

## **Annual report : 1949 / West Ham Group Hospital Management Committee.**

### **Contributors**

West Ham Group Hospital Management Committee.

### **Publication/Creation**

[London?] : [publisher not identified] 1949

### **Persistent URL**

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**West Ham Group**

(No. 9)

**Hospital Management Committee**

(North-East Metropolitan Regional Hospital Board)

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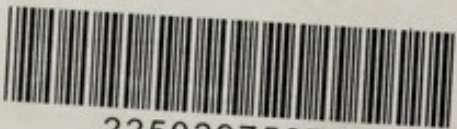
**FIRST ANNUAL REPORT**

for the year ended

30th June, 1949



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West Ham Group  
(No. 9)

Hospital Management Committee

Stratford, London, E.15

Telephone : MARYland 6701

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FIRST ANNUAL REPORT

for the year ended

30th June, 1949

West Ham Group

(No 9)

Hospital Management Committee

Sturford, Leiston, E.15

Telephone: MARSHAM 071

FIRST ANNUAL REPORT

for the year ended

30th June 1970

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## UNITS IN THE GROUP

### **EAST HAM MEMORIAL HOSPITAL,**

Shrewsbury Road, E.7.  
Telephone: GRAngewood 3322.

#### **Patron**

H.M. THE QUEEN

#### **Vice-Patrons**

THE RT. HON. THE LADY LEATHERS  
THE WORSHIPFUL THE MAYOR OF EAST HAM

### **FOREST GATE HOSPITAL,**

Forest Lane, Forest Gate, E.7.  
Telephone: MARYland 1354.

### **INVALID AND CRIPPLED CHILDREN'S HOSPITAL,**

Balaam Street, Plaistow, E.13.  
Telephone: GRAngewood 2529.

and

### **SUNSHINE HOME,**

Ness Road, Shoeburyness, Essex.  
Telephone: Shoeburyness 54

#### **Patron**

H.R.H. THE DUKE OF GLOUCESTER, K.G.

### **PLAISTOW HOSPITAL,**

Samson Street, Plaistow, E.13.  
Telephone: GRAngewood 1146.

#### **Vice-Patron**

THE WORSHIPFUL THE MAYOR OF WEST HAM

### **PLAISTOW MATERNITY HOSPITAL,**

Howards Road, Plaistow, E.13.  
Telephone: GRAngewood 2926.

#### **Patron**

H.R.H. PRINCESS ARTHUR OF CONNAUGHT

### **QUEEN MARY'S HOSPITAL FOR THE EAST END,**

Stratford, E.15.  
Telephone: MARYland 2616.

and

### **HILLINGDON HOUSE,**

Harlow, Essex.  
Telephone: Harlow 2227.

#### **Patrons**

H.M. QUEEN MARY

H.R.H. THE DUKE OF GLOUCESTER, K.G.

#### **Vice-Patron**

THE RT. HON. THE LORD LYLE OF WESTBOURNE, J.P.

### **ST. MARY'S HOSPITAL FOR WOMEN AND CHILDREN,**

Upper Road, Plaistow, E.13.  
Telephone: GRAngewood 4001.

#### **Patron**

H.M. QUEEN MARY

#### **Vice-Patrons**

H.M. QUEEN JULIANA

H.R.H. PRINCESS WILHELMINA

### **WEST HAM CHEST CLINIC,**

40, Balaam Street, Plaistow, E.13.  
Telephone: GRAngewood 3742.

### **EAST HAM CHEST CLINIC,**

Katherine Road, E.7.  
Telephone: GRAngewood 1430.

### **THE POLLARDS PRELIMINARY TRAINING SCHOOL,**

Albion Hill, Loughton, Essex.  
Telephone: Loughton 4436.

# HOSPITAL MANAGEMENT COMMITTEE

## Chairman

Dr. L. COMYNS, M.P.

## Vice-Chairman

R. J. L. SLATER, L.R.I.B.A., F.R.S.A., J.P.

## Members

C. ST. CLAIR COLLINS  
ALDERMAN MRS. D. PARSONS, J.P.  
COUNCILLOR MRS. M. SCOTT  
ALDERMAN S. A. ELSON  
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S. G. T. MILLO  
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J. BEHARRELL, J.P.  
COL. LEON JONES, J.P.  
J. E. SOLEY

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ALDERMAN MRS. D. PARSONS, J.P.  
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COUNCILLOR MRS. M. SCOTT  
H. STANLEY CLARKE, J.P.  
DR. J. S. THOMAS, J.P.

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### Chairman

DR. L. COMYNS, M.P.

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ALDERMAN MRS. D. PARSONS, J.P.  
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MISS M. HUNTER, S.R.N., S.C.M.  
MISS M. HARRIS, S.R.N., R.F.N., S.C.M.  
MISS J. SMITH JOHNSTONE, S.R.N., S.C.M.  
MISS O. BLANDEN, S.R.N., S.C.M., M.T.D.  
MISS D. V. BOORN, S.R.N., R.S.C.N., S.C.M.  
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MISS E. BELTRAMI, S.R.N., S.C.M.  
MISS A. WHIPPS, S.R.N., S.C.M.

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### Vice-Chairman

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### Members

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DR. KENNETH PLAYFAIR  
DR. H. C. BOYDE  
MRS. E. WHISKIN  
COUNCILLOR W. C. KUHN  
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A. T. FARISH  
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T. L. CAMERON  
F. V. HAWKEY, M.R.S.T.  
T. HOWARD  
MISS D. ALLOWAY

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### Vice-Chairman

DR. F. HOGG

### Members

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R. J. L. SLATER, L.R.I.B.A., F.R.S.A., J.P. (ex-officio)  
REVEREND FATHER EDWARD, S.D.C.  
C. ST. CLAIR COLLINS  
J. W. GILBERT, L.D.S., R.C.S. (ENG.)  
MRS. E. M. MILLNS, B.A.  
MRS. H. S. BRENTON  
LADY BUXTON  
ALDERMAN MRS. C. C. CHISHOLM, J.P.  
L. O. EVANS  
HON. MRS. IAN MACALPINE  
R. ANKER  
COUNCILLOR DR. D. IMBER  
H. L. RYDER  
J. H. WATTS

**EAST HAM HOUSE COMMITTEE**

**Chairman**

ALDERMAN S. A. ELSON

**Vice-Chairman**

L. R. DAVIS

**Members**

DR. L. COMYNS, M.P. (ex-officio)  
R. J. L. SLATER, L.R.I.B.A., F.R.S.A., J.P.  
LEON GILLIS, M.B.E., M.O.H., F.R.C.S.  
COUNCILLOR MRS. W. M. KNIGHT, J.P.  
H. STANLEY CLARKE, J.P.  
A. J. JINKINGS, B.SC., PH.D., A.I.C.  
COUNCILLOR E. A. WOOD  
MRS. F. A. STEWART  
ALDERMAN MRS. F. HARRIS  
COUNCILLOR MRS. M. HARVEY  
R. C. BEADLE  
COUNCILLOR MRS. F. GOODCHILD  
BERNARD GREEN, B.A.

**CHIEF OFFICERS OF MANAGEMENT COMMITTEE**

Secretary: M. J. HUNTLEY, B.A., F.H.A.  
Finance Officer: MAJOR R. PERRY, M.B.E., F.H.A.  
Hospitals Engineer: J. T. COOKE, M.I.Hosp.E.

THE UNIVERSITY OF CHICAGO

PHILOSOPHY DEPARTMENT

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## FOREWORD

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As the first Chairman of the West Ham Group Hospital Management Committee I am proud to write this foreword to the First Annual Report of the Committee.

When my colleagues and I accepted the invitation of the North East Metropolitan Regional Hospital Board to serve on this new Committee, we were to a great extent strangers to one another, but we had one common denominator in that we were all animated with a keen desire to provide the best possible hospital service for the patients in this area. Now, after the first year, we are working as a team and in spite of many difficulties and disappointments, our enthusiasm is greater than ever.

This is my opportunity to pay a sincere tribute to the Members of the Hospital Management Committee and of the House Committees for the devoted service which they have given so cheerfully and to express my special thanks to the Chairmen of Sub-Committees, who have not spared themselves.

Lastly my thanks are due to all categories of staff in all the hospitals and clinics of this group for the excellent way in which they have combined to maintain a high standard of efficiency in this difficult period of transition.

L. COMYNS,  
Chairman

# FOREWORD

The first chairman of the W. H. H. Group Hospital was General [Name] and it was his intention to have the first Annual Report of the Committee.

When my colleagues and I accepted the position of the new W. H. H. Group Hospital, it was to be a new hospital, not only in name but in fact. It was to be a hospital with a new spirit, a new life, and a new purpose. It was to be a hospital that would be a part of the community, not just a place where people came to be treated.

It is our responsibility to the community to ensure that the hospital is a part of the life of the community. We must ensure that the hospital is a place where people can find help and comfort, and where they can be treated with respect and dignity.

It is our duty to ensure that the hospital is a place where all patients are treated with the same care and respect. We must ensure that the hospital is a place where people can find help and comfort, and where they can be treated with respect and dignity.

W. H. H. GROUP  
HOSPITAL

# WEST HAM GROUP HOSPITAL MANAGEMENT COMMITTEE

## FIRST ANNUAL REPORT FOR THE YEAR ENDED 30th JUNE, 1949

### NATIONAL HEALTH SERVICE ACT, 1946

#### *Hospital and Specialist Services*

Under the Hospital and Specialist Services section of the National Health Service Act, 1946, the duty is imposed on the Minister of Health as from the appointed day, i.e. 5th July, 1948, to provide throughout England and Wales, to such extent as he considers necessary to meet all reasonable requirements, accommodation and services of the following descriptions, that is to say:—

- (a) Hospital accommodation;
- (b) Medical, nursing and other services required at or for the purpose of hospitals;
- (c) The services of specialists, whether at a hospital, a health centre provided under Part III of the Act or a clinic or, if necessary on medical grounds, at the home of the patient.

In accordance with the provisions of the Act, fourteen Regional Hospital Boards were appointed for England and Wales, their main duty being to administer generally on behalf of the Minister the Hospital and Specialist Services provided in their area. (Hospitals designated as Teaching Hospitals, however, were placed under separate Boards of Governors.)

The Regional Hospital Boards in turn appointed Hospital Management Committees for a particular hospital or group of hospitals whose statutory duty is to control and manage that hospital or group of hospitals on behalf of the Board and to exercise certain functions of the Board such as:—

1. Appointment and dismissal of hospital staff other than Senior Medical and Dental Staff.
2. Maintenance of premises and equipment.
3. Day-to-day administration including:—
  - Purchase of supplies.
  - Purchase of appliances.
  - Maintenance of beds for private patients.
  - Collection of prescribed charges, etc.
4. Promotion of medical research.

5. Management of the Committee's share of the Hospital Endowments Fund and of monies given for special purposes such as amenities for patients and staff.
6. Many detailed financial requirements.

*Liaison with other Health Services.*

The main purpose of the National Health Service Act is to promote the establishment in England and Wales of a comprehensive health service designed to secure improvement in the physical and mental health of the people of England and Wales and the prevention, diagnosis and treatment of illness.

