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Contributors

Plymouth, South Devon and East Cornwall General Hospital Management Committee.

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*Plymouth, South Devon and East Cornwall
General Hospital Management Committee.*

(National Health Service Act, 1946)

REPORT

5th July, 1948 to 30th June, 1949.

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1948/49

The Plymouth, South Devon and East Cornwall

General Hospital Group

Beds

The South Devon and East Cornwall Hospital :

Devonport	65
Freedom Fields	428
Greenbank Road	249
Lockyer Street	32
The Royal Eye Infirmary, Plymouth.	50
Alexandra Maternity Home, Devonport.	64
Flete Maternity Home.	46
South Hams Hospital, Kingsbridge.	14
Tavistock Hospital, Tavistock.	40
Launceston Hospital and Rowe Dispensary	20
Pages Cross Hospital, Launceston.	69
Passmore Edwards Hospital, Liskeard.	20
Lamellion Hospital, Liskeard.	87
St. Barnabas Hospital, Saltash.	22
Stratton Hospital, Stratton.	20
Dawfield Hospital, Holsworthy.	54
*Polvellan Maternity Home, Looe.	20

1,300

Wadham House Assistant Nurse Training School, Liskeard.

**Closed down 31st March, 1949.*



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THE PLYMOUTH, SOUTH DEVON AND EAST CORNWALL
GENERAL HOSPITAL GROUP

Members of the Management Committee.

Chairman : H. W. WOOLLCOMBE.

Vice-Chairman : ALDERMAN MRS. J. MARSHALL.

C. A. BLASEBY.

N. BOWRING BETTS, M.B., F.R.C.S.

W. S. BURR, M.B., F.R.C.S.

C. E. G. BUSBRIDGE, L.M.S.S.A., L.D.S.

W. G. CROCKER.

J. ELIOTT.

G. FILDES, M.B., D.M.R.E.

J. F. HOLLOW, C.C.

MRS. L. A. HUTCHINSON, M.B., D.P.H.

G. E. LARKS, Ch.M., M.B., F.R.C.S., F.R.C.S.E.

W. A. LISTER, M.D., F.R.C.P.

W. E. MILLER.

T. T. P. MURPHY, O.B.E., T.D., B.Sc., M.D., F.F.A.R.C.S., D.A.

HON. MRS. E. A. NICOLSON.

S. L. PETER.

J. W. G. H. RIDDELL, M.C., M.D., F.R.C.S.E., F.R.C.O.G.

RT. HON. LORD ROBOROUGH.

T. H. STANBURY.

MISS D. M. WILLIAMS.

E. F. WILSON, F.R.C.S.

Secretary/Chief Administrator : ARTHUR R. CASH, F.H.A.

Deputy Secretary/Chief Administrator :

E. L. F. HOLBURN, F.H.A., F.I.A.C., A.I.B.

Finance Officer : H. C. BAILEY, A.I.M.T.A.

Supplies Officer : S. F. L. TYE, B.A.

Maintenance Officer : C. R. TOZER, A.R.I.B.A.

STANDING COMMITTEES

as at 30th June, 1949

Executive Committee.

Chairman : H. W. Woollcombe.

Vice-Chairman :

Alderman Mrs. J. Marshall.

G. E. Larks.

T. T. P. Murphy.

Hon. Mrs. E. A. Nicholson.

T. H. Stanbury.

Establishment Committee.

Chairman : H. W. Woollcombe.

Vice-Chairman :

Alderman Mrs. J. Marshall.

G. E. Larks.

T. H. Stanbury.

Miss D. M. Williams.

E. F. Wilson.

Maternity Committee.

Chairman : H. W. Woollcombe.

A. B. Concanon.

Mrs. L. A. Hutchinson.

Hon. Mrs. E. A. Nicolson.

J. W. G. H. Riddell.

Miss D. M. Williams.

Miss W. Yearling.

Finance Committee.

Chairman :

H. W. Woollcombe.

C. A. Blaseby.

J. Elliott.

T. H. Stanbury.

Nursing Advisory Committee.

