



Royal Hospital for Neuro-disability

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ROYAL HOSPITAL FOR NEURO-DISABILITY:
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Annual reports

Annual report, 1991

Ref No : GB 3544 RHN-AD-1-9

Getting out of **Putney** is quite an achievement.



At the RHHP we help as many as possible of our profoundly disabled residents to become independent enough to return to the community.

THE ROYAL HOSPITAL AND HOME, PUTNEY.
WHERE PEOPLE LEARN TO LIVE, AGAIN.



Annual Report

September 1991

The Charity's Objectives

To provide high standards of medical, nursing and rehabilitation management for those suffering from severe physical disability as a result of accident or disease.

To provide an environment where optimal levels of independence can be achieved within a secure and relaxed atmosphere.

To provide rehabilitation services to prevent deterioration, maintain independence and increase ability of our residents.

To provide day-hospital rehabilitation for disabled people who are still able to live at home.

To promote the education, welfare and rehabilitation of disabled people and their integration within the community.

To carry out research and development projects to improve the ability and quality of life of disabled people.

To promote teaching programmes and publications, and to disseminate information on the treatment of severely physically disabled people.



The Hospital in 1881.

Valedictory Message From Our President



After 38 years as President of the Royal Hospital and Home, Putney, it is now time for me to hand on those duties to my successor, the Marchioness of Douro, who will become the eleventh President — and the first woman — to hold that office.

Since I became President in 1954 the changes both in the Hospital itself, and in the treatment of and the attitudes to our patients have been immense. I have seen, with very great pleasure, the building of Chatsworth Wing in 1976; Alexandra Wing, which was opened four years later; Drapers Wing, which Her Majesty The Queen

opened in 1985, with the further storey opened by Her Royal Highness the Princess of Wales this year; the redevelopment of the Hospital called Project New Look which has transformed our old buildings into a modern hospital; and now Haberdashers House, the Transitional Living Unit, has been completed. All of these developments have depended on the unstinting generosity of the Hospital's great army of kind friends, and their undoubted success has depended not just on their sophisticated designs and equipment, but — like every other aspect of our Hospital's life — on the selfless dedication and skills of the staff.

During the post-war years our Hospital has led the country by building Britain's first Brain Injury Unit and now we are again leading the way with the country's first Transitional Living Unit. We are delighted not only to show and share with visitors from many countries the impressive medical and technical advances we have made, but also to demonstrate to them the over-riding emphasis we place on the quality of life of our patients.

But perhaps the greatest change I have seen in the long years of my Presidency has been an extremely simple one — the change of the Hospital's name. Since we were founded in 1854 we had been the Royal Hospital and Home for Incurables; but then in 1987 we became simply the Royal Hospital and Home, Putney. In the modern, forward-looking and vital atmosphere of our Hospital, the word "incurables" no longer seemed appropriate.

In the years that my successor will hold her high office, medicine, science and technology will all provide our patients with even greater help. She will know, as I most certainly do, that those who come here, however seriously disabled they may be, can now hope to live more independent and more fulfilled lives. They are not just patients living in hospital wards; they are our valued friends living in a very real, and very welcoming, home.

Dumshins



Chairman's Report

The RHHP's mission is to be the centre of excellence in the United Kingdom for the quality of life, treatment and rehabilitation of severely and chronically disabled people. We provide treatment and care for those severely disabled people for whom services are unavailable, or not easily available, elsewhere. This year emphasis has been given to developing programmes and procedures for the management of people with complex disabling conditions leading whenever possible to their return to the community. As the 1990s progress we aim to provide further specialist units for the different categories of disablement and to

develop our research and teaching programmes to help others to improve their services for severely disabled people.

