thus great interest in the work of the London Health Planning Consortium study group chaired by Professor Donald Acheson and its report *Primary Care in Inner London*. Since the report's publication in May 1981 the Fund has promoted discussion of its findings and continues to press for a response by ministers to its recommendations. It was, after all, originally commissioned by Government as a matter of urgency, and with encouragement to concentrate on actions that could have an effect within five years.

Other principal activities in the London Programme have concerned community development and health (in other words, health projects involving local community

groups); care for longer term illness and handicap (linking to the work of the Fund's Long Term and Community Care Team); community hospitals in inner city areas (particularly attempts to define their role and assess their effect); and providing information about London's needs and services. In all this the Executive Committee wants to give special attention to those people who, for one reason or another, fare worst in their health care and tend to fare worst in other ways. This resolve pre-dated the inner city riots, and the flurry of comment that has followed them: nevertheless the riots undoubtedly give it added point.

### The Future

Inherent in the preceding pages is a very broad interpretation of the Fund's role today. We have no wish to act alone. We are concerned with hospitals, and also with the health and health care of Londoners and those served by London institutions. We believe that London can only be understood within the national – and indeed international – context.

While the Fund never has enough money to do all that it would like, it has an unusual variety of resources to contribute. It has some money for experiment and initial development. It has splendid facilities at the Centre and the College, including their libraries and information services. It has talented staff. It has an extensive network of contacts and relationships: people are astonishingly generous whenever the Fund asks for their help. Most precious of all, perhaps, is its independence. This is a combination of resources that is of special value in trying to see that ideas do not stagnate nor standards fall in bleak times.

## FINANCE

The following pages (12 and 13) contain abridged financial statements extracted from the full accounts of the King's Fund, which are available on request. The statements show that at 31 December 1981 the total market value of the Fund's assets was £39 619 000 (1980 £35 827 000) and the income for the year £2 381 000 (1980 £2 367 000).

As a result of continuing economies effected by the Management, and despite the level of inflation, the net general expenditure of the Fund in 1981, before the allocation of grants, was £1 327 000 compared with £1 292 000 in 1980 — an increase of £35 000.

In 1981 a further sum of £140 000 was made available for the London Programme, making a total so far of £440 000 for this special project. After allocating £995 000 (1980 £840 000) for other grants, a deficit of £612 was met by a transfer from General Fund.

The Treasurer gratefully acknowledges all contributions that have been made to the Fund during the past year. Once again, he would like to draw attention to its suitability as an object for charitable legacies: he will welcome any additional sources of finance, which will enable the Fund to support the advancement of health care and assist the hospitals in London.

Forms for use in connection with donations and payments under deed of covenant will be found enclosed with this report.

**Bankers:** Bank of England  
Baring Brothers & Co Limited  
Midland Bank Limited

**Auditors:** Deloitte Haskins & Sells

**Solicitors:** Turner Peacock

# KING EDWARD'S HOSPITAL FUND FOR LONDON

## ABRIDGED STATEMENT OF ASSETS AND LIABILITIES AT 31 DECEMBER 1981

	Book Value 31 December		Valuation 31 December	
	1981 £	1980 £	1981 £	1980 £
<b>Capital Fund</b>				
Investments				
Listed securities	7 300 327	6 231 502	10 101 865	9 447 053
Unlisted securities	158 096	108 025	263 401	202 750
	<u>7 458 423</u>	<u>6 339 527</u>	<u>10 365 266</u>	<u>9 649 803</u>
Current assets	116 904	589 412	116 904	589 412
	<u>7 575 327</u>	<u>6 928 939</u>	<u>10 482 170</u>	<u>10 239 215</u>
<b>General Fund</b>				
Investments				
Listed securities	7 387 643	7 546 449	9 167 733	9 474 837
Unlisted securities	362 573	99 658	353 217	115 654
Properties, including Fund premises	8 311 815	8 093 833	20 470 000	16 880 000
Reversionary interests – nominal value	1	1	—	—
	<u>16 062 032</u>	<u>15 739 941</u>	<u>29 990 950</u>	<u>26 470 491</u>
Net current liabilities	(868 474)	(898 224)	(868 474)	(898 224)
	<u>15 193 558</u>	<u>14 841 717</u>	<u>29 122 476</u>	<u>25 572 267</u>
<b>Special Funds</b>				
Investments				
Listed securities	23 158	23 158	10 855	12 490
Current assets	3 147	2 785	3 147	2 785
	<u>26 305</u>	<u>25 943</u>	<u>14 002</u>	<u>15 275</u>
<b>Net Assets</b>	<u>£22 795 190</u>	<u>£21 796 599</u>	<u>£39 618 648</u>	<u>£35 826 757</u>