Chairman :

H. W. Woollcombe.

C. A. Blaseby.

Mrs. L. A. Hutchinson.

Hon. Mrs. E. A. Nicolson.

Miss D. M. Williams.

Co-opted :—

The Senior Matron, South Devon
and East Cornwall Hospital,

The Matron, Royal Eye Infirmary,

One District Hospital Matron.

Three Sister Tutors,

The Director of Nurse Training,
Plymouth.

One Head Mistress.

Catering Committee.

Chairman : W. A. Lister.

W. E. Miller.

Co-opted :—

The Senior Matron, South Devon
and East Cornwall Hospital,

The Supplies Officer,

The Catering Officers,

The Dietitian.

HOUSE COMMITTEES :

South Devon and East Cornwall Hospital, Plymouth.

Chairman : C. S. C. Prance,
O.St.J., M.B., B.S., D.L.O.

Vice-Chairman : T. H. Stanbury.

Rev. E. J. Burt.
Rev. Canon N. H. Clarke.
W. G. Crocker.
Mrs. J. Foden.
T. A. Hunt.
Councillor Mrs. M. Jolly.
W. J. Law.
Councillor I. C. Lowe.
T. T. P. Murphy, O.B.E., T.D.
B.Sc., M.D., F.F.A.R.C.S., D.A.
Rev. Canon J. O'Byrne.
Councillor H. Porter.
J. J. Richards, J.P.
Rt. Hon. Lord Roborough.
Mrs. I. Roe.
J. F. Warren.
Councillor W. J. Wilks.
H. Winnicott.

Passmore Edwards Hospital, Liskeard ;

Lamellion Hospital, Liskeard ; & Wadham House Assistant Nurse Training School, Liskeard.

Chairman : Rev. C. White.

Vice-Chairman : B. C. Harward.

A. Cornford Bowden, L.D.S.
C. E. G. Busbridge, L.M.S.S.A., L.D.S.
Miss D. P. Foster.
N. Garrard, M.A., M.B., M.R.C.S.,
L.R.C.P.
C. Mavin.
Mrs. A. M. Morcom.
Mrs. J. H. Pitts.
E. S. Toogood, B.A., M.A., M.R.C.S.
L.R.C.P.

Royal Eye Infirmary, Plymouth.

Chairman : J. Elliott.

W. S. Burr, M.B., F.R.C.S.
W. G. Crocker.
P. Greeves, F.R.C.S., D.O.M.S.
F. J. Jones.
Councillor P. N. Washbourn.
Rev. R. de B. Welchman.

Alexandra and Flete Maternity Homes.

Chairman : Hon. Mrs. J. White

Vice-Chairman :
J. F. Hollow, C.C.

Mrs. C. H. Daymond.
Mrs. L. A. Hutchinson.
Mrs. L. Maddaford.
Mrs. L. Newbery.
Miss K. Winnicott.

South Hams Hospital. Kingsbridge.

Chairman :
Lt. Col. F. A. Ilbert.

Vice-Chairman :
N. Turner Downs.

Mrs. E. G. Conran.
P. E. Cove.
Mrs. J. Dawson.
G. Fildes, M.B., D.M.R.E.
A. Pearce.

HOUSE COMMITTEES (continued)

Tavistock Hospital.

Chairman : J. Heyden.

W. A. Burnage.
W. T. Duence.
Mrs. O. Johnstone.
P. W. S. Perry.
Rt. Hon. Lady Roborough.
J. H. Walters.
F. W. A. Watt, M.B., B.S.,
M.R.C.S. L.R.C.P.
Hon. Mrs. E. A. Nicolson.

Launceston Hospital and Rowe Dispensary ; St. Mary's Hospital, Launceston.

Chairman : S. L. Peter.

Vice-Chairman :

Miss D. M. Lethbridge.