Royal Visits

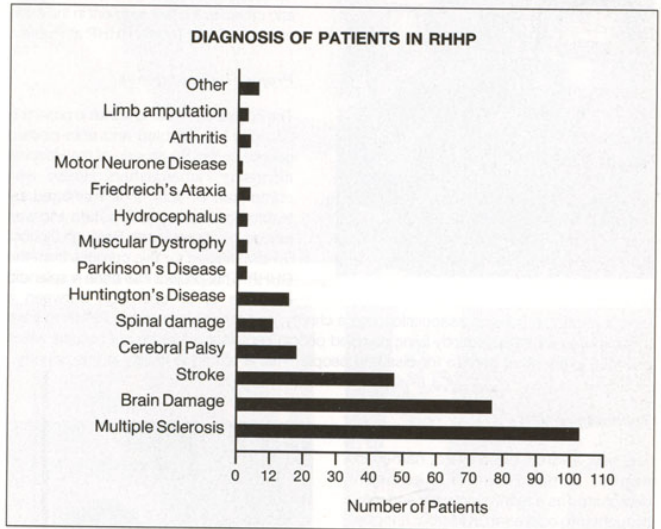
We were greatly honoured to be visited twice by Her Royal Highness The Princess of Wales this year; first an informal visit to get to know the Hospital on 6th March, and then on a warm, sunny day on 13th September a much longer visit to open the new Andrew Reed Ward. These were very enjoyable occasions, which gave an enormous boost to everyone's morale, and we hope very much that it will not be long before Her Royal Highness can spare the time to visit us again.



Our Patients

As can be seen from the diagram opposite, our patients' disabilities inevitably produce complex problems with almost everyone requiring a wheelchair — those

who do not are those who have benefited from our rehabilitation programmes and will shortly be returning home. The severity of the disability is such that many are unable to speak and about one third of our patients have difficulty in swallowing. As many as 75% have incontinence, 30% confusion and 20% problems of aggressive behaviour. About 15% of our patients are in prolonged unconsciousness, which is an extremely difficult group to care for. Even more relevant is the fact that over 65% have three or more of these conditions present in combination. It is a great tribute to the skilled treatment and care they receive that less than 5% of our patients have pressure sores of any degree, which is an incredibly small number in view of the severity of their disability.



New Units This Year

Haberdashers House

In September we opened the Transitional Living Unit, which has been called Haberdashers House in recognition of the generous support we have received from Haberdashers Company. This is a new concept in the United Kingdom and it provides a residential social training unit as a halfway house between hospital and community. The purpose is to provide a training programme for mainly young disabled people, whose return to community living is complicated by problems of planning their day, structuring time, decision making, and controlling their environment. The unit is made up of single and



double rooms for 14 people. It is used as the stage of treatment following rehabilitation in the Brain Injury or Rehabilitation Units, but it is also used for external referrals mainly by young disabled school leavers, especially those with cerebral palsy, who are adapting to life in the adult world. The new unit complements our continuing care, rehabilitation, and day hospital services and provides the last segment in the circle of care offered by the RHHP at Putney.

Project Independence

The integrated housing scheme providing 27 units for disabled and able-bodied people on the South side of the Hospital alongside Haberdashers House was completed in July. It is managed by Habinteg Housing Association and was funded by Wandsworth Borough Council on land leased for this purpose from the RHHP. This project has been a splendid example of co-operation between a

local authority, a housing association and a charity, and it has enabled the RHHP to have a community for independently living disabled people immediately beside our hospital which provides every other service for disabled people. This is a unique facility in this country.

Technology Unit

The new Andrew Reed Ward, named in honour of our Founder, has been designated as a technology unit and was brought into operation in March. It forms a second storey to Drapers Wing and it was completed on schedule in 12 months at a cost of £1.3 million. It offers long term residential care for severely disabled people who can benefit from new technology, including the better use of materials, creative design of equipment, computers, environmental controls, communication aids, and robotics. The unit, along with the Computer Communications Department, also acts as the clinical base for engineering research and development.



Our new President is welcomed by Dr Andrews.



It's tiring but wonderful to be out of a wheelchair.



Off to Lourdes — an ecumenical send off.



One days visit is worth one months therapy.