# ABRIDGED INCOME AND EXPENDITURE ACCOUNT YEAR ENDED 31 DECEMBER 1981

	£	1981	£	1980	£
<b>Income</b>					
Securities		1 565 745		1 595 184	
Properties		804 830	2 370 575	759 060	2 354 244
		<hr/>		<hr/>	
Donations		10 677		8 183	
Legacies allocated to income		22	10 699	5 008	13 191
		<hr/>		<hr/>	
			2 381 274		2 367 435
Excess of Expenditure over Income for the year, transferred from General Fund			612		20 576
		<hr/>	<hr/>	<hr/>	<hr/>
		<b>£2 381 886</b>		<b>£2 388 011</b>	
<b>Expenditure</b>					
Grants allocated		994 523		840 082	
Less grants lapsed		79 172	915 351	43 681	796 401
		<hr/>		<hr/>	
			140 000		300 000
London Programme			<hr/>		<hr/>
			1 055 351		1 096 401
King's Fund Centre		702 345		692 550	
Less contribution from DHSS	268 000				
from Thames RHAs	77 475	345 475	356 870	312 625	379 925
	<hr/>	<hr/>		<hr/>	
King's Fund College		645 512		567 261	
Less course fees received		241 209	404 303	170 649	396 612
		<hr/>		<hr/>	
Publications		26 493		30 460	
Less sales		13 447	13 046	18 244	12 216
		<hr/>		<hr/>	
Administration		230 917		231 582	
Salaries and Wages		15 671		50 145	
Additional Superannuation Contributions		48 802	295 390	39 571	321 298
Establishment		<hr/>		<hr/>	
Other Expenses		96 017		37 922	
Maintenance of Fund premises		98 732		86 126	
Pensions – Supplementary payments		60 405		55 489	
Professional fees		1 772	256 926	2 022	181 559
Visiting expenses		<hr/>	<hr/>	<hr/>	<hr/>
		<b>£2 381 886</b>		<b>£2 388 011</b>	

### **CONTRIBUTORS IN 1981**

Her Majesty The Queen  
Her Majesty Queen Elizabeth The Queen Mother  
Gloucester Charitable Trust

Anonymous

Bank of England  
Barclays Bank Ltd  
Baring Foundation Ltd

The Lady Clitheroe  
Coutts & Co

Miss V Dodson

Miss W Edwards  
Equity & Law Charitable Trust

The Louis Freedman Charitable Trust

G Gneditch  
Mrs R Grahame

Lord Hayter KCVO CBE  
Miss E V Howells

Mrs G Inchbald  
L V Ingrams

Jensen & Son

Roger Klein

R G Lane  
Lloyds Bank Ltd

Metropolitan Bonded Warehouses Ltd  
Midland Bank Ltd  
Morgan Grenfell & Co Ltd

National Westminster Bank Ltd

Major R O'Brien MVO TD

P F Charitable Trust  
Prudential Assurance Co Ltd

Albert Reckitt Charitable Trust  
T B Robson

O N Senior  
Mrs R M Simon

The Wernher Charitable Trust  
Williams and Glyn's Bank Ltd  
J P Wilson

### **LEGACIES RECEIVED IN 1981 (£7 022)**

Mrs Anne Marshall Will Trust  
H L Reddall



**GRANTS MADE IN 1981**

£

**MANAGEMENT COMMITTEE**

Responsible on behalf of the General Council for the Fund's general policy and direction. The Committee receives reports from each of the other expenditure committees, and deals with any business that does not fit within their remit. From time to time it initiates major new projects such as the recent Jubilee Project and the current London Programme.

