

**Annual report for the period ended 31st March, 1957 / The hospital management committee for St. Augustine's.**

**Contributors**

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DEVON MENTAL HOSPITAL  
MANAGEMENT COMMITTEE

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SEVENTH ANNUAL REPORT

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1st April, 1956, to 31st March, 1957

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DEVON MENTAL HOSPITAL

MANAGEMENT COMMITTEE

\*\*\*\*\*

Chairman : W.B.Hallett Esq., J.P.

\*\*\*\*\*

Exminster Hospital,  
Exminster, near Exeter  
(telephone: Exeter 71337)

1629 beds

Medical Superintendent :  
Dr. S. M. Allan

Digby-Wonford Hospital,  
Exeter  
(telephone: Exeter 74057)

611 beds

Medical Superintendent :  
Dr. Lewis Couper

\*\*\*\*\*

Group Administrative Office: :  
Exminster Hospital  
(telephone: Exeter 71337)

Group Secretary : D.W. Miller F.H.A.  
Deputy Group Secretary: S.W. Keyte A.H.A.

Finance Office  
26 Queen Street, Exeter  
(telephone : Exeter 54941)

: Finance Officer : R.E. Wilman, A.C.A.,  
F.H.A.  
Deputy Finance Officer : C.H. Heath,  
A.I.M.T.A., F.H.A.

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DEVON MENTAL HOSPITAL

MANAGEMENT COMMITTEE

1956-57

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Chairman

The Reverend Sub Dean T.G.SHEIMERDINE, 9 Livery Dole, Exeter

Vice-Chairman

G. W. A. JACKSON Esq., 44, Queen Street, Exeter

Members

Lady Evelyn ANSTEY, Altamira, Topsham, Near Exeter

R. H. BAKER Esq., J.P., Millbrook, Braunton, N.Devon

W. H. GODDARD Esq., 4, The Crescent, Exeter

W. B. HALLETT Esq., J.P., Fontygary, 38 Belle Vue Road, Exmouth

Dr. E. D. IRVINE, 5, Southernhay West, Exeter

C. A. JACKSON Esq., Moortang, Two Mile Oak, Newton Abbot

Mrs. M. NICHOLS, Melrose, Polsloe Road, Exeter

Dr. T. M. PREECE, Delph House, Pinhoe Road, Exeter (Resigned March, 1957)

The Reverend H.S. READ, Modbury Vicarage, Ivybridge

Dr. H. SCOTT - FORBES, 8, Baring Crescent, Exeter

Miss A. E. TUCKER, Primrose Cottage, King's Nympton, N. Devon

J. G. WARNE Esq., 97, Bonhay Road, Exeter

( In March, 1957, Dr. C. W. Wilson, of Ebberley Hill, St. Giles-in-the Wood, Torrington, Devon, was appointed to the vacancy caused by the resignation of Dr.T.M. Preece).

SUB - COMMITTEES

1956/57

FINANCE

All the Members of the Management Committee

HOUSE

Exminster Hospital:

C.A.Jackson Esq. (Chairman)  
A.J.Withycombe Esq.(Vice-Chairman)  
Lady Evelyn Anstey  
R.H.Baker Esq., J.P.  
W.T.Harvey Esq.  
Mrs.R.M.A.Hodge  
Mrs.C.A.Jackson  
G.W.A.Jackson Esq.  
Mrs.E.Kelly  
Mrs.M.Nichols  
Miss B.Parker  
Sir Arthur C.Reed  
The Reverend Sub Dean T.G.  
Shelmerdine  
Miss A.E.Tucker  
J.G.Warne Esq.