A comprehensive health service does not consist of Hospital and Specialist services alone. In addition to the Regional Hospital Boards and Hospital Management Committees there are Local Health Authorities and Executive Councils. The main functions of the Local Health Authorities under the Act may be summarised as follows :—

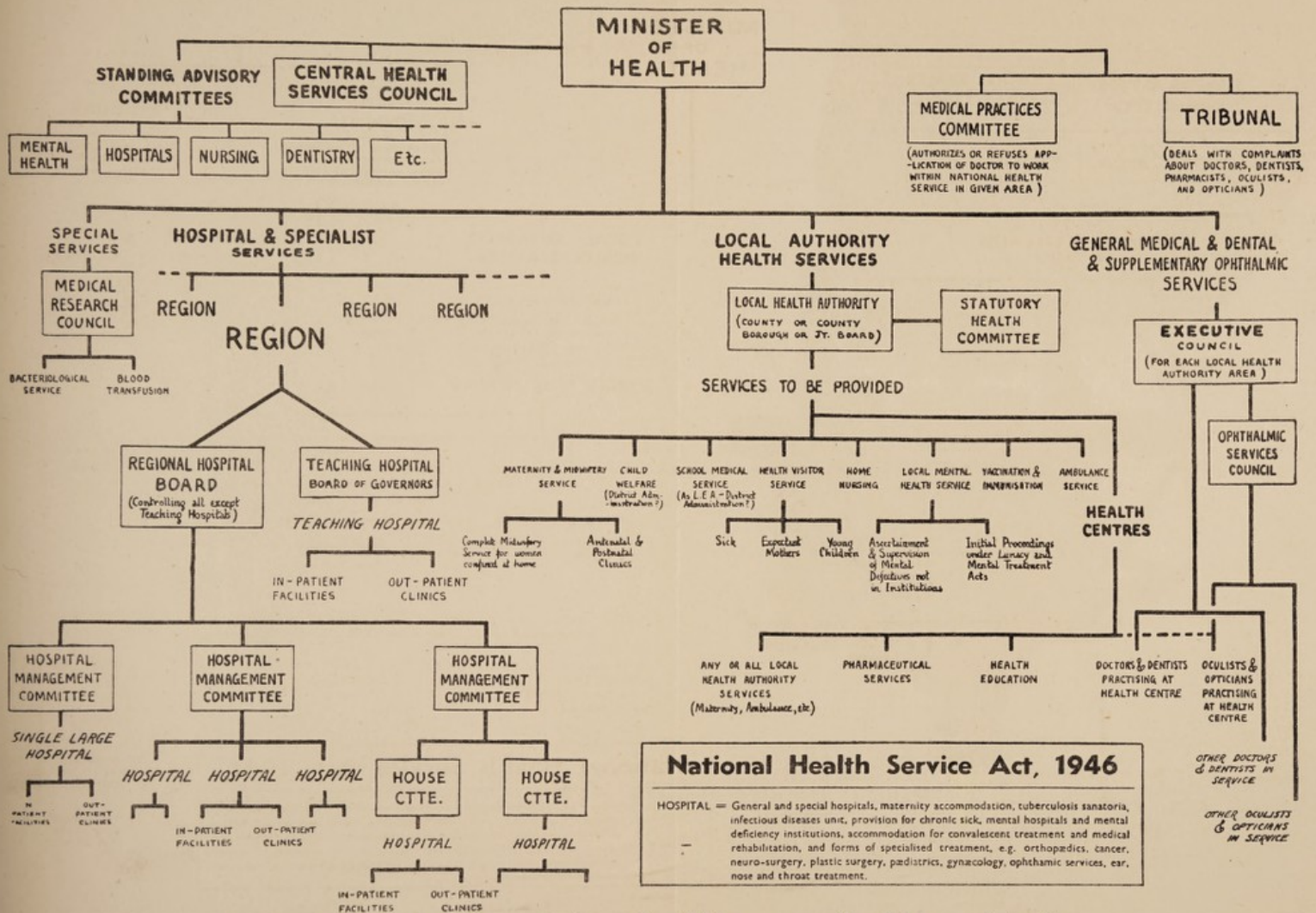
1. Provision, equipment and maintenance of Health Centres.
2. Care of mothers and young children.
3. District Midwifery.
4. Health visiting, home nursing and home helps.
5. Ambulance services.
6. Vaccination and immunisation.
7. Prevention of illness, care and after-care.

Many of these services are closely related to the work of the hospitals and it is important that there should be close co-operation.

The Executive Councils include representatives of the Local Health Authority, Local Medical Committee, Local Dental Committee and Local Pharmaceutical Committee together with members appointed by the Minister of Health. Their main function is the very wide one of managing the General Practitioner Service, including the general Medical and Dental services, Pharmaceutical services and Supplementary Ophthalmic services.

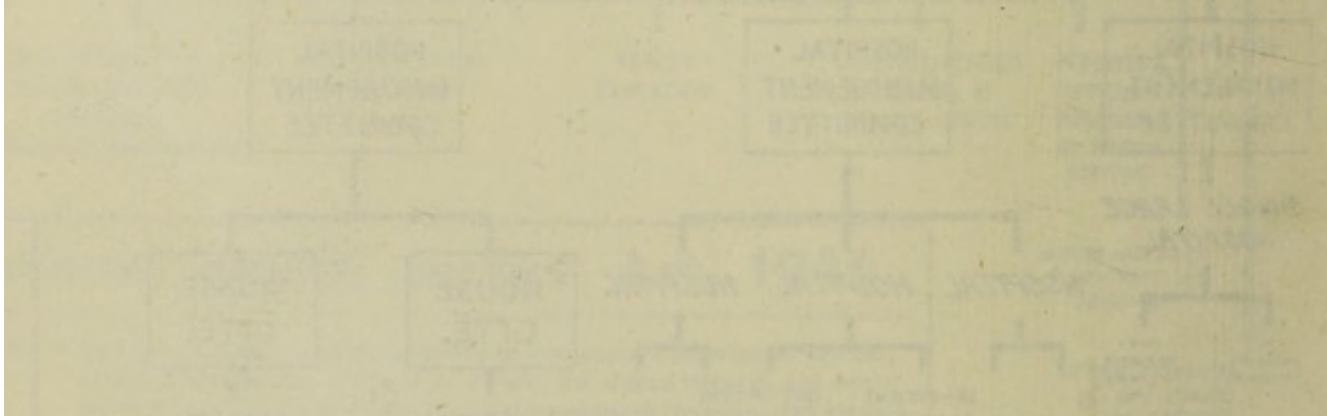
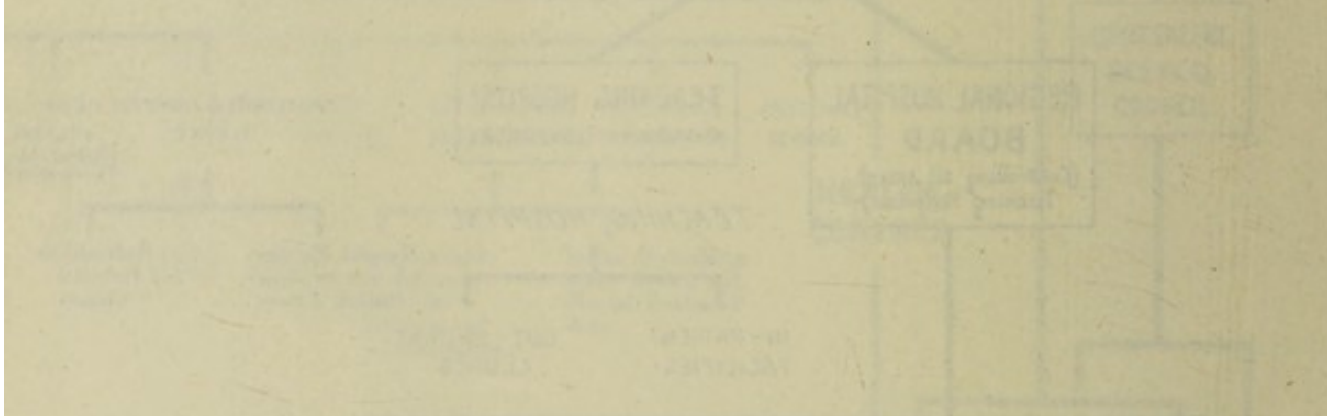
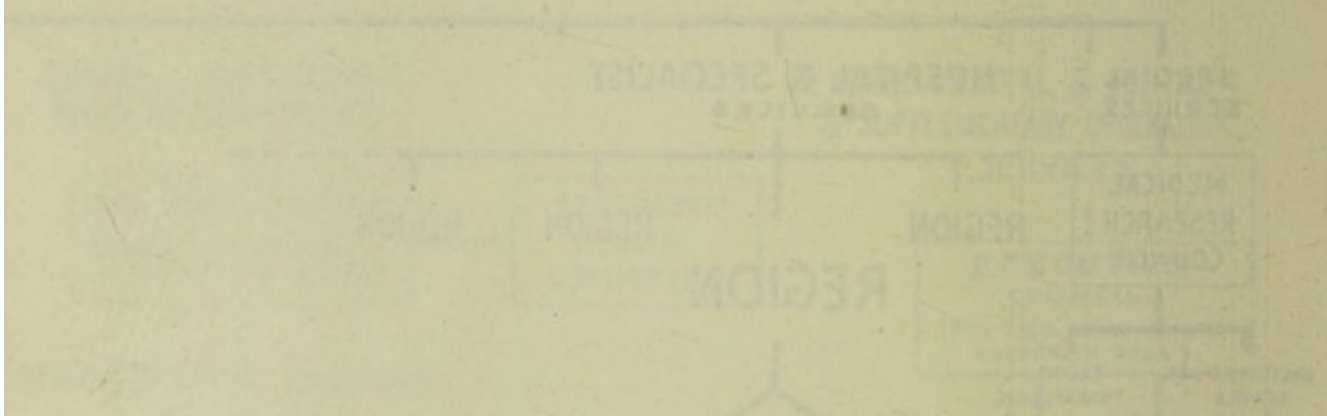
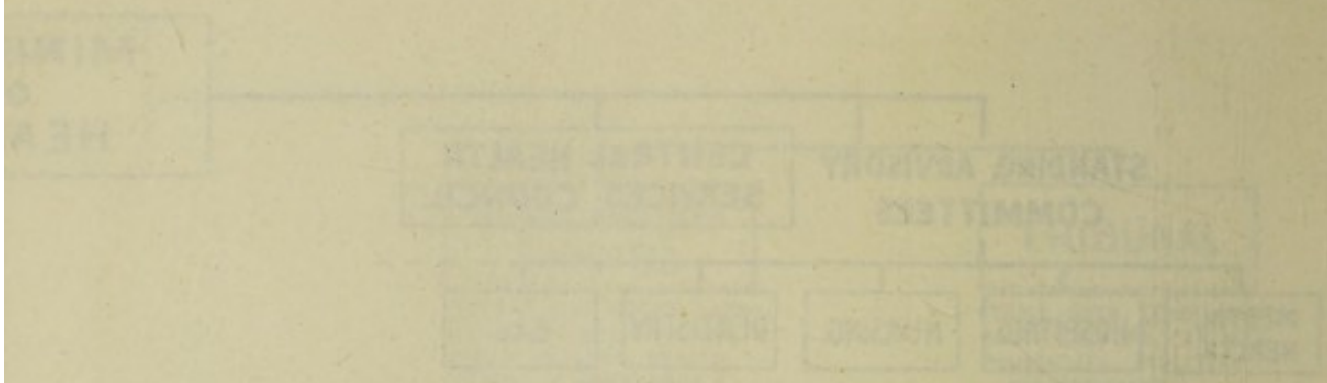
Here again it is essential that there should be the closest possible liaison. The great majority of patients attending hospitals as out-patients or admitted as in-patients are referred by General Practitioners, and under the Domiciliary Consultant Scheme General Practitioners may obtain the attendance of a Specialist in the patient's home in case of need.

The attached schematic diagram shows the administrative machinery of the National Health Service and the services provided.