C. Chudleigh.
Mrs. D. H. A. Galbraith,
D. H. A. Galbraith, M.R.C.S.,
L.R.C.P.
W. F. Hender.
Mrs. J. Hillman.
W. B. Matthews.
W. E. Miller.
D. M. O'Connor, F.R.C.S.I.
A. Sloman,
Rev. W. G. Steer.

St. Barnabas Hospital, Saltash.

Chairman :

N. G. Harry, B.A., M.B., M.R.C.S.,
L.R.C.P.

Vice-Chairman :

C. E. Underhill, M.P.S., C.C.

C. A. Blaseby.
G. W. Burrow.
J. H. K. Clarke, M.B., M.R.C.S.,
L.R.C.P.
H. J. Roden.
Miss M. Sambells.
G. Trahair.

Stratton Hospital, Stratton ; Dawfield Hospital, Holsworthy

Chairman :

Capt. A. D. Barrow.

Vice-Chairman :

Miss E. E. Batten.

N. Bowring Betts, M.B., F.R.C.S.
Rev. T. W. Gilbert.
R. H. S. Jones.
A. W. Martin.
Mrs. Y. K. Mortimer.
W. Spicer.
W. Stribley.

The Chairman and Vice-Chairman of the Management Committee are ex-officio members of all Sub-Committees.

**Appointed jointly with the Plymouth Special Hospital
Management Committee :**

Joint Supplies Committee.

Chairman : H. D. Gill, J.P.

Vice-Chairman : J. Elliott.

C. A. Blaseby.

J. Hollow, C.C.

W. A. Lister, M.D., F.R.C.P.

W. E. Miller

T. Peirson, M.D., M.R.C.S., D.P.H.

Councillor F. M. Ryall.

Councillor P. N. Washbourn.

H. W. Woollcombe.

Joint Maintenance Committee.

Chairman : H. D. Gill, J.P.

C. A. Blaseby.

J. Elliott.

D. F. Johnstone, M.R.C.S., L.R.C.P., D.P.H.

W. M. N. Mason, M.D., Ch.B., M.R.C.S., D.P.H.

W. E. Miller.

T. Peirson, M.D., M.R.C.S., D.P.H.

T. H. Stanbury.

Councillor P. N. Washbourn.

H. W. Woollcombe.

**REPORT OF THE PLYMOUTH, SOUTH DEVON AND EAST
CORNWALL GENERAL HOSPITAL MANAGEMENT COMMITTEE.**

FOR THE PERIOD 5th JULY 1948 TO 30th JUNE, 1949.

THE SOUTH WESTERN REGION.

It is now two years since the National Health Service Act was placed upon the Statute Book. Between November 1946 and July 1948 Regional Hospital Boards and Hospital Management Committees came into being.

The South Western Regional Hospital Board was appointed to act as agent for the Minister of Health in administering the hospital and specialist services in the area from Tewkesbury to the Isles of Scilly. The Board found it expedient to work through Committees concerned with hospital services, finance, general purposes, consultant and specialist services, mental health, buildings and estates, and nursing services.

Because the South Western Region was large, unwieldy and difficult to administer satisfactorily as one unit, a Regional Committee was set up for Devon and Cornwall.

THE MANAGEMENT COMMITTEE.

The Plymouth, South Devon and East Cornwall General Hospital Management Committee was appointed to control and manage, on behalf of the Regional Board, the following nineteen hospitals and institutions with a total bed complement of 1,273, and serving a population of approximately 340,000.

South Devon and East Cornwall Hospital,
Devonport, (formerly The Prince of Wales's Hospital, Devonport).
Freedom Fields, Plymouth, (formerly the City General Hospital).
Greenbank Road, Plymouth, (formerly The Prince of Wales's Hospital,
Greenbank Road).

Lockyer Street, Plymouth, (formerly The Prince of Wales's Hospital, Lockyer Street).

Royal Eye Infirmary, Plymouth.

Alexandra Maternity Home, Devonport.

Flete House Maternity Home.

Polvellan Maternity Home, Looe.

South Hams Hospital, Kingsbridge.