**Bethlem Royal and Maudsley Hospitals BoG**

fellowship in the pastoral care of the mentally ill (last instalment on three-year grant) 7 000

**British Institute of Industrial Therapy**

towards support of the reorganisation and expansion of the activities of the Institute 7 000

**Council and Care for the Elderly (Elderly Invalids Fund)**

towards running costs 14 000

**CRUSE**

towards launching a new journal 2 000

**Disabled Living Foundation**

towards cost of reprinting booklet *Dressing for Disabled People* 1 000

**Educational bursaries for members of the health professions to undertake further formal training**

27 141

**Equipment for the Disabled**

for survey of UK resources 10 000

**History of the Fund**

towards setting up a working party 1 000

**Institute of Health Service Administrators**

for project to list and analyse post-basic education courses available in the UK 7 500

**Institute of Hospital Engineering**

travelling scholarship 500

**International Hospital Federation**

towards project on good practices in mental health (first instalment on three-year grant) 6 500

towards running expenses 10 000

**King's Fund travelling fellowships  
Lampada Housing Association**

towards cost of cupboards and crockery for communal use 250

**League of Remembrance**

towards running costs 350

**Manor Gardens Stroke Club**

towards expenses of a part-time organiser for the various activities of the club 7 000

**Medical Commission on Accident Prevention**

for administration and other expenses of study of accidents to children 21 600

**Murals for Hospital Decoration**

joint project with Greater London Arts Association 3 000

**National Development Council for Mental Handicap Services**

towards setting up 5 000

**Nursing Policies Study Unit**

towards establishing this unit 5 000

**Open University**

bursaries for health service personnel to attend courses 1 200

**Overseas travel**

towards support of the exchange of senior house officers from London hospitals to European medical centres 3 500

**Paintings in Hospitals**

10 000

**Pathway Industrial Centre**

to develop training materials for NHS staff on the needs of Asian patients 8 000

	£
<b>Publications Panel</b> for subsidising the publications of other organisations	5 000
<b>Residential accommodation for overseas visitors</b>	5 500
<b>Royal College of Pathologists</b> towards supporting a trial of self-assessment tests	2 800
<b>Royal College of Physicians</b> towards running expenses of medical services study group	80 000
<b>Royal College of Psychiatrists, Association of University Teachers in Psychiatry and Association of Psychiatrists in Training</b> towards cost of a conference on recruitment to psychiatry	4 000
<b>Royal Society of Arts</b> design bursaries competition (hospital equipment section)	650
<b>St Christopher's Hospice</b> towards cost of visit by Dr John Fryer towards expenses of a conference	2 000 1 500
<b>Single Homeless Project</b> towards setting up hostel for disabled people leaving hospital (second instalment on three-year grant)	8 000
<b>Spinal Injuries Association</b> towards setting up new headquarters (last instalment on three-year grant)	2 009
<b>Toynbee Hall</b> towards support of old people's welfare centre run by Universities Settlement in East London	5 000
<b>Youth Employment Project</b> for scheme to promote the employment of young people in health districts	5 000
	<hr/> £310 000

	£
<b>AUXILIARY HOSPITALS COMMITTEE</b> Gives advice and financial assistance to hospitals and homes in or serving the Greater London area but outside the NHS.	
<b>Ashley House, Bognor Regis</b> towards modernisation of kitchen	12 000
<b>Battersea Central Mission, London SW11</b> towards new ambulance	1 000
<b>Bromley Y Project</b> towards furniture and equipment for new premises	6 000
<b>Cabrini House, Honor Oak Rise</b> towards a Sunshine coach	2 000
<b>Cadlington House, Horndean</b> towards new floor covering in schoolroom	1 165
<b>Chesham House, Brighton</b> towards new minibus	3 000
<b>Cheyne Centre for Spastic Children</b> towards electrical work	2 000
<b>City Roads (Crisis Intervention) Ltd</b> towards buying a building to house young drug users (loan in the first instance)	17 500
<b>Derwent House, Bromley</b> towards building new wing	7 000
<b>Elizabeth FitzRoy Home for the Mentally Handicapped, Richmond</b> towards furnishing and equipping three rooms for staff	8 400
<b>Elmstead Unit for the Young Disabled (Sidcup Hospital)</b> towards altering four-bedded wards into single rooms	5 000
<b>Esher Association for the Prevention of Addiction Ltd</b> towards equipping a hostel for ex-drug addicts	4 000