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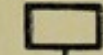




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Pollards Training School for Nurses Loughton

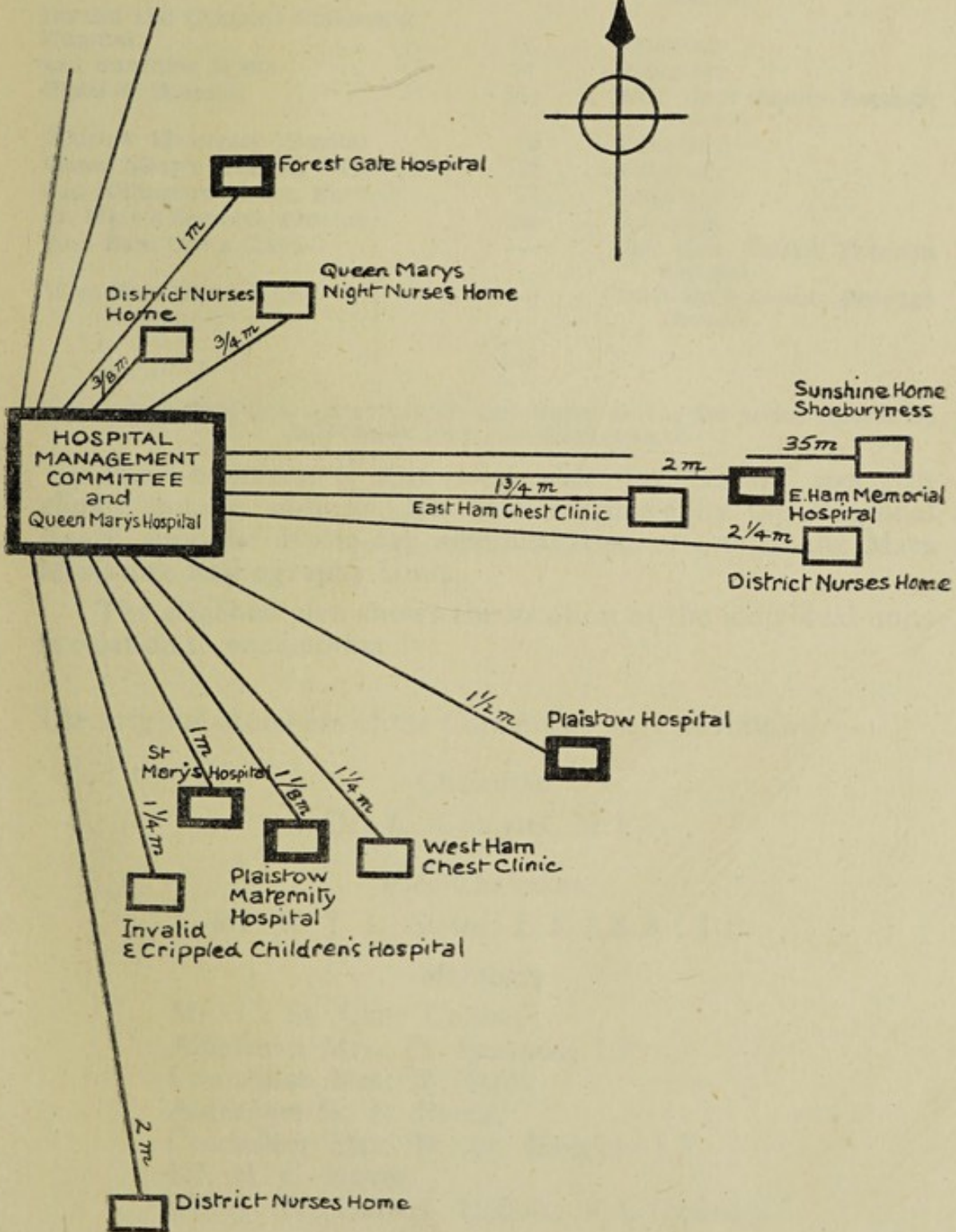
Hillingdon House Harlow



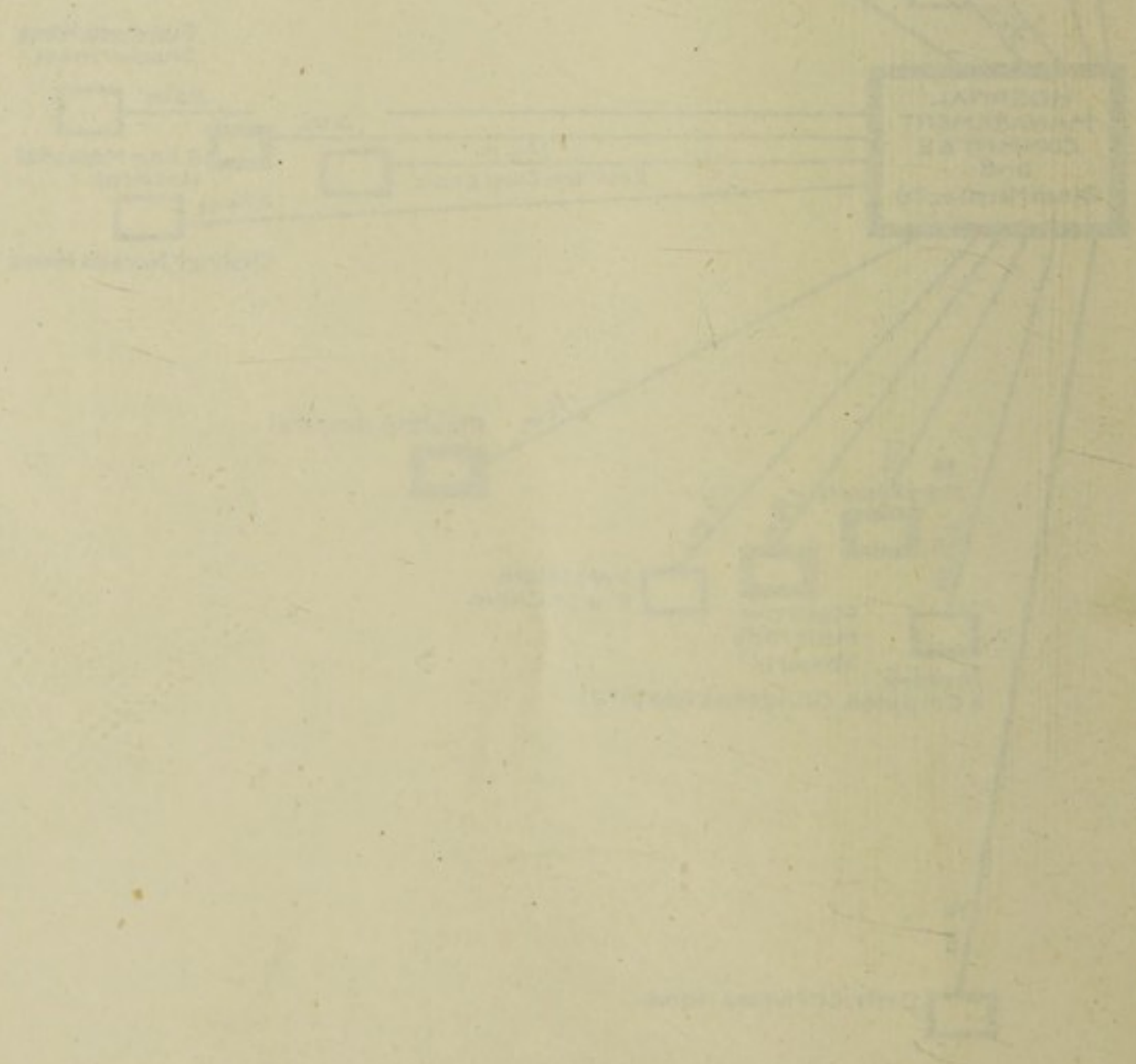
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# WEST HAM GROUP HOSPITAL MANAGEMENT COMMITTEE



WEST HAM GROUP  
HOSPITAL MANAGEMENT  
COMMITTEE



## APPOINTMENT OF WEST HAM GROUP HOSPITAL MANAGEMENT COMMITTEE

The Committee was appointed by the North East Metropolitan Regional Hospital Board in May, 1948, to administer the following hospitals and clinics:—

Hospitals in Group	*Total Bed Complement	Ownership prior to 5th July, 1948
East Ham Memorial Hospital ..	138	Voluntary
Forest Gate Hospital .. ..	201	West Ham County Borough Council
Invalid and Crippled Children's Hospital .. .. .	36	Voluntary
and Sunshine Home .. .. .	54	Voluntary
Plaistow Hospital .. .. .	210	West Ham County Borough Council
Plaistow Maternity Hospital ..	60	Voluntary
Queen Mary's Hospital, Stratford ..	128	Voluntary
and Hillingdon House, Harlow ..	18	Voluntary
St. Mary's Hospital, Plaistow ..	100	Voluntary
East Ham Chest Clinic .. ..	—	East Ham County Borough Council
West Ham Chest Clinic .. ..	—	West Ham County Borough Council
	<hr style="width: 10%; margin: 0 auto;"/> 945 <hr style="width: 10%; margin: 0 auto;"/>	

(\*Not all of these beds were available and staffed during the period covered by this report—See statistical tables).

The Committee is also responsible for certain specialist clinics and, in addition, has been entrusted by the Regional Board with the day-to-day administration of one of the Mass Miniature Radiography Units.

The attached plan shows the location of the individual units in relation to one another.

The original Members of the Committee were as follows:—

Chairman

Dr. L. Comyns, M.P.

Vice-Chairman

Mr. R. J. L. Slater, L.R.I.B.A., J.P.

Members

Mr. C. St. Clair Collins

Alderman Mrs. D. Parsons, J.P.

Councillor Mrs. M. Scott

Alderman S. A. Elson

Councillor Mrs. W. M. Knight, J.P.

Dr. H. C. Boyde

Mr. J. W. Gilbert, L.D.S., R.C.S.(Eng).

Dr. Kenneth Playfair  
Mr. Leon Gillis, M.B.E., M.Ch., F.R.C.S.  
Mrs. E. M. Millns, B.A.  
Mr. R. H. Pratt, J.P.  
Mr. S. G. T. Millo  
Mr. B. T. Hempel, O.B.E., J.P.  
Mr. H. Stanley Clarke, J.P.  
Rev. Father Edward, S.D.C.  
Mr. John Beharrell, J.P.  
Mr. J. E. Soley  
Mrs. M. Mallinson, M.A.

The first Meeting of the Committee was held on the 2nd June, 1948 in the Board Room of Queen Mary's Hospital for the East End.

In the period covered by this report, the Committee was unfortunate in losing the services of Mrs. M. Mallinson and Mr. B. T. Hempel, through resignation.

Dr. J. S. Thomas, Colonel Leon Jones and Mrs. A. A. Woodman were subsequently appointed by the Regional Board as additional Members.

The Chairman and all Members of the Management Committee, Sub-Committees and House Committees act in an honorary capacity.

### **SUB-COMMITTEES**

The following Standing Sub-Committees have been appointed:—

*Establishments (Staff) Sub-Committee:* Chairman: Councillor Mrs. M. Scott.

This Sub-Committee deals with the appointment and dismissal of all grades of staff within the authority of the Hospital Management Committee. It also deals with all staff problems, conditions of service, leave of absence, etc. One of its most important functions is to determine the establishment required for the efficient working of each unit.

*Executive and General Purposes Sub-Committee:* Chairman: Dr. L. Comyns, M.P.

This Sub-Committee deals with all general problems and in particular concerns itself with such matters as the best use of the available services within the group, the allocation of beds, bed occupation and waiting lists, out-patient appointments systems, ambulance services and the care of chronic sick.

*Finance Sub-Committee*: Chairman: Mr. H. S. Clarke, J.P.

This Sub-Committee is responsible for the approval of all expenditure in the group, drawing up estimates of income and expenditure (both Revenue and Capital) for submission to the Regional Board, examining requisitions and for general financial control throughout the group.

*Building Sub-Committee*: Chairman: Mr. R. J. L. Slater, J.P.

This Sub-Committee is concerned with all building schemes including new extensions and re-construction of existing buildings. It also controls the maintenance of premises and the work of the Central Works Staff. It has a particularly heavy task owing to the very serious and extensive war damage suffered by nearly all the units of the group and the bad state of repair of many of the buildings.

*Nursing Sub-Committee*: Chairman: Dr. L. Comyns, M.P.

This Sub-Committee deals with all nursing matters including the training schools for nurses and midwives.

The Nursing Sub-Committee includes Members of the Management Committee and also all the Matrons of the Group, one representative of the Sister Tutors, one of the Ward Sisters of general hospitals and one of the Midwifery Sisters.

With the exception of the Nursing Sub-Committee, membership of these Sub-Committees has been limited to Members of the Management Committee.

All these Sub-Committees have had heavy programmes of work during the year.

## HOUSE COMMITTEES

Three House Committees have been appointed to keep in close touch with the day-to-day work of the individual hospitals and clinics and to make recommendations to the Management Committee, as to their needs. Each House Committee consists of 15 members including members of the Management Committee and others who have been selected because of their ability to help the work of the Committee. It is hoped that in this way it may be possible to encourage local interest and contact with local authorities, trade associations and welfare organisations, which are working to provide amenities for patients and staff.

The Management Committee has drawn up the following list of functions of a House Committee which may be varied at a later date in the light of experience:—

- (a) To establish from among its members a rota of visitors to inspect each hospital at regular intervals and report the result of their visit to the House Committee.