Tavistock Hospital.

Launceston Hospital.

Pages Cross Hospital, Launceston (formerly Launceston Public Assistance Institution).

Passmore Edwards Hospital, Liskeard.

Lamellion Hospital, Liskeard (formerly Liskeard Public Assistance Institution).

Wadham House Assistant Nurse Training School, Liskeard.

St. Barnabas Hospital, Saltash.

Stratton Hospital.

Stratton Isolation Hospital.

Dawfield Hospital, Holsworthy (formerly Holsworthy Public Assistance Institution).

In addition, the Management Committee are responsible for the welfare of the chronic sick at :—

Wolseley Home (formerly Ford House, Plymouth).

Gwynntor Hospital, Tavistock (formerly Tavistock Public Assistance Institution).

CHAIRMAN.

At the first meeting of the Committee held on the 16th June, 1948, the Chairman, Mr. H. W. Woollcombe, briefly reviewed the events which had led to the formation of the Committee and outlined their functions and powers. He reminded the Committee that it was their responsible task in conjunction with the Plymouth Special Hospital Management Committee and the Moorhaven Hospital Management Committee to provide the best possible hospital service in the area. Their ability to do so would for the time being be limited by the resources available, and the Committee would prepare plans for increasing these resources as and when circumstances permitted.

He stressed the need for close collaboration with other agencies concerned with health and hospital services and urged the members of the Committee never to lose sight of the interests of the patient which should always be predominant.

VICE-CHAIRMAN.

Alderman Mrs. J. Marshall was appointed Vice-Chairman of the Management Committee.

ACTING STAFF.

The first duty of the Committee was to appoint its senior executive staff particularly a Secretary and a Finance Officer. In this connection the Committee decided to advertise in the appropriate journals in order to draw from a wide field of candidates. In the meantime and in order that the Committee should be in a position to assume its responsibilities and carry out its functions as from the "Appointed Day", it was decided to ask Mr. Arthur R. Cash, Secretary/Superintendent of the Prince of Wales's Hospital, to act as Secretary and Mr. E. L. F. Holburn, Assistant Secretary/Superintendent of the Prince of Wales's Hospital, to act as Finance Officer until such time as permanent appointments could be made. The Senior Administrative Officers holding appointments at the constituent hospitals agreed temporarily to act as administrators responsible to the Acting Secretary for their respective hospitals.

The best thanks of the Committee are accorded to the Acting Staff for the way in which they assisted in the administration of the hospitals during the difficult transitional period.

SENIOR ADMINISTRATIVE APPOINTMENTS.

During the ensuing year the following permanent appointments were made by the Committee :—

Secretary and Chief Administrative Officer—

Mr. Arthur R. Cash, F.H.A., as from 29th September, 1948.

Deputy Secretary/Chief Administrative Officer—

Mr. E. L. F. Holburn, F.H.A., as from 1st December, 1948.

Senior Matron of the South Devon and East Cornwall Hospital—

Miss M. L. Francis, as from 1st December, 1948.

Deputy Senior Matron of the South Devon and East Cornwall Hospital—

Miss N. Ledgard.

and, jointly with the Plymouth Special Hospital Management Committee :—

Finance Officer—Mr. H. C. Bailey, A.I.M.T.A., as from 1st December, 1948.

Supplies Officer—Mr. S. F. L. Tye, B.A., as from 13th February, 1949.

Maintenance Officer—Mr. C. R. Tozer, A.R.I.B.A., as from 4th April, 1949.

Administrative Officers were also appointed to deal with the day to day work and to act as the local agents of the Chief Administrative Officer for the hospitals within the Group.

SUB-COMMITTEES.