Digby-Wonford Hospital :

J.G.Warne Esq. (Chairman)  
A.J.Withycombe Esq.,(Vice-Chairman)  
Lady Evelyn Anstey  
W.H.Goddard Esq.  
Mrs.P.Goodman  
Mrs.R.M.A.Hodge  
Dr.E.D.Irvine  
G.W.A.Jackson Esq.  
Mrs.M.Nichols  
Ald. H.C.Pedrick  
Ald. Mrs.J.M.Phillips, O.B.E., J.P.  
The Reverend H.S.Read  
The Reverend E.Royle  
Dr.H.Scott-Forbes  
The Reverend Sub Dean T.G.  
Shelmerdine  
Miss A.E.Tucker

FARM

W.B.Hallett Esq., J.P. (Chairman)  
J.Crooke Esq., (Vice-Chairman)  
G.W.A.Jackson Esq.  
J.B.Martin Esq.  
J.G.Paul Esq.  
P.D.Rowsell Esq.  
The Reverend Sub Dean T.G.  
Shelmerdine  
J.J.Wale Esq.  
J.G.Warne Esq.  
A.J.Withycombe Esq.

WORKS

The Reverend Sub Dean T.G. Shelmerdine (Chairman)  
C.A.Jackson Esq.  
G.W.A.Jackson Esq.  
Mrs.M.Nichols  
Sir Arthur C.Reed  
J.G.Warne Esq.  
A.J.Withycombe Esq.

SUPPLIES

The Reverend Sub Dean T.G.  
Shelmerdine  
C.A.Jackson Esq.  
G.W.A.Jackson Esq.  
Mrs.M.Nichols  
Miss A.E.Tucker  
J.G.Warne Esq.



SEVENTH ANNUAL REPORT

1956/1957

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The Management Committee has pleasure in presenting its report for the year ended 31st March, 1957.

MEMBERSHIP

We welcomed to the Committee at the commencement of the year, Lady Evelyn Anstey and Dr.T.M.Preece, although Dr. Preece's professional commitments compelled him to resign later in the year. Dr.C.W.Wilson was appointed by the Regional Hospital Board to fill the vacancy and we welcome his valuable assistance.

In March, 1957, the Reverend Sub Dean T.G.Shelmerdine informed us that he had decided not to accept re-appointment to the Committee; he had been a member for nearly nine years and our Chairman for seven. He took an enormous interest in all the work of the Hospitals and won the admiration, respect and affection of us all. His tact and impartiality was an inspiration to everyone who had the privilege of knowing him.

We also learned, with regret, that the Regional Hospital Board had not re-appointed Mr.R.H.Baker; we have missed his regular and faithful attendance and his interest particularly in patients from North Devon. The Board invited Mrs.D.A.E. Booth and Mr.L.H.Fowke to fill the vacancies on 1st April, 1957 and we warmly welcomed them to the Committee. Mr.W.B.Hallett was appointed Chairman and we re-elected Col.G.W.A.Jackson as our Vice-Chairman.

SUB-COMMITTEES

New members, as is customary, accepted membership of House and other Sub-Committees; in addition we were pleased that the Reverend Sub Dean T.G.Shelmerdine was able to continue his association with our hospitals in membership of the Exminster House Sub-Committee and the Farm Sub-Committee and that Mr.R.H.Baker continued in membership of the Exminster House Sub-Committee.

We wish to record our thanks to Mrs.R.M.A.Hodge and Miss B.Parker for their loyal membership of the Exminster House Sub-Committee, which ended in March, 1957.

The two House Sub-Committees have met monthly and their members have in turn made the statutory visits to the hospitals. A substantial part of the credit for the improvements which have been effected in our hospitals is due to the House Committees who have not failed to supply us regularly with suggestions and to watch critically the progress of such works as we have been able to carry out.

The Farm Sub-Committee has met regularly and the Works and Supplies Sub-Committees as often as was necessary. Three of our members have represented us at the occasional meetings of the Joint Finance Committee and two on the Exeter Clinical Area Committee. The Chairman or Vice-Chairman has attended Regional Hospital Board meetings of Chairmen of Management Committees and the Chairman and Group Secretary have represented us at National and Regional meetings of the Association of Hospital Management Committees, one of which was held at Wonford Hospital.

DEVELOPMENTS & IMPROVEMENTS

We have yet to see a physical start to the additional accommodation promised for Digby Hospital although, at the time this report was prepared, we understand tenders have been invited. Reference at our meetings is constantly made to the im-



provements and relief of overcrowding which will result from the completion of this project and it is to be hoped that, when next year's report is presented, real progress in the form of bricks and mortar can be recorded.