- (b) To receive Matron's monthly report on nursing matters and to examine her requisitions.
- (c) To receive periodical reports from the Almoner on social services and to examine her requisitions.
- (d) To receive periodical reports on admissions, discharges and waiting lists of patients and patients remaining in hospital over three months.
- (e) To receive reports as required on catering, repairs and generally upon all that has reference to the internal administration of the hospitals, including any specific matters referred to it by the Management Committee.
- (f) To submit recommendations to the Management Committee for improvement of the hospital services.

The present allocation of units to House Committees is as follows—:

*North West Ham House Committee*: Chairman: Alderman Mrs. D. Parsons, J.P.

Forest Gate Hospital  
 Plaistow Hospital  
 Queen Mary's Hospital  
 and Hillingdon House, Harlow.

*South West Ham House Committee*: Chairman: Mr. S. G. T. Millo.

Invalid and Crippled Children's Hospital  
 and Sunshine Home, Shoeburyness  
 Plaistow Maternity Hospital  
 St. Mary's Hospital  
 West Ham Chest Clinic

*East Ham House Committee*: Chairman: Alderman S. A. Elson  
 East Ham Memorial Hospital  
 East Ham Chest Clinic

The House Committees have not been slow in pointing out deficiencies or recommending improvements and although it has not been possible, owing to limitation of resources, to adopt all their proposals, their promptings have been most useful to the Management Committee in deciding priorities for the many schemes which have been submitted.

## GROUP MEDICAL ADVISORY COUNCIL

A Group Medical Advisory Council has been formed with representatives from the Consultant Staff of all units in the Group and the Council has set up Specialist Sub-Committees for many of the major specialities, viz:—

General Medicine  
General Surgery  
Ear, Nose and Throat  
Tuberculosis  
Radiology  
Orthopaedics  
Ophthalmology  
Obstetrics and Gynaecology  
Dental Surgery  
Paediatrics  
Psychiatry  
Pathology

In this way the Council is able to advise the Management Committee on Medical matters referred to them and also to initiate for the consideration of the Management Committee matters affecting the medical staff generally.

The constitution of the Advisory Council is determined by the Senior Medical and Dental Staff of the group and has recently been altered to meet the views of the majority. Mr. J. V. O'Sullivan was the first Chairman of the Council and Dr. K. Playfair has succeeded him as Chairman under the new constitution.

## ADMINISTRATION

The following principal officers have been appointed:—

*Secretary:* Mr. M. J. Huntley, B.A., F.H.A.  
*Finance Officer:* Major R. Perry, M.B.E., F.H.A.  
*Hospitals Engineer:* Mr. J. T. Cooke, M.I.Hosp.E.

The Headquarters Offices for general administration have been set up at Queen Mary's Hospital for the East End and for the Central Works Staff under the Hospitals Engineer at Forest Gate Hospital.

No Supplies Officer has been appointed as, for the present, advantage has been taken of the offer to utilise the services of the Essex County Council Supplies Department.



It has been the policy of the Committee, while retaining complete control, to decentralise and give as much responsibility as possible to the Senior Administrative Officers of the Hospitals. For financial purposes, smaller units have been linked with larger units, and the position (at 30th June, 1949) is as follows:—

East Ham Memorial Hospital East Ham Chest Clinic "Pollards" Preliminary Training School	} Mr. J. Parsons, A.H.A. Senior Administrative Officer
Forest Gate Hospital Central Works Department	} Mr. E. E. Ireson, F.H.A., Senior Administrative Officer
Plaistow Hospital Mass Radiography Unit West Ham Chest Clinic	} Mr. C. W. H. Poyser Senior Administrative Officer
Plaistow Maternity Hospital and District Homes	Mr. C. H. Andrews, A.H.A., Secretary
Queen Mary's Hospital for the East End Hillingdon House	} Mr. J. S. Street, Deputy House Governor
<i>(Note: Major A. A. Barton was appointed Senior Administrative Officer in succession to Mr. Street at a date subsequent to the period covered by this report.)</i>	
St. Mary's Hospital for Women and Children Invalid and Crippled Children's Hospital Sunshine Home	} Mr. T. H. Gerhold Acting Senior Admini- strative Officer

These Senior Administrative Officers act in rotation as Secretaries to their respective House Committees.

During the period of the report, Dr. D. MacIntyre carried out the duties of Medical Superintendent at Plaistow Hospital and Mr. H. R. England, M.R.C.O.G., similar duties at Forest Gate Hospital. Dr. MacIntyre and Mr. England have been graded by the Regional Hospital Board as Consultants in their respective specialties and in future their duties will be mainly clinical.

For the period 5th July, 1948 to 31st March, 1949 the expenditure on central administration was 1.3 per cent of the total group expenditure.

## FINANCIAL CONTROL

The policy of decentralisation has been applied to routine accountancy and the payment of salaries and wages as well as general administration, subject to budgetary control and constant supervision of expenditure. A uniform system of accounts has been introduced at each of the six main units and this has helped to provide a solid basis for budgeting. It may be noted that the actual expenditure for the period 5th July, 1948, to 31st March, 1949, the end of the financial year, exceeded the budget estimate by only 0·7 per cent.

The comparative costs of individual units were found to show wide variations, these being mainly attributable to the different nature of the services provided, the stage of development reached and the general lay-out of buildings. While recognising these differences, the Committee's policy has been to curb extravagance on the one hand and to improve the general standard of service to the patient on the other hand. In this way the available financial resources are applied in the best interests of the group as a whole.

The normal method of submitting requisitions is through the appropriate House Committee. Requisitions are then examined by the Finance Sub-Committee, prior to their approval by the Management Committee.

## STATE OF PREMISES AND EFFECTS OF WAR DAMAGE

The County Boroughs of West Ham and East Ham were among the most heavily bombed areas of the country and the hospitals in Number 9 Group were no exception to this state of affairs. In some cases complete ward blocks were destroyed and staff accommodation suffered very extensive damage. This shortage of staff accommodation is hindering the process of recruiting an adequate nursing staff for the present number of beds and for opening additional beds.

In addition to war damage, there is still a large accumulation of maintenance work and repairs which, for varying reasons were not carried out prior to and during the war.

The position is being dealt with in the following ways:—

1. (a) With the approval of the Regional Hospital Board and the Ministry of Health, the following war damage reinstatement is at present being carried out:—

*St. Mary's Hospital for Women and Children:*

General war damage repairs to hospital block and Nurses' Home.

*East Ham Memorial Hospital:*

Reinstatement of boiler house, main kitchen, staff dining rooms, etc. (completely destroyed).

- (b) The following additional war damage repairs remain to be carried out as soon as possible:—

*East Ham Memorial Hospital:*

Complete reinstatement of remaining war damage.

*Plaistow Maternity Hospital:*

Completion of general war damage repairs and adaptation of Nos. 24, 26 and 28, Howards Road for hospital purposes.

*Plaistow Hospital:*

Rebuilding of wing of Nurses' Home (completely destroyed) together with additional floor for Nurses' accommodation.

*Queen Mary's Hospital:*

Marlborough Block—War damage repairs.

Development of the site of Westminster/Withers Wards (completely destroyed).

*St. Mary's Hospital:*

Completion of Out-patient block including war damage repairs. This provides for an additional Infants' Ward. With this very heavy programme of bomb damage reinstatement, it is calamitous for this Group that the cost must come out of the monies available to the Regional Hospital Board for capital schemes.

2. Maintenance repairs have been dealt with by the establishment of a Central Works Staff under the control of the Hospitals Engineer, who has been made responsible for the maintenance of the fabric of the buildings as well as engineering services. The Works Staff consists of fitters, plumbers, bricklayers, carpenters, painters, plasterers, electricians, labourers, etc. Existing staff in these trades at the various units have been transferred by agreement to the Central Works Staff and additional men have been employed.

The headquarters of the Central Works Staff is at Forest Gate Hospital where there is a central store and where all necessary accounts are kept showing the cost of each job in wages and materials.

The Building Sub-Committee controls the programme of work and, except in cases of urgency, costs of all jobs are estimated beforehand.

3. Attempts have been made to secure suitable houses in the vicinity to supplement the inadequate staff accommodation. All negotiations for the purchase of property are dealt with by the Ministry of Health and so far all such negotiations have been unsuccessful. This is a matter of great concern to the Management Committee.

### OTHER BUILDING SCHEMES

Apart from war damage repairs, the position in regard to building schemes is as follows:—

1. *Schemes now being carried out:*

*Forest Gate Hospital.*—Provision of new Maternity Unit in hatted accommodation. Considerable delays have occurred, but the work is now nearing completion. This will be followed by the conversion of some of the older wards for staff accommodation. On completion there will be a first class maternity unit of 102 beds at the hospital.

*Queen Mary's Hospital.*—Improvements in Lyle Maternity Block and alterations to Nicoll Ward. The Nicoll Ward scheme is to some extent dependent on the development of Westminster/Withers site and completion has been delayed.

*"Pollards" Preliminary Training School for Nurses.*—This house was acquired for the purpose of a Preliminary Training School and alterations have been carried out to adapt it for this purpose.

(*Note:* The official opening has taken place after the period covered by this report.)

2. *Schemes submitted for approval or under active consideration:*

*East Ham Memorial Hospital*—

New Out-patient Department to take the place of the present totally inadequate quarters. This includes a new Casualty Department and new Pathological Laboratory.

New accommodation for nurses.

Enclosure of verandahs.

Mortuary.

Chapel.

New ward blocks.

*Plaistow Maternity Hospital*—

Extension of central heating.

Extension of sanitary annexes to wards.

*Queen Mary's Hospital—*

Alterations to boilers.

Extension of Staff Dining Rooms.

Adaptation of premises as additional Resident Doctors' quarters.

*Forest Gate Hospital—*

X-Ray Department.

*St. Mary's Hospital—*

Enclosure of verandahs.

In addition to the above, there are many other schemes of extension and improvement, which it is proposed to carry out as soon as circumstances permit.

### **MEDICAL AND DENTAL SERVICES**

The statistical tables attached to this report give some idea of the services provided by the group during the year. It will be realised that the hospitals controlled by the Management Committee were not planned as a self-contained group to supply the needs of the area. Some of them serve a wider area than West Ham and East Ham and, on the other hand, some of the hospitals built by the responsible Local Authorities prior to the 5th July, 1948, are now controlled by neighbouring Management Committees. Although there are no geographical boundaries in the National Health Service, it is a natural development for each Management Committee to endeavour to provide a balanced range of hospital and specialist services which would meet the general needs of the district, leaving the less common specialties to be provided at special centres within the region.

The following Specialist Departments are provided at one or more hospitals within the group:—

General Medicine

General Surgery

Ear, Nose and Throat

Ophthalmology

Radiology

Physiotherapy

Paediatrics

Maternity (normal and abnormal)

Genito-Urinary

Fractures and Orthopaedics

Dermatology

Cardiology

Nephrology

Pathology (including Bacteriology, Biochemistry,  
Morbid Histology and Haematology)

Infectious Diseases

\*Tuberculosis  
Venereal Diseases  
Diabetes  
Dental  
Neurology  
Psychiatry  
Cancer Diagnostic Centre  
Hearing Aid Diagnostic Centre

*\*(Note.—Recommendations for admission to sanatoria are dealt with centrally by the Regional Hospital Board.)*

There is no specific provision within the group for chronic sick patients but this does not mean that no chronic sick cases are admitted. It is found that there is always a substantial proportion of such cases in the hospitals of the group and this has the inevitable consequence that less beds are available for the acute sick and for emergencies. The Committee is very much concerned with the welfare of the chronic and aged sick and is seeking ways of providing better facilities for them.

Within the group the admission of emergency cases has been placed under the control of one Medical Officer with two deputies. This Officer is continually supplied with up-to-date information regarding the bed position at all hospitals within the group, and, in consultation with the Emergency Bed Service he has authority to order the admission of an emergency case at a particular hospital within the group.

A particular feature is the development of consultative Out-patient Departments and especially those at Queen Mary's Hospital, East Ham Memorial Hospital and St. Mary's Hospital, which deal with a very large number of cases annually, as shown in the statistical tables. This group is second to none in the Region in the volume of Out-patient work which is undertaken. A Hearing-aid Diagnostic Clinic has been established at Queen Mary's Hospital and the demand for the special hearing aids provided through the hospital service has been such that there is a long waiting list of patients, who have been referred to the clinic, as well as a long delay in the issue of the aid at the nearest distribution centre. As far as the diagnostic clinic is concerned, the position will be relieved by the appointment of a Group Ear, Nose and Throat Senior Registrar and it is hoped that the supply of the aids will be speeded up before long.