A different approach to tender loving care.



It's warm, it's relaxing, it's hydrotherapy.



We're so pleased to see you here again.



Kite flying investiture.



Therapy kitchen — nothing like home cooking.



A change of scenery.



Another TV star is born.

Residential Unit for Young People



The redevelopment of Evitt Ward was completed at the end of September. We also had to renew the old roof above it and the total cost was £630,000. In recognition of the special social and recreational needs of young people, this 18-bedded ward is being used for the benefit of severely disabled young adults in long term residential care.

Board of Management

I am very sad to report that Mrs A J Meglaughlin died in February. She had been a Board Member for 22 years and will be very much missed by all her friends at the RHHP. Our thanks are due to Dr J N Agate, Mr and Mrs J N Mendelsohn, and Dr J Watkinson, who left the Board this year after many years of service to the Hospital.

Development Trust for the Young Disabled

Many changes have taken place in the Trust, our connected charity, during 1991. Mr A W Clements, who was until recently, the Finance Director of ICI, was elected Chairman. Mr Van Zwanenberg, Lady Norton, and Mr Zamboni resigned during the year. We are greatly indebted to them for all they have contributed to the success of the Trust through the years. Mr Richard Radcliffe, who is also a member of the Board of Management, was elected a new Trustee.

The Board of Management thanks the Trustees for their tremendous support and their most generous gift of £418,000 towards the RHHP's development schemes and research projects this year.

In December 1991 it is intended to change the name of the Development Trust for the Young Disabled to "Living Again", described as a research, development, and rehabilitation trust for profoundly disabled people. The change should provide a more comprehensive description of the Trust's work and consequently give a better indication of how funds are used.

Renewed Thanks

The Board of Management expresses its deep appreciation for the hard work and devotion to duty of the RHHP's staff at all levels and to all those who have helped the Hospital this year — our fund raising committees, Authorised Visitors, friends and voluntary workers. Their dedicated service is an inspiration to us all, and the happy atmosphere which prevails both in the Main Hospital and in John Howard House reflects the selfless care which is unstintingly given. The continuing support we receive from every side encourages and inspires us to renew our efforts to advance and increase the valuable work of this long established Charity.

A K S FRANKS
Chairman of the
Board of Management



Chief Executive's Report

Our Staff

The complex needs of our patients require very special people to look after them. We are extremely fortunate in having attracted some exceptional professionals to work with our patients and they take great pride in working together as an interdisciplinary team. Our staff establishment is 606, of which 375 provide ward services under the Director of Nursing Services, and a further 77 are medical, therapy, and other professional staff who are directly concerned with the treatment of patients.

We have welcomed three newcomers to our senior management this year. Mr Stanley was appointed Director of Finance in place of Mr Howie, who retired after 11 years at the RHHP. Mr Palethorpe was appointed Director of Estates and Hotel Services, and Dr Khanderia was appointed Principal Pharmacist in place of Mr Rohlfing, who retired after 12 years service.

Miss Hynan, Clinical Nurse Manager, was awarded the BP Travel Scholarship and visited Transitional Living Units in California in preparation for her role in managing the start-up period of the new Haberdashers House. Miss Le Patourel, Chief Speech Therapist, and Mrs Hendry, Dental Manager, have both visited the Julia Farr Centre in Australia. Mrs Haynes, Chief Dietitian, was awarded a scholarship from Abbott Laboratories to attend a conference in Athens, and Mrs Wood, Senior Speech Therapist, received a travel award to attend a conference in Oslo.

Professional Development

We place considerable importance on staff training and development both to improve professional standards and to attract high quality staff to the RHHP. This year seven

members of staff are taking higher degrees at Master level, two of the nursing staff are studying for diplomas in Health Service Management, and the Personnel Manager is about to take her final examination for the Institute of Personnel Management. All clinical departments carry out in-service training, usually on a weekly basis, and teaching sessions take place fortnightly, which are open to everyone in the Hospital. All new staff attend a one week induction course to help them understand the special needs of our disabled population.