The Committee appointed the following Sub-Committees :—

Executive,
Finance,
Establishment,
Catering,
Nursing,
Maternity, and

House Committees for the following hospitals :—

1. South Devon and East Cornwall Hospital, Plymouth,
2. Royal Eye Infirmary, Plymouth.
3. Alexandra and Flete Maternity Homes.
4. Passmore Edwards and Lamellion Hospitals, and Wadham House Assistant Nurse Training School, Liskeard, and Polvellan Maternity Home, Looe.
5. South Hams Hospital, Kingsbridge.
6. Tavistock Hospital.
7. Launceston and Pages Cross Hospitals, Launceston.
8. St. Barnabas Hospital, Saltash.
9. Stratton Hospital, Stratton Isolation Hospital, and Dawfield Hospital, Holsworthy.

CLINICAL AREA MEDICAL ADVISORY COMMITTEE.

There is a single Medical Advisory Committee for the Clinical Area which meets monthly and forwards recommendations to the Management Committee. This has been a very active body which has made many suggestions for the future development of the Group in their Survey and Report to the Management Committees in the Area.

DEATH OF MR. C. M. KENNEDY.

The Committee record with deep regret the death in July 1948 of Mr. C. M. Kennedy, M.B.E., F.R.C.S. (Eng)., Surgeon to the South Devon and East Cornwall Hospital. Mr. Kennedy's professional skill, his sound judgment, and help to patients and staff, earned the esteem and admiration of all who were associated with him. Since 1919 and until the three Voluntary General Hospitals of Plymouth were amalgamated by Act of Parliament in 1934, he had been on the staff of the then South Devon and East Cornwall Hospital, Greenbank Road, Plymouth, and from 1934 until the 5th July, 1948, on the staff of the former Prince of Wales's Hospital.

SENIOR MEDICAL STAFF CHANGES.

Having reached the retiring age for Surgeons, Mr. H. F. Vellacott, M.C., F.R.C.S. (Eng)., resigned from the Staff of the South Devon and East Cornwall Hospital on the 1st November, 1949, after 30 years of very active service.

In June, 1949, the Committee received the resignation as from the 1st January, 1950, of Mr. C. S. C. Prance, O.St.J., M.B., B.S. (Lond)., D.L.O., Surgeon to the Ear, Nose and Throat Department of the South Devon and East Cornwall Hospital.

In recognition of their signal services to the Hospital, the Committee agreed to confer upon each the title of Consulting Surgeon as from the date of retirement.

The Committee welcomed the appointment in February, 1949, as Surgeon to the Surgical Staff, of Mr. W. B. Waterfall, B.A., M.B., B.Chir. (Cantab)., F.R.C.S. (Eng).

UNIFICATION OF SERVICE.

While the Committee have found it convenient to work through sub-committees, they have administered the Group as, essentially, a single whole ; that is, they have sought to develop a unified system of staffing, supply, accounting and other services throughout the Group. This reorganisation had to be undertaken gradually and experimentally and subject to revision if necessary.

Unification of both the Physiotherapy and Diagnostic X-ray Departments at the Freedom Fields and Greenbank Road Hospitals, has been made effective.

The Committee also agreed to extend this policy of unification as opportunity offered and in particular to amalgamate the existing separate Pharmacy, Social Welfare and Medical Records Departments.

JOINT DEPARTMENTS.

Following agreement with the Plymouth Special Hospital Management Committee, Finance, Supplies and Maintenance Departments were established to meet the needs of both Committees. The work of centralising has started and will eventually result in an economy of administration.

Premises were acquired at 100-102 Union Street, Plymouth, and allocated for use by these Departments.

SURVEYS.

In addition to maintaining the hospital service existing on the 5th July, 1948, the Committee decided that their foremost responsibility was to assess the present and future needs and to formulate proposals for development throughout the area. As a first practical step the Committee's Consultant Architects were instructed to prepare an appreciation of the building, accommodation and planning problems in the form of a report containing recommendations as to the best lines of future development.

Secondly, the Senior Matron of the South Devon and East Cornwall Hospital was asked to report on the nursing services of the associated hospitals of the Group, and to put forward her suggestions for providing a full nursing service to meet future needs.