Continual efforts are being made to introduce and to improve the appointments system for Out-patients in order to avoid a long period of waiting after arrival. Appointments are given on application through the patient's doctor and this does much to secure an even flow of patients through the various Specialist Out-patient Clinics. Attempts are also being made to improve the amenities in the Out-patient Departments.

As regards in-patient work, the Specialist Departments are seriously hampered by shortage of beds. The Management Committee is considering, in consultation with the Medical Staff, whether any re-allocation of beds between specialties should take place within the group. It may be found possible by such means to make better use of the bed complement, but no real solution of the problem can be found without a marked increase in the number of beds. It is the aim of the Hospital Management Committee to secure this increase by a steady programme of development. So far, the only increase has taken place at Plaistow Hospital, where a chest ward has been opened. During the coming year it is hoped that additional beds will be opened at a number of hospitals.

Briefly, the volume of work for the year ending 30th June, 1949, is indicated by the following figures:—

Average daily number of occupied beds ...	689·4
Number of in-patients admitted ... ..	13,727
Number of new Out-patients ... ..	62,191
Number of Out-patient and Casualty attendances ... ..	378,750

#### *Liaison between Hospital Service and General Practitioner Service:*

Reference has been made earlier in this report to the need for liaison with the General Practitioner service. The Management Committee is anxious to foster this in all possible ways as the two services are complementary to one another and can only achieve maximum efficiency by close co-operation.

Considerable use is being made by General Practitioners of the Domiciliary Consultant Service, through which the visit of a Specialist to the patient's home can be arranged in case of need.

Facilities are available to General Practitioners for certain pathological investigations without reference to the Out-patient Departments.

There are opportunities for General Practitioners to apply for posts as Clinical Assistants in an honorary capacity at various hospitals throughout the group.

Efforts are being made to improve the method of sending reports to General Practitioners on their patients after discharge from hospital.

From time to time clinical lectures and demonstrations are arranged at one or other of the hospitals in the group.

## NURSING

The West Ham Group plays a large part in the training of nurses and midwives. Queen Mary's Hospital and East Ham Memorial Hospital are recognised by the General Nursing Council as complete Training Schools for Nurses. Plaistow Hospital is a Training School for the Fever part of the Register and St. Mary's Hospital for Women and Children is an affiliated Training School. In conjunction with these Training Schools there are two Preliminary Training Schools, one temporarily situated at Hillingdon House, Harlow, pending the completion of the Pollards School at Loughton, and the other situated at Plaistow Hospital. The Nursing Sub-Committee is reviewing the arrangements for nurses' training within the group.

Plaistow Maternity Hospital is recognised as a Training School for Part I and Part II Midwifery. As regards Part II the District Maternity work is an essential part of the training and although this is now the responsibility of the Local Health Authority, this important work is being continued by Plaistow Maternity Hospital on an agency basis. Queen Mary's Hospital is recognised as a Part I Training School for Midwifery.

At 30th June, 1949, the Matrons of the various hospitals in the group were:—

East Ham Memorial Hospital	Miss D. V. Boorn, S.R.N., S.C.M., R.S.C.N.
Forest Gate Hospital ...	Miss M. Hunter, S.R.N., S.C.M.
Invalid and Crippled Children's Hospital	Miss J. Smith Johnstone, S.R.N., S.C.M. (Acting Matron).
Plaistow Hospital ... ..	Miss M. Harris, S.R.N., R.F.N., S.C.M.
Plaistow Maternity Hospital	Miss O. Blanden, S.R.N., S.C.M., M.T.D.
Queen Mary's Hospital and Hillingdon House	Miss M. H. Davies, S.R.N., S.C.M.
St. Mary's Hospital ... ..	Miss J. Smith Johnstone, S.R.N., S.C.M.
Sunshine Home ... ..	Miss E. Ward, S.R.N., R.F.N., S.C.M.

## OBITUARY

The Committee records with deep regret the death of Mr. F. McG. Loughnane, Senior Surgeon of St. Mary's Hospital, which occurred in July, 1948. Mr. Loughnane left behind him a record of distinguished service to the community.



## STAFF FUNCTIONS

The Committee wishes to do everything in its power to improve the conditions of service of the various grades of staff and also to encourage inter-unit competitions and social functions of various kinds. The first Group Dance was held at East Ham Town Hall on the 5th May, 1949, to which all grades of staff, together with their friends, were invited and the Dance was an undoubted success. Great credit is due to the Group Functions Sub-Committee under the Chairmanship of Mr. S. G. T. Millo, who, together with Mr. Ireson, Secretary of the Sub-Committee, devoted a lot of time and trouble in arranging the Dance. They were greatly helped by the willing co-operation of the Matrons and Catering Officers.

During the summer, thanks to the initiative of Mr. J. W. Gilbert, the first inter-unit tennis competition has been organised and it is hoped that this will be the forerunner of similar competitions for all grades of staff.

## STAFF CHANGES

Among the staff changes which occurred during the year, the following may be noted:—

Resignation of the Rev. Alan Weir after several years of honorary service as Chaplain of Queen Mary's Hospital, on leaving the district.

Retirement of Miss I. Tulloch, Matron of Plaistow Hospital, after 30 years' service. Miss M. Harris has been appointed Matron in her place.

Retirement of Mr. A. E. Wilkes, Secretary of St. Mary's Hospital for Women and Children, after 39 years' service.

Resignation of Miss O. Bird, Matron East Ham Memorial Hospital, in order to take up another appointment. Miss D. V. Boorn has been appointed Matron in her place.

Resignation of Miss M. Foster, Matron of Invalid and Crippled Children's Hospital, on her marriage.

Resignation of Miss O. Williams, Matron of Sunshine Home. Miss E. Ward has been appointed Matron in her place.

Appointment of Mr. M. Harmer as Surgeon to St. Mary's Hospital.

Appointment of Dr. A. Dick as Physician to East Ham Memorial Hospital in place of Dr. Beryl Barsby, resigned.

Appointment of Mr. A. R. C. Higham as Genito-Urinary Surgeon to Queen Mary's Hospital in place of Mr. T. W. Mimpriss, resigned.

Resignation of Dr. Ernest Fletcher, Physician, Queen Mary's Hospital, and appointment as Consulting Physician in recognition of his service.

Appointment of Mr. J. Parsons as Senior Administrative Officer, East Ham Memorial Hospital.

The following staff with long service ranging from 20 to 30 years have retired during the year:—

*Forest Gate Hospital*

Miss R. Burns	Cleaner
Mr. H. Chamberlain	Gate Porter
Miss F. Creed	Matron's Maid
Mrs. E. Davies	} Laundry Hands
Mrs. D. Dent	
Miss E. Goldworthy	
Mr. W. Green	Foreman Painter
Mr. E. Heath	Gate Porter
Mr. W. Pawling	Bricklayer's Labourer

*Plaistow Maternity Hospital*

Miss F. Henley	Sister Tutor
Miss U. Frost	House Warden
Miss R. Lockwood	Night Superintendent of Nurses' Home
Miss E. Shildrick	District Midwife

The Management Committee sends a message of thanks to all those who have given loyal and devoted service for a long period of years and wishes them health and happiness in their retirement.

### **AMENITIES FUNDS**

From the Endowments of the former Voluntary Hospitals, there has been formed a Hospital Endowments Fund and the Management Committee receives a share of the income from this Fund and is entitled to spend it for special purposes, such as amenities for patients and staff, which are outside the scope of ordinary maintenance. In addition to this, the Committee is able to receive voluntary gifts for similar purposes.

The Management Committee wishes to record its most grateful thanks to all those voluntary bodies which are doing such fine work to provide funds for amenities or whose members are giving personal service in a variety of ways. Many of these bodies were helping to raise funds or to supply linen and other equipment for the voluntary hospitals before the introduction of

the National Health Service and it is quite natural that they should wish to continue their work for those same hospitals. It is hoped, however, that in time their activities will be widened to embrace all the hospitals in the group without distinction.

In this connection it is well to recall the following words of Her Majesty the Queen at the opening of the Queen Elizabeth Hospital, Gateshead, on the 18th March, 1948:—

“ We must not think that the qualities of charity and endeavour which have given birth to this hospital will be any less required in the future than they have been in the past. A long and honourable chapter is coming to an end, and a new page in social history is about to be written. I have no doubt that the future will see our health services pre-eminent in the world by virtue both of their efficiency and of their ready ministering to the needs of all.

“ Yet we cannot afford to relax our personal efforts on behalf of our hospitals. The added duties shouldered by the State do not absolve us from the practice of charity or from the exercise of vigilance. The English way of progress has always been to preserve good qualities and apply them to new systems . . . We must hold fast to the human virtues which have made us great, and which, if carried forward into the new world that we seek to create, will make us greater still.”

## EVENTS OF THE YEAR

Hospitals are very busy institutions and apart from the routine work, which is itself most eventful, there are many happenings which are worthy of record. Some of the events of the year ended 30th June, 1949, are listed below:—

7th November, 1948.

‘ Remembrance Day ’ ceremony held in the Out-patients’ Department of Queen Mary’s Hospital, this building being the West Ham Borough War Memorial, attended by the Mayor of West Ham and Members of the Corporation, by the Chairman and Members of the Management Committee, by many members of the Nursing Staff of the group and by representatives of the British Legion and other bodies. Service conducted by the Rev. Alan Weir, Chaplain of Queen Mary’s Hospital.

14th November, 1948.

Birth of H.R.H. Prince Charles. Celebrations were held for patients and staff in all hospitals.

16th December, 1948.

At St. Mary's Hospital for Women and Children, the following beds and units were dedicated by the Rt. Rev. The Lord Bishop of Chelmsford:—

The John Weir Wing.

The Catherine Campbell Chisholm Bed.

The Florence Sharpless Bed.

The Sydney Millo Bed.

Tablet paying tribute to the work of the Matron and Nursing Staff during the air-raids.

Christmas, 1948.

The traditional carol services and celebrations took place, wards were decorated and, as usual, the Nursing Staff took endless pains to give the patients as happy a Christmas as possible. Hospitals held their customary staff functions. Toys were distributed by the West Ham Rotary Club and many other friends.

5th May, 1949.

First Group Dance held at East Ham Town Hall.

9th June, 1949.

Opening match of first Group Nurses' Tennis Tournament.

30th June, 1949.

East Ham Schools Hospital Fund Plaque unveiled at East Ham Memorial Hospital by Miss B. E. Snearey, Secretary of the Fund, to commemorate their 50 years' work. (Chairman of the Fund: Mr. B. Green.) Cheque presented by Mr. G. E. Russell, Treasurer of the Fund, as a donation for amenities.

## CONCLUSION

In this first report of the West Ham Group Hospital Management Committee, an attempt has been made to show how the Committee is endeavouring to carry out the important tasks which have been entrusted to it.

Its chief aim is to improve the facilities for patients in this area and to maintain and enhance the traditions of service which have been gained in the past by individual hospitals of the group. While seeking to co-ordinate their work, the Committee hopes that each of the units will keep its personal touch and will continue to foster the friendly atmosphere which makes so much difference to the happiness of the patients and staff alike.

L. COMYNS,

Chairman.

M. J. HUNTLEY,

Secretary.

## TIME-TABLE OF OUT-PATIENT CLINICS

Except in the case of a few special clinics the Appointments System is in force. On the first attendance either the General Practitioner or Patient should apply to the Senior Administrative Officer or Almoner at the Hospital concerned for an appointment.

### EAST HAM MEMORIAL HOSPITAL

#### Medical

Dr. H. W. Salmon .. .. .	Monday	a.m.	Old patients only.
	Monday	p.m.	New patients only.
Dr. A. Dick .. .. .	Wednesday	a.m.	
Dr. A. C. M. Elman .. .. .	Thursday	a.m.	

#### Surgical

Mr. A. J. Heriot .. .. .	Tuesday	a.m.	
Mr. R. Parkinson .. .. .	Friday	a.m.	