The Department of Nurse Education is the only teaching facility in the UK to run the English National Board Course 350, a 24 week training in Nursing for Disabled People. The successful completion of this course is a requirement for all our Ward Managers. Two adaptation courses are held each year to qualify overseas nurses for United Kingdom Registration. There is great demand for places on these courses and they enable us to recruit high quality nursing staff. All Healthcare Assistants are given formal training which provides a National Vocational Qualification on completion.

Audit and Quality Management

Regular auditing of the wards is now taking place. This provides a measurement of staff performance and patient satisfaction against set standards, enabling us to monitor and improve the quality of our nursing and medical services. In addition six Quality Circles provide staff at all levels with the opportunity to discuss work-related problems and to propose actions to improve the quality of life of patients and the efficiency and morale of staff. All complaints regarding patients are investigated by the Quality Assurance Nursing Officer and her assistant who also monitor nursing standards throughout the Hospital.

Special Activities

Social and recreational activities have continued to grow under the supervision of the Patients Activities Organiser and Volunteer Co-Ordinator. We have over 120 volunteer workers and the activities they run include a photography club, a residents' choir, poetry appreciation, music group, library service, film shows, and art activities, and they organise regular outings to musical and sporting events, as well as sightseeing in the London area and the countryside.

One exciting activity this year was a Music Workshop, which was run in collaboration with the Green Light Music Company. Over a three week period 20 patients assisted by staff wrote the words and music for a musical. They prepared the costumes and scenery as well as acting and playing simple musical instruments. A similar workshop is planned to take place in 1992.

Future Building Programme

Apart from the three old wards in the Southern half of the West Wing, the whole Hospital at Putney has now been modernised to standards which will see us through at least the first half of the next century, and it is our top priority to complete the redevelopment programme for these remaining three wards. We intend to let the contracts for the

redevelopment of Cathcart Ward and for the repair of the roof above it, as well as essential improvements to the services infrastructure, as soon as possible. Work will start in January and will be completed by the end of September 1992, costing £800,000.

In the period October/ November 1991 the Main Kitchen is being completely stripped and fitted out to modern standards at a cost of £113,000.

In addition, providing there are sufficient funds available in the second half of 1992, we will renovate the Assembly Room, which is long overdue for repair and redecoration because priority has been given to redeveloping the wards and treatment areas.

Information Technology

We started to implement our information systems strategy this year. The first phase has now been completed with the networked computerisation of the accounting function, the patient database, patients' monies, and supplies. Phase Two, which includes personnel, nurse management, catering, medical practice and pharmacy is already underway and will be completed in 1992. The immediate management information these computer systems provide is enabling the RHHP to be managed as efficiently and as effectively as possible and to maintain and expand our position at the forefront of disability medicine.

Publicity and Marketing

In order to improve the public's awareness of the services and facilities the RHHP has to offer, as well as to increase local support, a concentrated advertising and marketing campaign was conducted during 1991 and will continue through 1992. This involves the production of brochures describing the services offered by the RHHP, open-days for health care managers and professionals at the Hospital and a wide use of posters displayed on London Transport.

B E BLUNT
Chief Executive



Research Report

Our research programmes are supported by the Development Trust for the Young Disabled and other important foundations. The projects on the effect of music therapy in the management of brain damage, and the use of computers to improve abilities and to overcome disabilities continue. Most recently a new three year study on the effect of coma arousal programmes in brain damage has been started in collaboration with the Clinical Psychology Department of Surrey University. In house, the Engineering Research and Development Department continues to go from strength to

strength under the supervision of Mr. Ramsden. New seating systems are being designed and built and the department is undertaking a number of technology applications which will markedly assist patients to live more independent lives — often at very low cost. Other work includes research into dental infection of brain damaged people and a study into rehabilitation nursing.