Thirdly, a Sub-Committee was appointed to relate these two reports to the conclusions reached in the report of the Clinical Area Medical Advisory Committee above-mentioned, and in due course to submit to the Management Committee a final report containing views on how present and future needs for the hospital service should be met.

WORKS COMPLETED.

The following works have been completed since the 5th July, 1948 :—

Devonport Hospital—

Provision of medical/surgical equipment rooms for all ward units and improved sluice room facilities.

Freedom Fields Hospital—

Reconstruction of the chronic wards block.
Provision of a new diagnostic X-ray department.
(Schemes originally planned by the Plymouth City Council.)

Greenbank Road Hospital—

Provision of medical/surgical equipment rooms for all ward units and improved sluice room facilities,

Modernisation of the Casualty and Diagnostic X-ray Departments,
Provision of a new Radiotherapy Department.

(Schemes initiated by the Board of Management of the Prince of Wales's Hospital).

The organisation of a Hearing Aid Diagnostic Centre and the provision of a Distribution Centre.

Tavistock Hospital—

Provision of nurses' quarters.

WORKS IN PROGRESS.

The following works are in progress :—

Devonport Hospital—

Provision of additional accommodation for Nurses.

Freedom Fields Hospital—

War damage repairs to Wards 5, 6, 7 and 8 and the conversion of Wards 5 and 7 into Children's Wards.
Adaptations to Sisters' Home and Nurses' dining room.

Greenbank Road Hospital—

Erection of chain link fencing to replace railings removed during the war.

OTHER SCHEMES.

Schemes approved in principle by the Regional Board and for which the Committee await starting dates :—

Devonport Hospital—

Remodelling and enlargement of the operating theatre suite.

Modernisation of the children's ward to minimise the risk of cross infection.

Freedom Fields Hospital—

Provision of a bed lift for the chronic wards block.

Greenbank Road Hospital—

Conversion of North Friary House into a nurses' home.

Modernisation of children's ward to minimise the risk of cross infection.

Schemes in the course of development :

Rebuilding of the nurses' home on the Woodland House site.

Provision of a new Physiotherapy Department to meet present day requirements.

Construction of new pathological laboratories to meet the needs of the Clinical Area.

Canteen for non-resident staff, Freedom Fields and Greenbank Road.

Provision on the Freedom Fields Hospital site of a temporary consultative out-patient department.

Finally, there are schemes of improvement and extension at other hospitals in the Group, consideration of which was deferred pending the receipt of the Consultant Architect's Report.

DEVONPORT MILITARY FAMILIES HOSPITAL.

The former Devonport Military Families Hospital (24 beds) was offered to the Regional Hospital Board on loan and the Management Committee have, upon the recommendation of the Clinical Area Medical Advisory Committee, decided to use it as a Thoracic Surgical Unit for Devon and Cornwall. The Hospital was formally handed over to the Management Committee in October, 1949.

ROYAL NAVAL HOSPITAL, PLYMOUTH.

Following discussions with Surgeon Rear Admiral Colborne of the Royal Naval Hospital, arrangements were made for the admission, with the patients' consent, of male patients who have Naval connections (i.e. Naval pensioners, H.M. Dockyard employees, relatives of Naval personnel) who are on the waiting list for admission.

REVIEW OF OUT-PATIENT ARRANGEMENTS.

Despite the difficulties arising because present day work has outgrown the existing facilities and although rebuilding and expansion has been stopped by the War and by subsequent limitations on building work, the Committee have effected improvements in the arrangements for the reception and treatment of out-patients.

They have limited unnecessary pressure on the Consultative Out-Patient Departments ; reduced waiting time to a minimum by extending the appointments system ; and, without incurring large expense, have catered for the convenience and comfort of out-patients.

The following services have been established since the 5th July, 1948 :-

Greenbank Road	Diagnostic Clinics for " Medresco " Hearing Aids. Distribution Centre for fitting and maintenance of Hearing Aids, this Centre covering practically all Devon and the whole of Cornwall. Additional Surgical Clinic. Additional Diabetic Medicine Clinic. Chiropody Treatment Clinic.
Devonport	Additional Surgical Follow-up Clinic.
South Hams	E.N.T. Clinic.
Launceston	Dermatological Clinic. General Medical Clinic.
Royal Eye Infirmary	School Children's Ophthalmic Clinic.