#### Gynaecological

Mr. D. G. Wilson Clyne .. .. .	Wednesday	a.m.	
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#### Orthopaedic

Mr. Leon Gillis .. .. .	Wednesday	p.m.	
	Thursday	p.m.	Old cases only.

#### Fracture

Mr. H. G. S. Korvin .. .. .	Tuesday	p.m.	
	Saturday	a.m.	

#### Ophthalmic

Mr. I. Spiro .. .. .	Thursday	p.m.	
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#### Ear, Nose and Throat

Mr. I. N. Vitenson .. .. .	Monday	a.m.	
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#### Dermatological

Dr. C. C. Ryan .. .. .	Tuesday	p.m.	
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#### Psychiatric

Dr. R. Strom-Olsen .. .. .	Friday	p.m.	
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#### Dental

Mr. L. Wigoder .. .. .	Friday	a.m.	Cases referred by Dentists in General Practice.
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### FOREST GATE HOSPITAL

#### Ante-Natal

Mr. H. R. England .. .. .	Monday	a.m.	
	Wednesday	a.m.	
	Friday	a.m.	

#### Post-Natal

Mr. H. R. England .. .. .	Tuesday	a.m.	
	Thursday	a.m.	

#### Gynaecological

Mr. H. R. England .. .. .	Tuesday	p.m.	
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## INVALID AND CRIPPLED CHILDREN'S HOSPITAL

### Surgical and Orthopaedic

Mr. K. Heritage .. .. . Tuesday a.m. By appointment.  
Massage and Remedial Clinics Monday—Friday, a.m. and p.m.  
Sunlight .. .. . Monday, Wednesday and Friday, a.m.

### Psychiatric

Dr. G. Somerville and  
Dr. J. E. Glancy .. .. . Monday p.m.  
Dr. Elizabeth P. Easton .. .. . Wednesday p.m.

### Ear, Nose and Throat

Mr. H. V. O'Shea .. .. . Wednesday p.m.

## PLAISTOW HOSPITAL

### Infectious Diseases

Dr. D. MacIntyre .. .. . Suspected cases seen at any time.

### Ear, Nose and Throat

Mr. C. J. Scott .. .. . Wednesday a.m.

## PLAISTOW MATERNITY HOSPITAL

### Hospital Clinics

#### Ante-Natal

Dr. P. G. S. Kennedy .. .. . Monday p.m.  
Dr. F. M. Hogg .. .. . Tuesday p.m.  
Dr. P. G. S. Kennedy .. .. . Wednesday p.m.

#### Post-Natal

Dr. P. G. S. Kennedy and Dr. F. M.  
Hogg (alternate weeks) .. .. . Friday p.m.

### District Midwifery Clinics

#### Plaistow

##### Ante-Natal

Dr. F. M. Hogg .. .. . Monday p.m.  
Wednesday p.m.

##### Post-Natal

Dr. F. M. Hogg .. .. . Alternate Fridays, p.m.

#### Stratford

##### Ante-Natal

Dr. F. M. Hogg .. .. . Alternate Mondays, p.m.

##### Post-Natal

Dr. F. M. Hogg .. .. . Once a month following Ante-Natal  
Clinic.

#### Victoria Docks

##### Ante-Natal

Dr. P. G. S. Kennedy .. .. . Alternate Fridays, p.m.

#### East Ham

##### Ante-Natal

Dr. F. M. Hogg .. .. . Alternate Mondays, p.m.

##### Post-Natal

Dr. F. M. Hogg .. .. . Alternate Mondays following Ante-  
Natal Clinic.



ST. MARY'S HOSPITAL FOR WOMEN AND CHILDREN

**Dermatological**

Dr. B. Lewis .. .. Thursday a.m.

**Medical**

Dr. A. Piney .. .. Monday p.m.  
Dr. G. R. Rossdale .. .. Wednesday p.m.  
Dr. I. Gordon .. .. Friday p.m.  
Dr. S. B. Dimson .. .. Saturday a.m.

**Surgical**

Mr. M. Harmer .. .. Tuesday p.m.  
Mr. T. Meyrick Thomas .. .. Friday p.m.

**Ear, Nose and Throat**

Mr. Cecil Malley .. .. Thursday p.m.

**Ophthalmic**

Mr. H. W. Applin .. .. Tuesday a.m.  
Mr. W. H. Gordon .. .. Saturday a.m.

**Dental**

Mr. J. W. Gilbert .. .. Monday a.m.  
Appointment Vacant .. .. Thursday a.m.

**Gynaecological**

Mr. J. Sophian .. .. Wednesday p.m.  
Miss B. Turner .. .. Friday a.m.



## SHORT HISTORY OF HOSPITALS FORMING THE WEST HAM GROUP

*In the following pages a brief history is given of the growth of the hospitals forming the West Ham Group. In the space available it has not been possible to enumerate the many eminent Physicians, Surgeons and Dentists who have done so much to build up the reputation of individual units, nor the members of the governing bodies and auxiliary societies such as Aid Committees, Ladies' Linen Leagues and other Welfare Organisations, which have given such loyal and devoted service.*

**East Ham Memorial Hospital** was founded as a voluntary Hospital in 1897 under the Chairmanship of Alderman John Henry Bethell. It was originally known as East Ham Hospital, and the cost of the building was contributed by Mr. J. Passmore Edwards.

The foundation stone was laid by Lady Tweedmouth in 1900, and the new hospital containing 20 beds was opened by The Countess of Warwick in the same year.

In 1904 an Out-Patient Department was opened by Colonel Ynyr Henry Burges, and in 1909 Sir John Henry Bethell, J.P., M.P. (later Lord Bethell), was elected first President. In 1915 the Hospital was enlarged to take an additional 5 beds, and from 1914 to 1918 the Hospital was approved and used by the Army Council for the reception of British sick and wounded.

In 1919 a special appeal was launched to raise funds to build a General Hospital as a memorial to the men of East Ham who gave their lives in World War I. H.R.H. Princess Louise, Duchess of Argyll, visited the Hospital in 1922. The building of the new General Hospital commenced in July 1926, and the Foundation Stone was laid by H.R.H. The Duchess of York, who was accompanied by H.R.H. The Duke of York, in October 1926.

The new Hospital, known as the East Ham Memorial Hospital, with a Bed complement of 100, and recognised as a complete Training School for Nurses, was opened in 1929. Her Majesty the Queen visited the Hospital in the same year. The names of over 2,000 local men who gave their lives in World War I are recorded on bronze panels in the Entrance Hall.

H.R.H. Princess Arthur of Connaught, visited the Hospital in 1930, and a Royal Charter of Incorporation was granted, and presented by The Lord Privy Seal, The Rt. Hon. Vernon Hartshorn, O.B.E., M.P., in the same year. A Nurses' Home Annexe was opened in 1931, and a Pathological Laboratory was opened by The Worshipful the Mayor of East Ham, Alderman C. W. Brading, J.P., in 1932. In 1937 Her Majesty the Queen graciously consented to continue her Patronage of the Hospital, an office she had held as Duchess of York since 1931.

In 1939 building commenced on a new block containing a Children's Ward and a Maternity Ward (later named the John Bethell Ward, and the Florence Bethell Ward respectively), and other necessary extensions, and the Foundation Stone was laid by the Minister of Health, The Rt. Hon. Walter Elliot, M.C., M.P., in July of that year. The new buildings, increasing the Bed complement to 131, were completed in May 1940. Further accommodation for Nursing Staff was also added.

From 1939 to 1945 the Hospital, with an emergency Bed complement of 214, formed part of the Ministry of Health Emergency Health Service. The Hospital was severely damaged by enemy action on many occasions, twice receiving direct hits which completely destroyed the Children's Ward, Boiler House, Main Kitchen, and Staff Dining Rooms, and also severing the ground and first floor main corridors. The Bed complement was increased to 138 in 1947 by the addition of 7 cots, and in the same year "The Pollards" was acquired jointly with Queen Mary's Hospital, for use, after alteration, as a Joint Preliminary Training School for Nurses.

**Forest Gate Hospital**, a Municipal Hospital, was established in 1854 as an Industrial School by the Guardians of the Poor of the Whitechapel Union.

In 1869 the Institution was transferred to the Board of Management of the Forest Gate Poor Law Schools District, which comprised Hackney, Poplar and Whitechapel Unions.

In 1890 a disastrous fire occurred at the Institution, when 26 boys out of a total of 84 who were resident, lost their lives.

In 1897 Poplar Union took over full control of the Institution and the functions of an Industrial Training School were continued until 1906. The buildings were closed from this year until 1908 when they were re-opened as a branch Workhouse. In 1911 the buildings were again closed.

In 1912 the Institution was purchased by the West Ham Board of Guardians; alterations to buildings and equipment, were carried out, and in 1913 the Institution was re-opened as The Forest Gate Sick Home.

Between 1914 and 1919 the swimming bath attached to the Institution's laundry was used extensively by the Schools in the district. (The bath was subsequently filled in and in 1933 was being used as a Handicraft Centre. In 1948 the building was being used as an Ante-Natal and Post-Natal Clinic.)

In 1930, under the Local Government Act 1929, the Home was transferred to the County Borough of West Ham Public Assistance Committee, and renamed Forest Gate Hospital. At this time the Bed complement was 550, and accommodation was provided for Maternity patients, Mentally Defective patients, and Chronic Sick.

In 1931 temporary buildings were erected to provide accommodation for 200 patients from The Central Homes, bringing the Bed complement of the Hospital up to 750.

During the war the Hospital was very badly damaged on many occasions by enemy action, including two direct hits which necessitated the demolition of 5 wards.

In 1944 the Hospital was appropriated by the Public Health Committee from the Public Assistance Committee.

The building of a new Maternity Unit to accommodate 102 patients was commenced in 1947.

Between 1939 and 1948, owing to War Damage, crowding of Beds and unsuitable accommodation, the Bed complement of the Hospital was reduced to 201.

**Invalid and Crippled Children's Hospital**, a voluntary Hospital, was founded in 1894 as the Canning Town Women's Settlement Hospital. In 1905 a new Hospital was built.

The Invalid and Crippled Children's Society was formed in 1914 under the Chairmanship of Dr. Lilian Simpson to carry on the work in the southern half of the Borough of West Ham, when the Invalid Children's Aid Association moved from the South to the North of the Borough.

In 1923 the Hospital in Balaam Street, previously open for both Women and Children, was transferred by the Canning Town Women's Settlement to the Invalid and Crippled Children's Society, rent free, together with the Nurses' Home and equipment, to be used entirely for children. Accommodation for 26 children was available. In this year Bainbridge Home, Seaford, was leased for nine months of the year as a Convalescent Home, with accommodation for 26 children.

In 1924 H.R.H. Prince Henry graciously consented to become Patron of the Society and in the same year the Bed complement was increased to 28. In 1925 an X-Ray Department was opened.

In 1927 Mr. R. Kennedy Cox, J.P., (later Sir Reginald Kennedy Cox) was elected first President, and the lease of Bainbridge Home expired and temporary convalescent accommodation for 18 children was secured at Buckhurst Hill. In the same year a site for a new and permanent Convalescent Home was obtained at Shoeburyness and plans for the building were prepared.

The Invalid and Crippled Children's Society was incorporated in 1928.

In 1929 Sunshine Home, Shoeburyness, was opened by H.R.H. Prince George as a Convalescent Home with accommodation for 23 children. In 1932 a new Out-Patient Department at the Hospital was formally declared open by Major

General J. E. B. Seely, P.C., C.B., C.M.G., D.S.O., T.D. (later Lord Mottistone). A new open-air ward was opened in 1933, increasing the bed complement to 36.

A new wing at the Sunshine Home was opened by Lady Seely in 1935, increasing the bed complement of the Home to 54.

From 1939 to 1945, with the exception of about 12 months when one ward was open, the In-patient Department of the Hospital was closed. During the same period the Sunshine Home was requisitioned by the Army Council.

The Hospital suffered damage from enemy action on several occasions, but happily did not receive a direct hit.

**Plaistow Hospital**, a Municipal Hospital, originated from the West Ham Board of Guardians' Smallpox Hospital established in Western Road in 1871, the Poplar Board of Works Infectious Diseases Hospital established in Samson Street in 1878, and the West Ham Local Board's Smallpox Hospital established in Prugel Street in 1884.

In 1892 West Ham Borough Council obtained the loan, for a period of six months, of the Hospital in Western Road, for the reception of cholera cases, should occasion arise.