Dr Maria Stokes, at present Senior Lecturer in Physiotherapy at the University of Queensland, has been appointed Deputy Director (Academic) and will take up her post in February 1992. We expect a considerable expansion of the research and teaching components of the RHHP when she is in post.

We are indebted to the eminent members of our Medical and Research Advisory Committee, who provide much time in giving advice and support to our research work. To assist this Committee we have set up an Engineering Research and Development Advisory Committee, which manages the specialised work of the Clinical Engineering Department and ensures that correct standards are applied and commercial practice is observed.

DR KEITH ANDREWS MD FRCP
*Director of Medical and
Research Services*



Treasurer's Report

Despite the recession it is gratifying to report that this year's operating deficit of £1.07 million was actually £15,000 less than the previous year. Costs were kept under close control and, after including essential roof repairs of £229,000 and depreciation, were £11.5 million, a rise of 5.3%. Within this, staff costs, which accounted for 72% of the total at £8.33 million, were only 3.9% higher than last year, reflecting great credit on the management in general and on nursing in particular in view of the pressures placed on our nursing staff by the heavy dependency of our patients on their services.

Income from charitable sources rose by 1.6% to £1.67 million and, although this was mainly due to a record £838,000 received from legacies, it is greatly to the credit of our Appeals Department that gifts and donations from other sources at £832,000 were only 16.1% down in a notoriously difficult year for fund raising. Once again we have to acknowledge the continued support of the Development Trust for the Young Disabled and from amongst others, UK Charity Lottery Limited and Swanbank Music. Investment income at £408,000 rose by 20.7% — another very good performance — and a capital gain of £506,000 was realised on the switch of investments during the year.

In view of the substantial value of our buildings at Putney and Brighton and the high cost of maintaining them we have thought it wise to increase our maintenance reserve to £1 million over the next few years. After taking into account the provision of £250,000 for this purpose this year and allowing for the other items mentioned above we recorded a surplus of income over expenditure of £623,000 which was £537,000 less than the £1.15 million spent on Project New Look Phase 3 (Andrew Reed and Evitt Wards) and equipment.

Our investment managers have once again performed well on our behalf and, despite having to draw down reserves from our Buildings and Equipment Fund, the value of our investments increased by 17.0% to £5.64 million. However the General and Buildings and Equipment Funds together stand at only £3 million and we will have to continue to rely heavily, as always, on income from voluntary sources to maintain our bed subsidy and our premises, as well as to achieve the future building plans designed to improve our services to and the quality of life of our patients.

We are still very dependent on legacies and the past year's satisfactory financial situation has to a large extent resulted from the increase in bequests to the RHHP. Legacies will always be a vital element in our revenue and we urge all our readers to encourage their families and friends to consider the RHHP when making a will.

These are times of great progress and change for the RHHP as we seek to advance our standards for the treatment and care of severely disabled people and to provide facilities and accommodation suitable for the twenty-first century. We do not shrink from trying to achieve our ambitious objectives, even through at first sight they may seem to lie beyond the reach of our finger tips. In this we do not take financial risks, but we do rely on receiving a continuing and increasing flow of funds from voluntary sources to provide the roughly £3 million we still need to meet the costs of the building programme.

J P R MALPAS
Treasurer

The Challenge Ahead

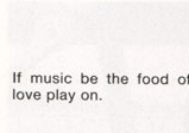
Redevelopment of Cathcart Ward	£630,000	1991/92
Major Repairs to the Southern part of the West Wing roof	£120,000	
Improvements to the services infrastructure of the Hospital (Hot water and electrical systems)	£ 50,000	
Main Kitchen refurbishment	£113,000	
Assembly Room refurbishment	£ 35,000	
Furniture and equipment	£ 50,000	
Redevelopment of Hunter Ward	£700,000	1992/93
Replacement of main lift	£ 40,000	
Improvements to staff accommodation	£100,000	
Furniture and equipment	£ 50,000	
Redevelopment of Coombs Ward	£750,000	1993/94
Furniture and equipment	£ 50,000	
Further major roof repairs	£100,000	1994/95
Improvements to staff accommodation	£100,000	
Improvements to John Howard House	£250,000	
	<u>£3,138,000</u>	



Santa helps us to reach the first post as we wheel our way up the £5 million appeal slope.