	£
<b>Fonthill, Reigate</b> towards rewiring	5 500
<b>Handicapped Adventure Playground Association (HAPA)</b> towards adventure playground in Lambeth	2 000
<b>Harrison Homes, London W1</b> towards equipment for laundry at rest home in Bracknell	1 500
<b>Hertfordshire Seaside Convalescent Home, St Leonards-on-Sea</b> towards new lift	7 500
<b>Home of Compassion, Thames Ditton</b> towards three new bathrooms	10 000
<b>Howard House, Gerrards Cross</b> towards kitchen equipment	2 265
<b>Hydon Hill, Godalming</b> towards cost of rebuilding	5 250
<b>Invalid Children's Aid Association, London SW1</b> towards kitchen, bathroom and lavatory at new centre	3 750
<b>Islington Society for Mentally Handicapped Children</b> towards minibus for the Beacon Club	2 000
<b>John Horniman School, Worthing</b> towards cost of fire precautions	3 500
<b>Kolbe House, London W5</b> towards new bedroom furniture	3 000
<b>Lantern House II, Bognor Regis</b> towards new minibus	2 500
<b>Lourdes House, Westbrook</b> towards double glazing	1 000
<b>Lulworth Court, Westcliff-on-Sea</b> new staff lavatory	3 200

	£
<b>Mildmay Convalescent Home, Worthing</b> towards buying a house for staff accommodation	5 000
<b>Manor House Hospital, London NW11</b> towards fire precautions	5 000
<b>Netley Waterside House, Netley</b> towards new coach (first part of a grant of £10 000)	5 000
<b>Peper Harrow, Godalming</b> towards conversion of accommodation to enable this special school to take girls as well as boys	5 000
<b>Providence Project</b> towards furnishings for a hostel for mentally handicapped adults in Lawrie Park Road, Sydenham	2 000
<b>Radley (MACA Home), Tankerton</b> towards new lift	5 000
<b>Royal School for the Blind, Leatherhead</b> towards a new medical suite	5 000
<b>Royal Star and Garter Home, Richmond</b> towards new beds	4 400
<b>St Elizabeth's School, Much Hadham</b> towards cost of various works to enable the school to take more children in wheelchairs	3 000
<b>St Francis Home, Braintree</b> towards setting up and equipping a treatment room	5 000
<b>St Joseph's Hospital, London W4</b> towards new bedpan washer	1 695
<b>Servite Houses Ltd</b> towards building and equipping sheltered accommodation for elderly, frail and confused people in Penge	10 000
towards furnishings and equipment for flatlets in SW5 for ex-psychiatric hospital patients	5 000

	£
<b>The Elms, East Dulwich</b>	
towards cost of household linen	700
<b>Whitefield Development Trust</b>	
towards new nursery assessment centre at Whitefield Special School for Handicapped Children, London E1	5 000
<b>Winged Fellowship Trust</b>	
towards renovation of the kitchen at Crabhill House, Redhill	10 000
<b>Expenses of annual conference and visits for staff of metropolitan hospitals to voluntary hospitals and homes outside London</b>	1 173
	<hr/> £199 998

#### EDUCATION COMMITTEE

<b>Corporate management development programme</b>	
course development	64 259
study grants	27 030
<b>International seminar</b>	8 616
<b>Overseas travel</b>	
study tour to North America	10 897
Director to North America	1 380
trainees in Europe	1 293
<b>Oxford Management Centre</b>	
membership subscription	1 000
	<hr/> £114 475

#### HOSPITAL GRANTS COMMITTEE

Gives grants to improve conditions for patients and staff in NHS hospitals and allied services in the Greater London area.

<b>Bromley AHA</b>	
CANE HILL HOSPITAL	
towards new projector for film shows for patients	1 500

	£
<b>Camphill Village Trust</b>	
towards preservation works at Delrow House	10 000
<b>City and East London AHA(T)</b>	
HACKNEY HOSPITAL	
toward extending hydrotherapy pool	5 000
towards library for the postgraduate medical education centre	10 000
<b>Ealing, Hammersmith and Hounslow AHA(T)</b>	
WEST MIDDLESEX UNIVERSITY HOSPITAL	
towards extending the medical library	4 500
<b>Enfield and Haringey AHA</b>	
HIGHLANDS HOSPITAL	
towards upgrading a ward for post encephalitis lethargica patients	3 500
<b>Essex AHA</b>	
PRINCESS ALEXANDRA HOSPITAL	
towards furnishings and equipment for an improved postgraduate centre	3 500
<b>PROJECT HORIZON: TURNER VILLAGE</b>	
towards a ten-acre 'adventure area' to be shared by mentally handicapped people, volunteers and the local community	9 350
<b>Hertfordshire AHA</b>	
LEAVESDEN HOSPITAL	
towards a horticultural therapy centre for patients	7 150
<b>Hillingdon AHA</b>	
MICHAEL SOBELL HOUSE, MOUNT VERNON HOSPITAL	
towards an extension providing a new day centre	12 000
<b>Kensington and Chelsea and Westminster AHA</b>	
HORTON HOSPITAL	
towards upgrading occupational health unit	18 500
<b>ST MARY'S HOSPITAL, LONDON W2</b>	
towards equipment in upgraded neonatal unit	10 000