No additional beds have, therefore, been provided, although the complement at Wonford was increased by nine beds and that at Exminster reduced by ten beds (in both cases for male patients.)

The Regional Hospital Board was made aware of our disappointment in the failure to acquire a vacant property near Chudleigh which we had inspected and found to be quite the most suitable, for adaptation as an annexe, of the many properties which we have looked at in the past four years.

The Minister of Health's modernisation programme, for which special capital funds were allotted, has proceeded at Exminster; the sanitary annexes for Wards 22 and 23 (day annexe) and for Ward 21 were completed towards the end of the year and are a great improvement. The second annexe for Wards 22 and 23, and the annexe for Ward 20 were commenced in April and July, 1957, respectively and further plans have now been approved for an annexe for Ward 12 and, thereafter, for this Ward's complete modernisation. Unfortunately, the hot water services, like so much in this, our oldest hospital, were found to be inadequate for the increased facilities which are being provided, and some of the money which we had hoped would be devoted to the early completion of other sanitary annexes has, of necessity, been used to provide new services.

The much-needed rebuilding of stores and kitchen at Exminster is, apparently, no nearer realisation; so much of the crowding and lack of proper facilities at this hospital would be remedied if the kitchen and stores were removed from the centre of the old building. We continue to remind the Regional Hospital Board, at regular intervals, of this pressing need.

The new Occupational Therapy Buildings at Exminster were commenced in December, 1956 and completion will be achieved by December, 1957, some months ahead of schedule. Their use will provide a much needed stimulus to this important branch of treatment and we are now considering how best we can provide for a similar expansion at the Digby-Wonford Hospital.

During the year the new Out-patient unit at Wonford came into full operation and the number of patients attending has steadily increased through the year, to such an extent that the department has had to be extended and now occupies almost half the ground floor accommodation. The Medical Superintendent has referred, in his report, to the beneficial effect which this department has had upon the demand for in-patient treatment.

We are pleased to record considerable progress in the re-organisation and improvement of engineering services. The third boiler has been installed at Exminster, together with additional plant required to satisfy the increasing demands for electrical current. We now have a first class installation at this hospital. At Digby the renewal of hot water services has continued and, late in the year, it was found necessary also to renew cold water pipes, both inside and outside the building. The Regional Hospital Board provided additional maintenance funds for this purpose and the work is virtually now completed. The provision of a temporary steam boiler at Wonford will, we hope, tide us over until a central boiler scheme can be undertaken; following urgent representations to the Board on the dangerous condition of the electrical wiring at this hospital, we were relieved to learn, late in the year, that a special allocation would be included in the 1957/58 maintenance figure for a complete re-wire; this work commenced in May, 1957.

Amongst smaller projects which we have undertaken we would particularly note:- improvements in the mortuary at Exminster and a new incinerator at Digby (both financed from the Board's Minor Capital allocation), the conversion of "Bowmoor House", Wonford to two residences for medical officers and a start on the installation of a much-needed automatic telephone system at Exminster.

Our continuing programme of up-grading the older wards, particularly at Exminster, has proceeded; we have also carried out improvements to the slaughterhouse (Exminster) and to staff houses at each of the hospitals. We were able to devote a small sum of money to the replacement of all the oldest bedsteads and to other re-furnishing and we replaced three of our oldest vehicles, including the "utility" motor coach by a more comfortable vehicle.



## FINANCE

The Committee's Chief Financial Officer has reported briefly on the finances for the year; his report, together with a summary of the accounts, is attached as an appendix to our report.

## STAFF

For the first time for many years, we can report a small, but perceptible improvement in the nursing staff position; compared with 421 nurses employed in March, 1956, we had 444 on our books in March, 1957. Unfortunately, this small gain melted away in the Spring and, at the time of writing, we are almost back to the 1956 figure. Particularly at Exminster Hospital is the situation acute and places a great burden on the ward staffs, and on the nursing officers.

In other grades, we have been permitted by financial stringency only to replace losses; the need, recorded in our last report, to expand our establishment to keep pace with a growing service is no nearer satisfaction. The old patterns in mental hospitals are changing; it is perhaps not sufficiently appreciated that we are trying to make do with a staffing level which was formerly accepted as adequate only because it was supplemented by considerable assistance from patients, on tasks which are now regarded as unsuitable for them.