In 1894 the Smallpox Hospital in Prugel Street was permanently closed, and the Infectious Diseases Hospital in Samson Street was purchased by the West Ham Borough Council from the Poplar Board of Works. In 1895 the Smallpox Hospital in Western Road was purchased by the West Ham Borough Council from the West Ham Board of Guardians.

The two recently acquired Hospitals were separated by a part of Western Road which ran south of Southern Road. This road was closed and a large island site made available for a new Infectious Diseases Hospital.

In 1896, after renovations, the Hospital in Samson Street, containing 4 Wards with a total Bed complement of 72, was opened for the reception of patients as Plaistow Fever Hospital, and the demolition of the Hospital, previously in Western Road, and the preparation of the site for the enlarging of the Hospital commenced.

In 1898 the Fever training of probationers at the Hospital commenced, and in 1899 the Foundation Stone of the new buildings was laid by The Worshipful the Mayor of West Ham, Alderman M. Adamson, J.P., A.M.I.C.E., M.San.I.

In 1901 the new buildings were declared open by The Worshipful the Mayor of West Ham, Councillor A. Bishop, J.P. This extension together with the 4 Wards of the original Hospital in Samson Street, the only original buildings remaining, provided accommodation for 210 patients, a large Staff Home, a Laundry, and a Disinfecting Station.

At this time the Hospital was considered to be one of the most up-to-date Infectious Diseases Hospitals in the country. The Barrier method of nursing infectious cases was originated at Plaistow Fever Hospital.

In 1906 the Hospital was recognised by the Universities of Oxford, Cambridge and London and also the Royal Colleges, for the training of Medical Students in infectious diseases, and during the following 37 years over 3,000 students received their fever training at Plaistow.

Between 1939 and 1945 the Hospital was damaged by enemy action on several occasions, including a direct hit which destroyed one wing of the Staff Home. In 1947 the four original wards were placed at the disposal of Queen Mary's Hospital as a medical In-patient Department.

In view of the fact that the Hospital was available for acute medical cases in addition to infectious diseases, the Hospital Management Committee changed the name of the Hospital to Plaistow Hospital in October, 1948.

**Plaistow Maternity Hospital and District Nurses' Home,** a voluntary Hospital, was found in 1889 by Miss Katherine Twining to carry out Maternity and General Nursing work in the homes of the patients. It was originally known as " St. Mary's Nurses ".

In 1894, Nos. 17 and 19 Howards Road were purchased, and formed the beginning of the present Nurses' Home. The Mid-wifery Training School and District Nursing Training School was also started in this year.

In 1895 the name of the Hospital was changed to the Maternity Charity and District Nurses' Home; Trustees were appointed, and a Committee formed under the Chairmanship of The Rt. Rev. The Lord Bishop of Colchester. Further land was acquired in Howards Road and the Nurses' Home extended in 1898.

A second floor was added to the Nurses' Home in 1901, and in this year branch homes were founded at the Docks, Stratford, and East Ham (2). In 1904 accommodation for 12 In-patients was made available by the acquisition of Nos. 24 and 26 Howards Road, and a Branch Home was opened at Barking.

In 1907 H.R.H. Princess Louise, Duchess of Argyll, graciously consented to become Patroness. The Bed complement was increased to 20 in 1911 by the acquisition of No. 28 Howards Road, and in 1915 Chesterton House was purchased and used as a centre for Ante-Natal, Post-Natal and Infant Welfare work.

In 1922 plans for a new Maternity Hospital were approved, and work on the new building commenced. In the following

year the ground and first floors of the new Hospital, with accommodation for 42 patients, were opened by H.R.H. Princess Mary. This new accommodation for In-patients replaced the accommodation at Nos. 24, 26 and 28 Howards Road.

In 1926 the name of the Hospital was again changed to Plaistow Maternity Hospital and District Nurses' Home, and in 1929 the second floor was added, increasing the Bed complement to 60.

Two new wings of the Nurses' Home (St. Ursula's and St. Katherine's) and a Lecture Hall were completed and opened in 1936. During the past 44 years over 6,000 pupil midwives have been trained and passed the examination of the Central Midwives Board. In 1938 when the Central Midwives Board divided the midwifery examinations into two parts, Plaistow Maternity Hospital was one of the very few hospitals in the country to be recognised both for Part I and Part II.

In 1940 the work of the District Nursing Branch at East Ham was taken over by the East Ham District Nursing Association, and from this year until 1946 the In-patient Department was evacuated to "The Suntrap", High Beech, Loughton. During this same period the Ministry of Health Emergency Maternity Hospital at East Haddon Hall, Northampton, was staffed by Plaistow Maternity Hospital.

On many occasions the Hospital and its branch homes were damaged by enemy action, including a direct hit on the Hospital by a 500lb. bomb which failed to explode, and a direct hit which partially demolished the Docks Home. The District Home at Barking was transferred to the Essex County Council on the Appointed Day.

**Queen Mary's Hospital for the East End**, a voluntary hospital, originated from the West Ham, Stratford and South Essex Dispensary, which was established in Romford Road in 1861. The first President appears to have been Sir Thomas Fowell Buxton, Bart., and the first Treasurer, Mr. John Evans. The Dispensary was transferred to West Ham Lane in 1879 on a site given by Mrs. Mary Curtis of Stratford, and in 1886 a Committee was formed to add to the Dispensary by providing a Hospital. The Foundation Stone was laid by H.R.H. The Duke of Cambridge in 1888, and the building, with accommodation for 32 patients, was opened by His Grace The Duke of Westminster in 1890. The Hospital then became known as the West Ham Hospital.

In 1894 Mr. Passmore Edwards undertook to build a new wing and he, himself, laid the Foundation Stone. This was followed by a further extension, the Foundation Stone being laid by her Grace The Duchess of Marlborough in 1907. The title of the institution was changed from West Ham Hospital to

West Ham and East London Hospital in 1902, and again to West Ham and Eastern General Hospital in 1910. The number of available beds was increased to 110 in 1912.

During the 1914—1918 war, the Sunday School Hall at the rear of the Conference Hall was placed at the disposal of the Hospital, and 38 beds were added to accommodate wounded soldiers. In 1915 the St. John's Vicarage adjoining the Hospital was acquired for extension purposes. In 1916 Their Majesties King George V and Queen Mary visited the Hospital, Her Majesty graciously became Patron of the Hospital and the title was changed finally to Queen Mary's Hospital for the East End. A Royal Charter of Incorporation was granted in 1917.

Theydon Towers, Theydon Bois, was presented to the Hospital by the South West Ham Committee for use as a Children's Convalescent Home and was opened by H.R.H. Princess Mary in 1921. At a later date the house was sold and the proceeds invested as a fund for meeting the cost of children's convalescence.

In 1917 Mr. Charles Lyle made a gift of £10,000 towards the cost of a Maternity Wing in memory of his wife, Margaret Lyle, who was the mother of the Chairman, Mr. C. E. Leo Lyle (now Lord Lyle of Westbourne, J.P., Vice-Patron of the Hospital). The Foundation Stone of the Nurses' Home was laid by Mrs. C. E. Leo Lyle in 1922. The "Margaret Lyle" Maternity Wing was opened by The Countess of Pembroke and Montgomery in 1923, thus increasing the bed complement to 160. H.R.H. Prince Henry (now Duke of Gloucester) graciously consented to become President of the Hospital, and in the same year the Foundation Stone of the Out-Patient Department, which is the West Ham Borough War Memorial, was laid by Alderman Will Thorne, J.P., M.P. H.R.H. Prince Henry opened the new Nurses' Home in 1923 and the Out-Patient Department (West Ham War Memorial) at 11 a.m. on the 11th November, 1924.

Queen Mary's Hospital had for many years trained its own nurses and when the State Registration of Nurses came into force in 1921, it was recognised by the General Nursing Council as a complete Training School for Nurses. On the opening of the Maternity Wing, the hospital also became a complete Training School for Midwives until 1938 when the Central Midwives Board divided the examination into two parts and the hospital was recognised for Part I.

The next extension was the "Nicoll" Wing (a Memorial to Dr. Nicoll), the Foundation Stone of which was laid by the Lord Mayor of London (Alderman Sir Rowland Blades, Bart.) in 1927. The Wing was opened in 1928 by her Majesty Queen Mary, who was received on her arrival by H.R.H. Prince Henry,

President of the Hospital. In 1929, Mrs. Stanley Baldwin declared open the Isolation Block of the Maternity Wing.

In 1937, the Lord Mayor of London, Alderman Sir George Broadbridge, Bart., K.C.V.O., laid the Foundation Stone of the King George V. Operating Theatres and the building was opened by H.R.H. The Duke of Gloucester, K.G., in 1938.

In 1939 at the outbreak of War, the bed complement was 219 and during the War the Hospital formed part of the Ministry of Health Emergency Hospital Service, being used for air-raid casualties and service sick and wounded in addition to its normal work. On September 7th, 1940, the Westminster-Withers Wing, the oldest section of the Hospital, was destroyed by a direct hit from a bomb, which caused the death of 2 nurses and 6 patients. In the same week, the older portion of the "Margaret Lyle" Maternity Wing, the Kitchen and the Laundry were severely damaged.

In 1945 Mr. A. E. Mortimer Woolf, Honorary Consulting Surgeon of the Hospital, established a first class library for the Nursing Staff and made provision for its replenishment. In 1946, in order to relieve the bed shortage, Hillingdon House, Harlow, was leased on very generous terms from Mrs. E. H. Swire, as a post-operative surgical annexe. In 1947 with the cordial co-operation of the West Ham Borough Council, four wards at Plaistow Hospital were taken over as a medical in-patient department. In the same year "The Pollards" was acquired jointly with East Ham Memorial Hospital for use after alteration as a Joint Preliminary Training School for Nurses.

**St. Marys' Hospital for Women and Children**, a voluntary Hospital, was founded as St. Mary's Day Nursery in 1888 under the Chairmanship of the Rt. Rev. The Bishop of Barking. The site was presented by The Rev. Given-Wilson, and the building was erected by the generosity of The Rev. Henry Blisset.

The Foundation Stone was laid by Her Grace The Duchess of Westminster in 1892, and the Nursery, containing 6 Cots, was opened by Her Grace in 1893. In 1895 its name was changed to St. Mary's Day Nursery and Hospital for Sick Children. In 1896 the Bed complement was increased to 30, and again in 1898 to 38. In 1899 Lord Lister was elected first President.

In 1901 Her Majesty the Queen graciously consented to be Patron of the Hospital, and in the same year a special appeal was launched to raise funds to build a new In-Patient Hospital. In 1905 the name of the Hospital was again changed to St. Mary's Hospital for Women and Children.

The Foundation Stone of a new Hospital was laid by The Rt. Hon. The Lord Mayor of London, Sir George Wyatt Truscott, Bart., in 1909, and in 1911 the new building was opened for the reception of Patients, increasing the Bed complement to 66.



Her Royal Highness Princess Mary visited the Hospital in 1920, and again in 1923 to perform the opening ceremony of the Nurses' Home. In 1928 The Rt. Hon. the Lord Mayor of London, Sir Charles Batho, Bart., opened the first section of the new Out-Patient Department containing X-Ray rooms and Theatres.

In 1929 the Nurses' Tennis Court was opened and the surrounding grounds laid out by the County Borough of West Ham, and in the same year the Hospital was approved as an affiliated Training School for Nurses in conjunction with Poplar Hospital. Open-air balconies to the three floors were erected between 1931 and 1932.

The demolition of the original Hospital, built in 1892, and the building of a new Out-Patient Department commenced in 1939, and from this year until 1945 the Hospital formed part of the Ministry of Health Emergency Health Service.

The Hospital was badly damaged on several occasions by enemy action, including one direct hit on the uncompleted Out-Patient Department. Her Majesty the Queen visited the Hospital in 1940.

Her Majesty Queen Mary visited the Hospital in 1946 and declared the new Out-Patient Department open. In this year, The Rt. Hon. Lady Helen Seymour re-laid the original Foundation Stone which her mother, The Duchess of Westminster, laid in 1892. The Bed complement of the Hospital was increased to 100 in 1946.