Now everyone wants a computer.



If music be the food of love play on.



New approaches to Speech Therapy.

© 1994 The British Society of Music Therapy



Covent Garden singers are always popular.



Lord Nelson himself would have been proud of Jim.



Enjoying the salt air at John Howard House.



Parking ticket at the Garden Party.



The Hospital 1991.

Income and Expenditure Account

for the year ended 30th September 1991

	1991		1990	
	£'000	£'000	£'000	£'000
OPERATING INCOME				
Maintenance fees		9,506		8,889
Dispensary		527		521
Other income		414		438
		<u>10,447</u>		<u>9,848</u>
OPERATING EXPENDITURE				
Staff costs	8,333		8,023	
Nursing, medical, therapy expenses	279		244	
Provisions	292		301	
Dispensary	373		356	
Energy and Water	229		194	
Buildings upkeep	442		441	
Exceptional roof repairs	229		—	
Services contracted-out	469		462	
Research expenses	43		73	
Other expenses	422		451	
Depreciation	410		392	
		<u>11,521</u>		<u>10,937</u>
OPERATING DEFICIT		(1,074)		(1,089)
OTHER INCOME				
Gifts and Donations	832		991	
Legacies	838		652	
	<u>1,670</u>		<u>1,643</u>	
Less: Fund-Raising Expenses	(131)		(132)	
	<u>1,539</u>		<u>1,511</u>	
Investment Income	408		338	
Gain (Loss) on sale of fixed assets	—		1	
	<u>1,947</u>		<u>1,850</u>	
		<u>873</u>		<u>761</u>
Less: Transfer to Maintenance Reserve		(250)		—
SURPLUS FOR THE YEAR		<u>623</u>		<u>761</u>

STATEMENT OF INVESTMENT GAINS

The realised gain on disposal of investments for the year ended 30th September 1991 was £506,000 (1989/90 — £97,000).

THE SURPLUS WENT TOWARDS FUNDING THE £1.15 MILLION SPENT ON BUILDINGS AND EQUIPMENT.

Balance Sheet

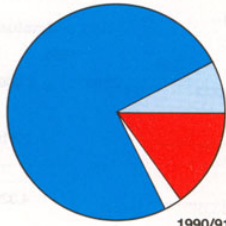
as at 30th September 1991

	1991		1990	
	£'000	£'000	£'000	£'000
FIXED ASSETS				
Tangible assets		8,819		8,076
INVESTMENTS				
At cost		4,329		3,889
CURRENT ASSETS				
Stocks	107		115	
Maintenance fees receivable	954		889	
Sundry debtors and repayments	320		296	
Cash at bank balances	165		116	
	<u>1,546</u>		<u>1,416</u>	
CURRENT LIABILITIES				
Creditors — amounts falling due within one year	973		1,074	
NET CURRENT ASSETS		<u>573</u>		<u>342</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>13,721</u>		<u>12,307</u>
CREDITORS — Amounts falling due after more than one year				
		(150)		(150)
MAINTENANCE RESERVE		(550)		(265)
NET ASSETS		<u>13,021</u>		<u>11,892</u>
CAPITAL BALANCES at 30.9.91.				
— Unrestricted funds		12,459		11,346
— Restricted or endowed funds		562		546
		<u>13,021</u>		<u>11,892</u>

APPROVED BY THE BOARD OF MANAGEMENT ON 9th DECEMBER 1991
A K S FRANKS, *Chairman*
J P R MALPAS, *Treasurer*

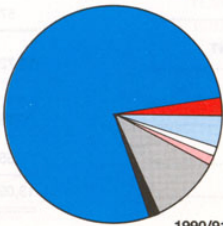
Copies of the full audited annual accounts can be obtained by application to the Director of Finance, Royal Hospital and Home, Putney, West Hill, London SW15 3SW.