## NURSE TRAINING

Our officers met colleagues from two General Hospital Groups, in November, 1956, to explore the possibility of arranging schemes of secondment, of nurses in training, between general and mental hospitals. We are agreed that, in spite of recognised difficulties which may be expected on both sides, such schemes could in the long run do much to improve the supply of trained nurses to our hospitals. The officers' recommendations were approved and submitted to the Regional Hospital Board and we now await the General Hospitals' reactions to a detailed scheme which has since been prepared by our nursing officers.

## ADMINISTRATION

Progress in group administration has continued, although not without some criticism. We have endeavoured to adopt, for the group as a whole, those administrative procedures which have proved to be the most effective and economic. Particularly has this been so in the supply branch (which is now organised largely on a group basis, with an increasing number of annual and shorter-term contracts).

In November, 1956, we studied some of the recommendations of the Committee of Enquiry into the Cost of the Health Service (the "Guillebaud" Report) and accepted recommendations which have reduced the volume of committee work and paper. Notwithstanding this, the number of documents which we feel it is necessary to study is still considerable.

In January, 1957, the Group Secretary was invited, and we gladly permitted him, to attend the first Refresher Course for Group Secretaries of Mental Hospitals at the Health Service Administrative Staff College.

## CATERING

We have paid a good deal of attention to the improvement of catering and we appointed a small sub-committee to consider advice given both by the Minister of Health and the Regional Hospital Board. Exminster Hospital took part in a "diet day" experiment at the request of the Board; lessons learned therefrom were applied as far as it was possible and, we believe, to the benefit of our patients.

The Regional Hospital Board made a generous allocation from the Minister's special grant for the improvement of catering standards in mental and mental deficiency hospitals; a total of nearly £5,000 was devoted to the provision of food



trolleys, refrigerators and appliances at Exminster and Wonford and to an augmentation of the catering staff at Digby. A further allocation has been made in 1957/58 and this we are using for a trolley lift and power wiring in the Exminster Kitchen and for new and additional kitchen equipment at Wonford.

#### FARMS

Our fears that the hospitals would lose a valuable asset in the drastic reduction of our farms, were well founded, although, in turning from milk to beef, mutton & poultry, the Exminster farm has made the best of an unpopular decision. At Digby, however, after an earnest examination of the financial consequences of disposing of the dairy herd from this small farm, we reluctantly now face the end of farming at that hospital.

#### REGIONAL HOSPITAL BOARD

We again record our appreciation of the consideration which the Board, its members and officers, have shown to us in our many problems. Frequent and rewarding visits have been made by the Board's Medical, Technical and Administrative Officers to our hospitals, particularly in connection with our plans for the development at Digby and the modernisation of Exminster. In November, 1956 we had pleasure in receiving Mr. J. R. Mackie, the Chairman of the Board's Mental Health Committee.

We recognise the value of contacts between our senior officers and their colleagues in the Region and with the Board's officers and we have facilitated their attendance at meetings and conferences convened by the Board.

#### MINISTRY OF HEALTH

Although more remote than the Regional Board, the Ministry has sent, at our request, its Laundry Engineer and its Catering Advisor, to assist us in particular problems. As a result of the Laundry Engineer's visit, we have again given detailed consideration to the advisability of setting up a group laundry at Exminster and our plans for this are now with the Regional Hospital Board.

#### BOARD OF CONTROL

Commissioners of the Board of Control made statutory visits to Exminster on 4th and 5th October, 1956 and their report was studied with interest.

#### LOCAL HEALTH AUTHORITIES

Relations with the two local health authorities are cordial; we are fortunate that we include amongst our number members both of the Devon County and the Exeter City Health Committees, and the Medical Officer of Health for Exeter. In October, 1956, we were pleased to welcome to Exminster the Mental Health Sub-Committee of the Devon County Health Committee.

#### LEAGUE OF FRIENDS OF THE DIGBY-WONFORD HOSPITAL

Again we wish to record our gratitude to the Friends of Digby-Wonford Hospital for their personal service to the patients and for the gifts which they continue to provide. They are friends indeed!