APPOINTMENT OF CHAPLAINS.

Special attention has been given to providing for the spiritual needs of both patients and staff in hospital. In consultation with the appropriate Church authorities, the Management Committee have appointed a part-time Chaplain to each of the principal denominations for every hospital for which they are responsible.

PAY BEDS.

The Regional Hospital Board is determining, with the approval of the Ministry, the extent to which hospital beds are to be ear-marked for use by full paying patients (under Section 5 of the Act) and by patients desiring to pay for privacy as an amenity (under Section 4 of the Act). When the accommodation to be reserved has been finally determined, the Management Committee will be responsible for its administration.

MATERNITY HOMES.

Upon the advice of the Maternity Sub-Committee, the Management Committee approved of the beds allocated for obstetrics at the Freedom Fields Hospital, the Alexandra Maternity Home, Devonport, and the Flete Maternity Home, jointly forming the main centre for maternity work in South Devon and East Cornwall. In addition, the Committee approved the Sub-Committee's recommendation that peripheral units should be at Tavistock, Liskeard, Launceston and Kingsbridge. Proposals were submitted to the Regional Hospital Board for the acquisition of suitable properties at Launceston and Liskeard for use as Maternity Homes.

CLOSURE OF STRATTON ISOLATION HOSPITAL AND POLVELLAN MATERNITY HOME, LOOE.

During the year under review, the Regional Hospital Board closed the Isolation Hospital at Stratton and the Polvellan Maternity Home, Looe.

JOINT NURSING COMMITTEE.

A Joint Nursing Committee, including representatives of the three Management Committees concerned was formed to replace the Committee which, prior to the "Appointed Day", had co-ordinated the Comprehensive Nurse Training Scheme of the former municipal hospitals. The Committee also took over the responsibility for the staffing, equipment and maintenance of the Preliminary Training School, associated with the above-mentioned Comprehensive Nurse Training Scheme.

CO-OPERATION IN SERVICE WITH OTHER MANAGEMENT COMMITTEES, LOCAL AUTHORITIES AND EXECUTIVE COUNCILS.

In order to establish effective liaison with Local Health Authorities and Executive Councils in the fields of the Health Service, where work of the respective authorities overlaps, a Liaison Committee comprising representatives from the Plymouth General, Special and Mental Hospital Management Committees; the Local Health Authorities; and Executive Councils, was formed. Representatives of the Committee have attended meetings called to consider matters which require planning on an area rather than a Management Committee basis.

APPRECIATION.

All sections of the hospitals' staffs succeeded in maintaining a high standard of work under conditions of considerable difficulty and the Committee take this opportunity of expressing their appreciation to the members of the Medical, Nursing, Administration and other Staffs for their loyal and faithful service.

CONCLUSION.

The first year of the National Health Service passed with less difficulty than was anticipated because everyone in the area—doctor, nurse and layman—did everything possible to help to ensure the success of one of the greatest adventures in social history in this country.