	£
<b>Kingston and Richmond AHA</b>	
NORMANSFIELD HOSPITAL	
towards new sports pavilion for residents and staff	15 000
<b>Lambeth, Southwark and Lewisham AHA(T)</b>	
GUY'S HOSPITAL	
towards building alterations to the neonatal unit	16 000
HITHER GREEN HOSPITAL	
towards assessment unit for home for younger severely physically handicapped people	10 000
KING'S COLLEGE HOSPITAL	
towards operating theatre for children	5 000
<b>Merton, Sutton and Wandsworth AHA(T)</b>	
QUEEN MARY'S HOSPITAL, ROEHAMPTON	
towards setting up a staff clubhouse and sports centre	20 000
QUEEN MARY'S HOSPITAL FOR CHILDREN, CARSHALTON	
towards cost of providing a child assessment/development centre	10 000
ST HELIER HOSPITAL	
towards setting up a postgraduate medical centre	10 000
<b>National Hospitals for Nervous Diseases</b>	
towards improvements to bathrooms and lavatories at East Finchley Branch	6 000
<b>One-to-One</b>	
towards inflatable 'play' equipment in hospitals for the mentally handicapped	2 000
<b>SHAPE</b>	
towards cost of a mural at St Lawrence's Hospital, Caterham	1 000
<b>Surrey AHA</b>	
ROYAL EARLSWOOD HOSPITAL	
towards upgrading bathrooms and lavatories in children's wards	10 000
	<hr/>
	£200 000

	£
<b>KING'S FUND CENTRE COMMITTEE</b>	
Makes small grants, rarely more than £500, for work which is relevant to the activities of the King's Fund Centre.	
<b>A general practice in Clifton, Bristol</b>	
towards cost of contacting patients at risk from breast and cervical cancer and arterial diseases	300
<b>Campaign for Mentally Handicapped People</b>	
towards cost of sending officer to attend a conference in Boston, Massachusetts	150
<b>Fifth International Congress of Emergency Surgery</b>	
towards organisation costs	400
<b>Hackney Psychiatric Day Hospital</b>	
towards cost of video tape for referring agencies and hospital staff	500
<b>Dr Roger Higgs — general practitioner</b>	
towards a visit by Dr John Casbergue of the State University of Michigan who will assist at GP workshops at King's College Hospital	400
<b>Library Association — Medical Health and Welfare Group</b>	
towards cost of publication for libraries providing services to disadvantaged readers	500
<b>Mental Health Foundation</b>	
towards cost of meetings to explain project in Islington where young mildly mentally handicapped people act as personal aides to severely physically handicapped people	150
<b>Producing booklet on the care of elderly confused people</b>	250
<b>Public Interest Research Centre</b>	
towards cost of survey on care received by patients in mental hospitals	300
<b>Royal College of Nursing</b>	
towards cost of annual conference of Rcn Society of Nursing Research	400

<b>St Bartholomew's Hospital</b>	£
towards cost of audio visual programmes on radiation safety for hospital staff	750
<b>Dr Ian Tait — general practitioner</b>	
towards follow-up survey of GPs who are changing their records to A4 size	500
<b>Task Force Working with Pensioners</b>	
towards cost of booklet for pensioners in Lewisham	50
<b>University of Edinburgh, Nursing Research Unit</b>	
towards cost of organising international conference	300
<b>West London Media Workshop</b>	
towards cost of organising event called 'Alive and Well and Living in West London'	100
	<hr/> £5 050

#### PROJECT COMMITTEE

Grants money for the development of new ideas and practices in health management. The London Programme is the responsibility of the London Project Executive Committee. It makes grants for projects designed to improve the quality of health care in London.