#### RECREATIONAL ACTIVITIES

The social and sporting activities of the hospitals have not diminished; indeed, we note with pleasure a marked increase in the part which patients are taking in organised games and entertainments.

A considerable portion of our expenditure from "free monies" has been devoted

to the provision of television and radio receiving sets for the wards; we have also been pleased to give some financial assistance, from the same source, to staff activities, which add so much to the life of the hospitals.

The Exminster Hospital staff again produced an excellent pantomime ("Puss in Boots") and two three-act plays; these performances provide entertainment for patients from all our own hospitals, and from neighbouring hospitals of other groups. An innovation was an exchange of productions between Exminster and the St. Lawrence's Hospital, Bodmin.

We cannot conclude this report without expressing our thanks to all the staff for their loyalty and splendid work at all times. It is our sincere wish that the friendly relations and goodwill will always continue.

W.B.HALLETT

November, 1957.

Chairman.



APPENDIX:

FINANCIAL REPORT

For the Year ended 31st March, 1957

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The year closed with a total expenditure of £682,889, against an estimate of £671,332, an overspending of £11,557 on the amount approved by the Ministry of Health. Income (£12,181) was £69 less than expected.

The most marked overspending was on food, and reflects, to some extent, the Committee's policy of maintaining the improved diet for patients started experimentally at the request of the Regional Hospital Board. Over-expenditure also occurred on uniforms and patients' clothing, and renewals of furniture, bedding, etc., and the more extensive use of modern drugs proved considerably more costly than had been expected.

The Group also suffered financially by the disruption of its farming activities as a result of Ministerial direction, the changes made being of less benefit to the Group than the policy previously followed.

The endowment funds available to the Committee were again used to the best advantage of both patients and staff, and £4,500 was spent from this source, on items which otherwise it would not have been possible to provide.

An abstract of the accounts is shown opposite.

R. E. WIIMAN

Finance Officer.

DEVON MENTAL HOSPITAL MANAGEMENT COMMITTEE.

Summary of Accounts - Year to 31st March, 1957.

HOSPITAL EXPENDITURE (Exchequer Funds)

<u>Estimate</u>		<u>£</u>	<u>Actual</u>
<u>£</u>		<u>£</u>	<u>£</u>
406,615	Gross Salaries and wages (including National Insurance and Superannuation)	401,755	
123,358	Provisions	129,434	
13,585	Uniforms and Clothing	16,043	
13,544	Drugs, Dressings, Medical and Surgical Appliances	16,060	
49,469	Fuel, Light, Power, Water and Laundry	46,690	
37,912	Maintenance of Buildings, Plant and Grounds	38,626	
28,730	Domestic Repairs, Renewals and Replacements	31,187	
85,644	All other expenses	99,640	
<u>758,857</u>			779,435
	<u>Less:</u>		
92,154	Direct Credits (Staff board and lodging, Canteens, Farms and Gardens, etc.)		100,644
<u>666,703</u>			678,791
4,629	<u>Add:</u> Group Administration		4,098
<u>671,332</u>	<b>TOTAL EXPENDITURE</b>	<b>£</b>	<b><u>682,889</u></b>

INCOME

<u>£</u>		<u>£</u>
	For the supply of Drugs and Medicines	3
	Accommodation and treatment of patients in single rooms and small wards	10,633
	Rents	1,545
<u>12,250</u>	<b>TOTAL INCOME</b>	<b>£ <u>12,181</u></b>

ENDOWMENT AND OTHER FUNDS

	<u>Capital</u>	<u>Revenue</u>
	<u>£</u>	<u>£</u>
Receipts:		
From dividends, interest, etc. on invested funds and endowment property		92
From Minister under Section 7		1,655
From other sources under Section 59		2,119
Other receipts		113
Cash in hand at 1st April, 1956		6,004
	<u>-</u>	<u>£ 9,983</u>
Payments:		
For purposes relating to hospital services and research		1,070
Other payments -		
Amenities for patients		2,844
Amenities for staff		600
Administrative expenses		3
Cash in hand at 31st March, 1957		5,466
	<u>-</u>	<u>£ 9,983</u>