STATISTICS—Year ended 30th JUNE, 1949

	Queen Mary's Hosp. (including Hillingdon House)	Forest Gate Hospital.	East Ham Memorial Hospital.	Plastow Hospital.	St. Mary's Hospital.	Plastow Maternity Hospital (including District Homes).	Invalide and Children's Hospital.	Sunshine Home.	East Ham Chest Clinic	West Ham Chest Clinic	TOTALS
<b>IN-PATIENTS—</b>											
Bed Complement at 30th June, 1949. ...	146	201	138	210	100	60	36	54	—	—	945
Average daily number of Beds, not available for various reasons during the year ...	20	—	8.9	58	4.5	2	8	2.9	—	—	104.3
Average daily number of beds occupied during the year ...	112	169	108.7	128.1	69.7	50.2	18.7	33	—	—	689.4
Highest daily number of Beds occupied in the year ...	129	184	126	153	91	64	34	51	—	—	—
Lowest daily number of Beds occupied in the year ...	97	154	90	105	44	33	8	3	—	—	—
Percentage of available beds occupied ...	88.9	84.1	84.2	84.3	73	86.6	66.8	64.6	—	—	82
Number of In-Patients in Hospital on 1st July, 1948 ...	113	178	114	130	77	40	18	21	—	—	691
Number of In-Patients admitted during the year ...	3396	1540	2618	1631	1811	1376	1135	220	—	—	13727
Number of In-Patients in the Hospital on 30th June, 1949 ...	111	174	113	138	66	46	28	44	—	—	720
Number of Births during the year ...	806	1384	448	—	1	1155	—	—	—	—	3794
Average number of days each Patient was resident ...	12	*13.1	15.2	28.8	14	13.4	6.1	52.3	—	—	*15.3
<b>OUT-PATIENTS—</b>											
Number of new Out-Patients during the year	28541	2146	15793	1071	4614	5538	1253	—	1800	1435	62191
Number of Out-Patient and Casualty attendances ...	138769	8665	112151	4009	28008	60203	8491	—	11697	6757	378750
Number of X-Ray Examinations ...	13138	—	11134	—	2977	—	255	—	4947	—	†36451
Number of Pathological Examinations ...	23700	7616	10608	2820	—	—	—	—	658	—	45402
Number of Physiotherapy Treatments ...	31125	—	48702	1723	390	—	9174	—	344	—	91458

**TOTAL STAFF IN GROUP**

	Full Time	Part Time	Total
MEDICAL (Non-Specialist) ...	31	12	43
NURSING ...	517	46	563
OTHER OFFICERS ...	653	238	891
	<u>1201</u>	<u>296</u>	<u>1497</u>

\* Excluding Mental Defectives.

† This figure does not include 29,384 examinations by Mass Miniature Radiography Unit.

IN-PATIENTS

Year	Number of In-Patients	Number of Beds Occupied	Number of Beds Available
1948	1,234	1,100	1,200
1949	1,345	1,200	1,300
1950	1,456	1,300	1,400
1951	1,567	1,400	1,500
1952	1,678	1,500	1,600
1953	1,789	1,600	1,700
1954	1,890	1,700	1,800
1955	1,901	1,800	1,900
1956	2,012	1,900	2,000
1957	2,123	2,000	2,100
1958	2,234	2,100	2,200
1959	2,345	2,200	2,300
1960	2,456	2,300	2,400
1961	2,567	2,400	2,500
1962	2,678	2,500	2,600
1963	2,789	2,600	2,700
1964	2,890	2,700	2,800
1965	2,901	2,800	2,900
1966	3,012	2,900	3,000
1967	3,123	3,000	3,100
1968	3,234	3,100	3,200
1969	3,345	3,200	3,300
1970	3,456	3,300	3,400
1971	3,567	3,400	3,500
1972	3,678	3,500	3,600
1973	3,789	3,600	3,700
1974	3,890	3,700	3,800
1975	3,901	3,800	3,900
1976	4,012	3,900	4,000
1977	4,123	4,000	4,100
1978	4,234	4,100	4,200
1979	4,345	4,200	4,300
1980	4,456	4,300	4,400
1981	4,567	4,400	4,500
1982	4,678	4,500	4,600
1983	4,789	4,600	4,700
1984	4,890	4,700	4,800
1985	4,901	4,800	4,900
1986	5,012	4,900	5,000
1987	5,123	5,000	5,100
1988	5,234	5,100	5,200
1989	5,345	5,200	5,300
1990	5,456	5,300	5,400
1991	5,567	5,400	5,500
1992	5,678	5,500	5,600
1993	5,789	5,600	5,700
1994	5,890	5,700	5,800
1995	5,901	5,800	5,900
1996	6,012	5,900	6,000
1997	6,123	6,000	6,100
1998	6,234	6,100	6,200
1999	6,345	6,200	6,300
2000	6,456	6,300	6,400
2001	6,567	6,400	6,500
2002	6,678	6,500	6,600
2003	6,789	6,600	6,700
2004	6,890	6,700	6,800
2005	6,901	6,800	6,900
2006	7,012	6,900	7,000
2007	7,123	7,000	7,100
2008	7,234	7,100	7,200
2009	7,345	7,200	7,300
2010	7,456	7,300	7,400
2011	7,567	7,400	7,500
2012	7,678	7,500	7,600
2013	7,789	7,600	7,700
2014	7,890	7,700	7,800
2015	7,901	7,800	7,900
2016	8,012	7,900	8,000
2017	8,123	8,000	8,100
2018	8,234	8,100	8,200
2019	8,345	8,200	8,300
2020	8,456	8,300	8,400
2021	8,567	8,400	8,500
2022	8,678	8,500	8,600
2023	8,789	8,600	8,700
2024	8,890	8,700	8,800
2025	8,901	8,800	8,900
2026	9,012	8,900	9,000
2027	9,123	9,000	9,100
2028	9,234	9,100	9,200
2029	9,345	9,200	9,300
2030	9,456	9,300	9,400

Year	Number of Out-Patients	Number of Services Provided
1948	1,000	1,000
1949	1,100	1,100
1950	1,200	1,200
1951	1,300	1,300
1952	1,400	1,400
1953	1,500	1,500
1954	1,600	1,600
1955	1,700	1,700
1956	1,800	1,800
1957	1,900	1,900
1958	2,000	2,000
1959	2,100	2,100
1960	2,200	2,200
1961	2,300	2,300
1962	2,400	2,400
1963	2,500	2,500
1964	2,600	2,600
1965	2,700	2,700
1966	2,800	2,800
1967	2,900	2,900
1968	3,000	3,000
1969	3,100	3,100
1970	3,200	3,200
1971	3,300	3,300
1972	3,400	3,400
1973	3,500	3,500
1974	3,600	3,600
1975	3,700	3,700
1976	3,800	3,800
1977	3,900	3,900
1978	4,000	4,000
1979	4,100	4,100
1980	4,200	4,200
1981	4,300	4,300
1982	4,400	4,400
1983	4,500	4,500
1984	4,600	4,600
1985	4,700	4,700
1986	4,800	4,800
1987	4,900	4,900
1988	5,000	5,000
1989	5,100	5,100
1990	5,200	5,200
1991	5,300	5,300
1992	5,400	5,400
1993	5,500	5,500
1994	5,600	5,600
1995	5,700	5,700
1996	5,800	5,800
1997	5,900	5,900
1998	6,000	6,000
1999	6,100	6,100
2000	6,200	6,200
2001	6,300	6,300
2002	6,400	6,400
2003	6,500	6,500
2004	6,600	6,600
2005	6,700	6,700
2006	6,800	6,800
2007	6,900	6,900
2008	7,000	7,000
2009	7,100	7,100
2010	7,200	7,200
2011	7,300	7,300
2012	7,400	7,400
2013	7,500	7,500
2014	7,600	7,600
2015	7,700	7,700
2016	7,800	7,800
2017	7,900	7,900
2018	8,000	8,000
2019	8,100	8,100
2020	8,200	8,200
2021	8,300	8,300
2022	8,400	8,400
2023	8,500	8,500
2024	8,600	8,600
2025	8,700	8,700
2026	8,800	8,800
2027	8,900	8,900
2028	9,000	9,000
2029	9,100	9,100
2030	9,200	9,200

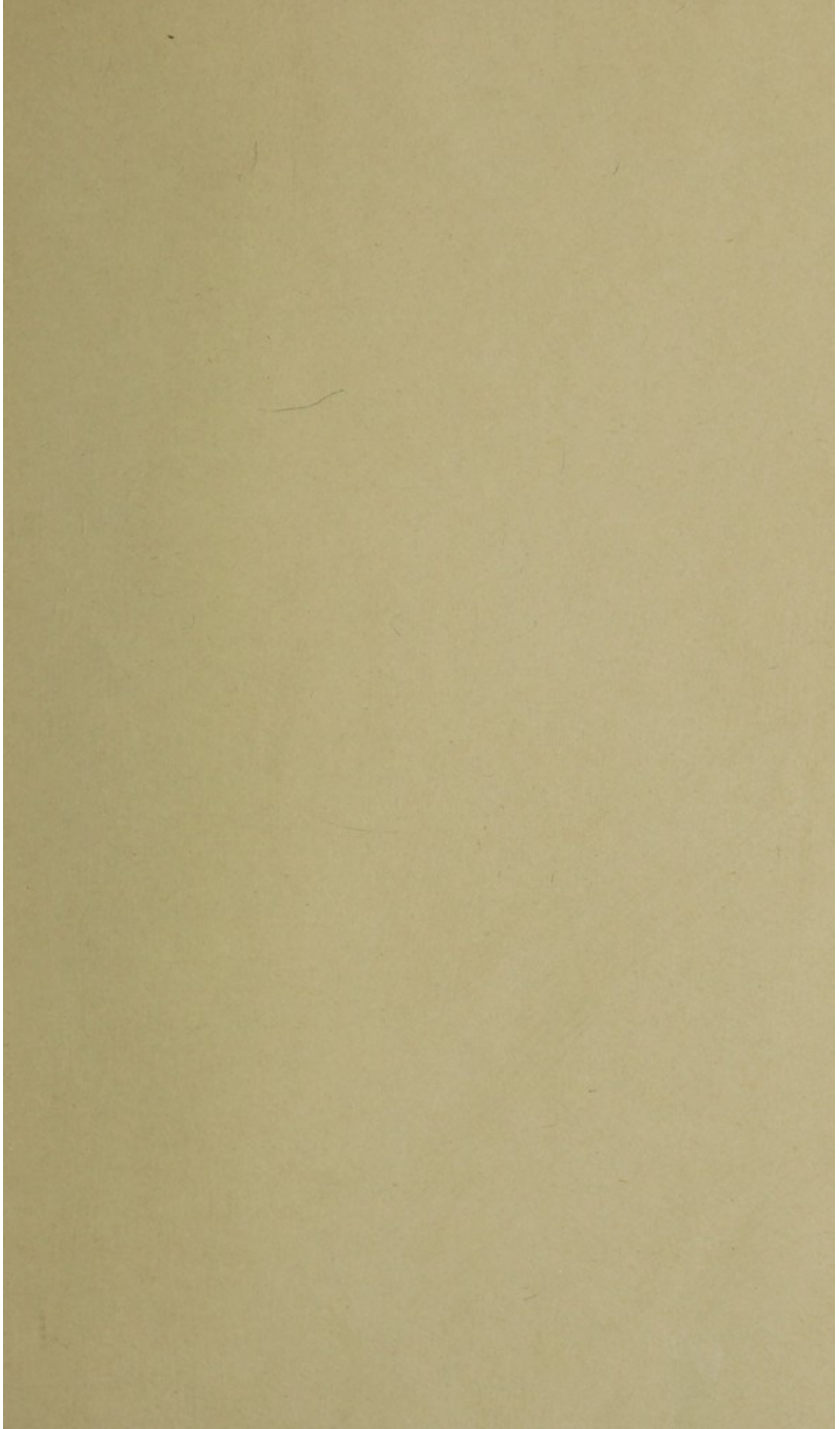
TOTAL STAFF IN GROUP

Medical Staff

Nurses

Other Personnel

This report is prepared for the purpose of providing a summary of the hospital's performance over the past year. It is intended to be used as a reference for future planning and to provide a basis for comparison with other hospitals in the community.



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Wilson & Whitworth Ltd.  
Stratford, E.15

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