#### LONDON PROGRAMME

1980 allocation	300 000
1981 allocation	140 000
	<hr/> 440 000

<b>Academic Department of General Practice and Primary Care, St Bartholomew's Hospital Medical College</b>	£
to assess the usefulness of computer-held medical records to practice team members	8 717

#### Cope (UK)

towards cost of information officer	7 800
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<b>Gallions Reach Health Centre</b>	£
to develop primary health care in Thamesmead	5 041

<b>Kensington and Chelsea and Westminster AHA(T) North West Health District (Teaching)</b>	
evaluation of a two-year trial of a GP community hospital in Inner London	30 000

<b>Lady Margaret Hall Settlement</b>	
project on community health in Stockwell, London	10 500

<b>London Community Work Service</b>	
to support and generate community initiatives on health issues in London, particularly the inner city	31 000

<b>National Institute for Social Work</b>	
towards project to develop ways of meeting the needs of frail and mentally infirm old people	20 000

<b>Polytechnic of North London, Department of Environmental Design, Medical Architecture Research Unit</b>	
towards establishment of a practice premises resource centre in support of primary care in Inner London	34 500

<b>Polytechnic of North London, School of Applied Social Studies and Sociology</b>	
to evaluate how elderly people are assessed before being placed in residential care in Camden and Islington	6 810

	£
<b>Queen Mary College, University of London, Department of Geography</b>	
study of illness or disability experienced by people in London as reported by themselves	16 081
<b>Royal College of General Practitioners</b>	
towards publishing an occasional paper, <i>Inner Cities</i> , by Dr K J Bolden	1 250
towards publishing an occasional paper on a survey of primary care in London	2 500
<b>Tavistock Institute of Human Relations</b>	
to evaluate the Brecknock Project on preventive mental health	10 000
<b>University of Warwick, Centre for Industrial Economic and Business Research</b>	
for research on subregional resource allocation in the NHS	20 000
<b>Westminster Hospital Medical School</b>	
a survey to determine the extent to which patients use accident and emergency departments instead of their GPs	9 000
<b>Salaries and other expenses</b>	20 117
<b>Amount not allocated</b>	206 684
	<hr/> 440 000

The *italic* figure in brackets is the total allocation.

	£
<b>Bristol Polytechnic, Faculty of Education</b>	
to study ways of motivating long-stay patients to take an interest in visual arts (£41 242)	8 931
<b>Community and Mental Handicap, Educational and Research Association</b>	
to set up a training team concerned with the place of the mentally handicapped adult in society (£25 000)	12 500

	£
<b>Ealing, Hammersmith and Hounslow AHA(T) Hammersmith Hospital</b>	
project to facilitate changes in the care of geriatric patients (£10 042)	3 149
<b>Guy's Hospital and Whipps Cross Hospital</b>	
to develop training wards for ward sisters (£114 094)	32 500
<b>Invalid Children's Aid Association</b>	
project to examine how physically handicapped school leavers have access to health education, employment and leisure services (£24 520)	11 788
<b>Merton, Sutton and Wandsworth AHA(T) Springfield Hospital</b>	
towards setting up and evaluating a model legal advice and representation service for patients and staff (£64 166)	21 154
<b>Middlesex Hospital Medical School, Academic Department of Obstetrics</b>	
to investigate the clinical and administrative management of outpatient departments and unnecessary visits by patients (£14 662)	6 704
<b>MIND (The National Association for Mental Health)</b>	
for a research and development project on the prevention of mental illness (£30 000)	9 426
<b>National Institute for Social Work</b>	
project to find out how residential care staff acquire their skills, education and training (£20 000)	8 000
<b>Pathway Further Education Centre</b>	
to design training packages and information leaflets on Asian names for use in hospitals (£7 307)	557
<b>RADAR</b>	
an examination of the extent, quality and sources of provision made for physically disabled people when discharged from hospital	6 000

	£
<b>South East Thames Regional Drug Information Centre, Guy's Hospital</b>	
to provide a computer-based index of information on drugs from NHS pharmacies (£19 000)	3 000
<b>Thomas Coram Research Institute</b>	
a study of psychology services in primary schools (£42 883)	12 568
a study of short-term residential care of mentally handicapped children (£14 712)	11 034
<b>University of Exeter</b>	
to evaluate an experimental continuing education programme for remedial therapists (£38 034)	9 539
<b>University of Sheffield, Department of Linguistics</b>	
development of a written language to describe deviant speech for use in treatment of speech disorders (£2 400)	800
<b>University of Sussex, Department of Education</b>	
to evaluate a video tape which teaches techniques in communication between nurses, patients and relatives	6 950
<b>The Volunteer Centre</b>	
an assessment of the function of volunteer service coordinators in Berkshire (£5 100)	400
	<hr/> £305 000
<b>Total of grants made in 1981</b>	<b>£1 134 523</b>



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