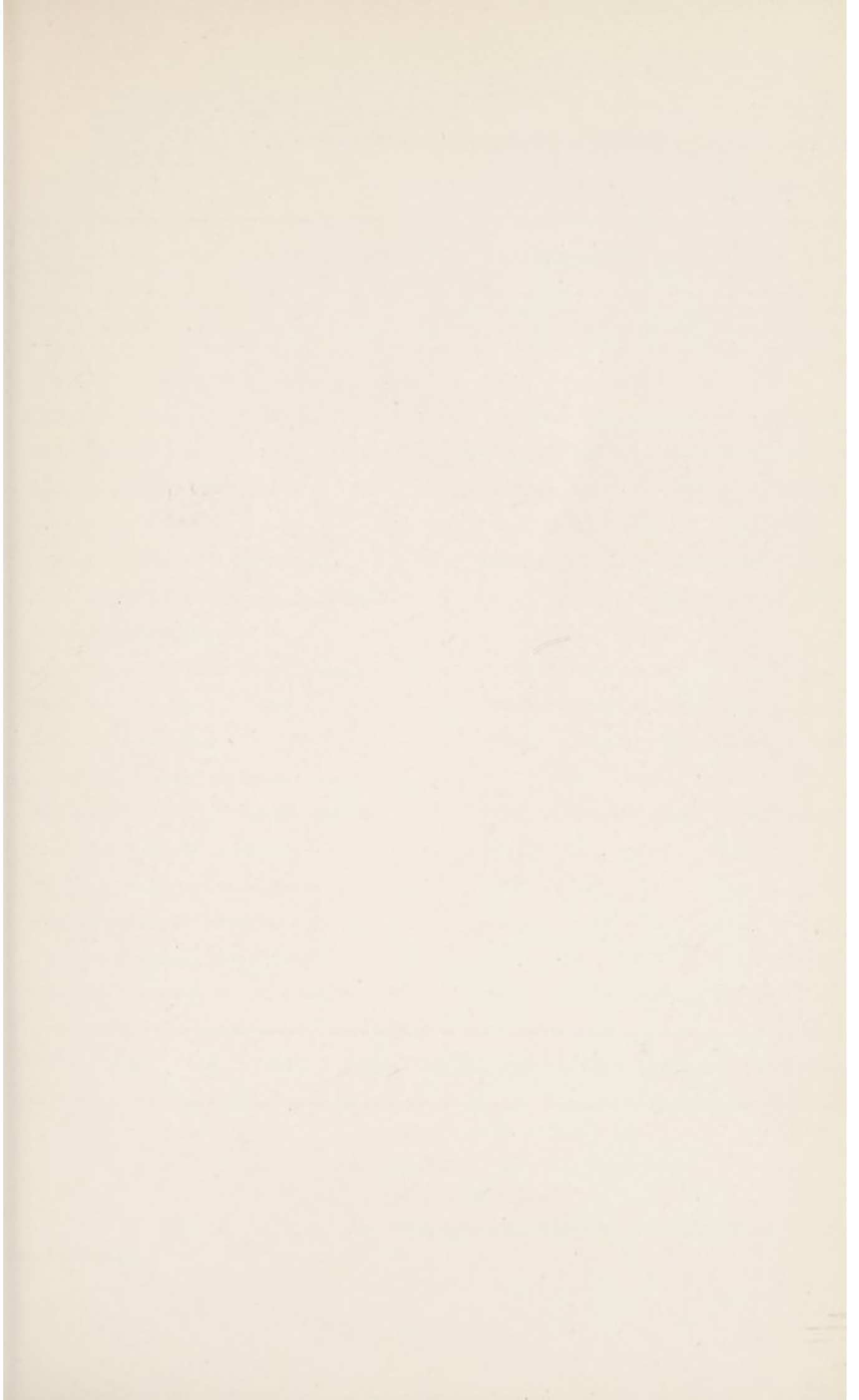
There has been the freest interchange of information and ideas between the General, Special and Mental Hospital Management Committees.

The members of the Management Committee, officials and staffs worked in close harmony to provide the citizens of Plymouth, South Devon and East Cornwall with as good a service as possible with the buildings and equipment at their disposal. Hospital and professional esprit de corps were crystallised in terms of service to the patient, the group spirit manifested itself and an integrated service is now within sight.

The nationalisation of the hospitals has not done away with the need for the continuance of personal interest in, and support for, their work. It is well to remember this, because without the spirit of voluntary service the nationalised hospital, though efficiently administered, may lose its soul.

H. W. WOOLLCOMBE, *Chairman.*

ARTHUR R. CASH, *Secretary to the Committee.*



PALMER, PRINTER, KENSINGTON PLACE, MUTLEY, PLYMOUTH.