Sources of Funds



	1990/91	1989/90
	£'000	
Contributions to patients care	9,506 (76%)	8,889 (75%)
Other operating income	941 (8%)	959 (8%)
Gifts donations and legacies	1,670 (13%)	1,643 (14%)
Investment income	408 (3%)	338 (3%)
Fixed assets realised	—	1 (—)
	<u>12,525</u>	<u>11,830</u>

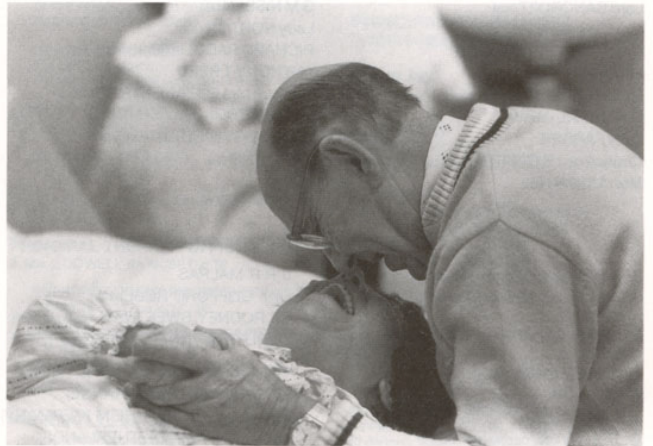
How They Were Applied



	1990/91	1989/90
	£'000	
Cost of care	10,388 (83%)	9,931 (84%)
Exceptional roof repairs	229 (2%)	—
Administration	362 (3%)	367 (3%)
Research	132 (1%)	247 (2%)
Fundraising expenses	131 (1%)	132 (1%)
Redevelopment of Wards and purchase of equipment	1,153 (9%)	899 (8%)
Increase in resources during year	130 (1%)	254 (2%)
	<u>12,525</u>	<u>11,830</u>



Loving care.



PATRONS

HER MAJESTY THE QUEEN
HER MAJESTY QUEEN ELIZABETH THE QUEEN MOTHER

PRESIDENT

HIS GRACE THE DUKE OF DEVONSHIRE *PC MC*
(THE MARCHIONESS OF DOURO from 27th November 1991)

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SIR BRIAN WINDEYER Kt FRCP FRCS FRCS FRMR DMRE
THE WORSHIPFUL THE MAYOR OF WANDSWORTH
(ex officio)

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DIRECTOR OF MEDICAL AND RESEARCH SERVICES
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Dr R P C MULCAHY MA MB BS DRCOG
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ORAL SURGEON: C B PARKER FDS RCS
OPHTHALMOLOGIST: Dr JESSIE POCOOCK BSc
MB ChB

HONORARY CONSULTANTS

BRIAN ANDREWS FRCS
S HUGHES BSc MIPSM MBEJ
Dr G E POWELL BSc PhD CPsychol FB PS
Dr DAVID WESTABY MRCP

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K A ZIEGEL LDS RCS
R J HUNTER LDS RCS (John Howard House)

DEPUTY DIRECTOR (ACADEMIC)
Dr MARIA STOKES PhD MCSP

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HEAD OF CLINICAL ENGINEERING
C R RAMSDEN BA MSc

PRINCIPAL THERAPY OFFICER
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SUPERINTENDENT PHYSIOTHERAPIST
G DALY Grad Dip Phys MCSP SRP

HEAD OCCUPATIONAL THERAPIST
E M WILSON Dip COT

CHIEF SPEECH THERAPIST
J LE PATOUREL BA MCST

PRINCIPAL CLINICAL PSYCHOLOGIST
(Appointment pending)

PRINCIPAL SOCIAL WORKER
P J SIMONSON BA CQSW

CHIEF DIETITIAN
M K M HAYNES BSc SRD

DIRECTOR OF NURSING SERVICES
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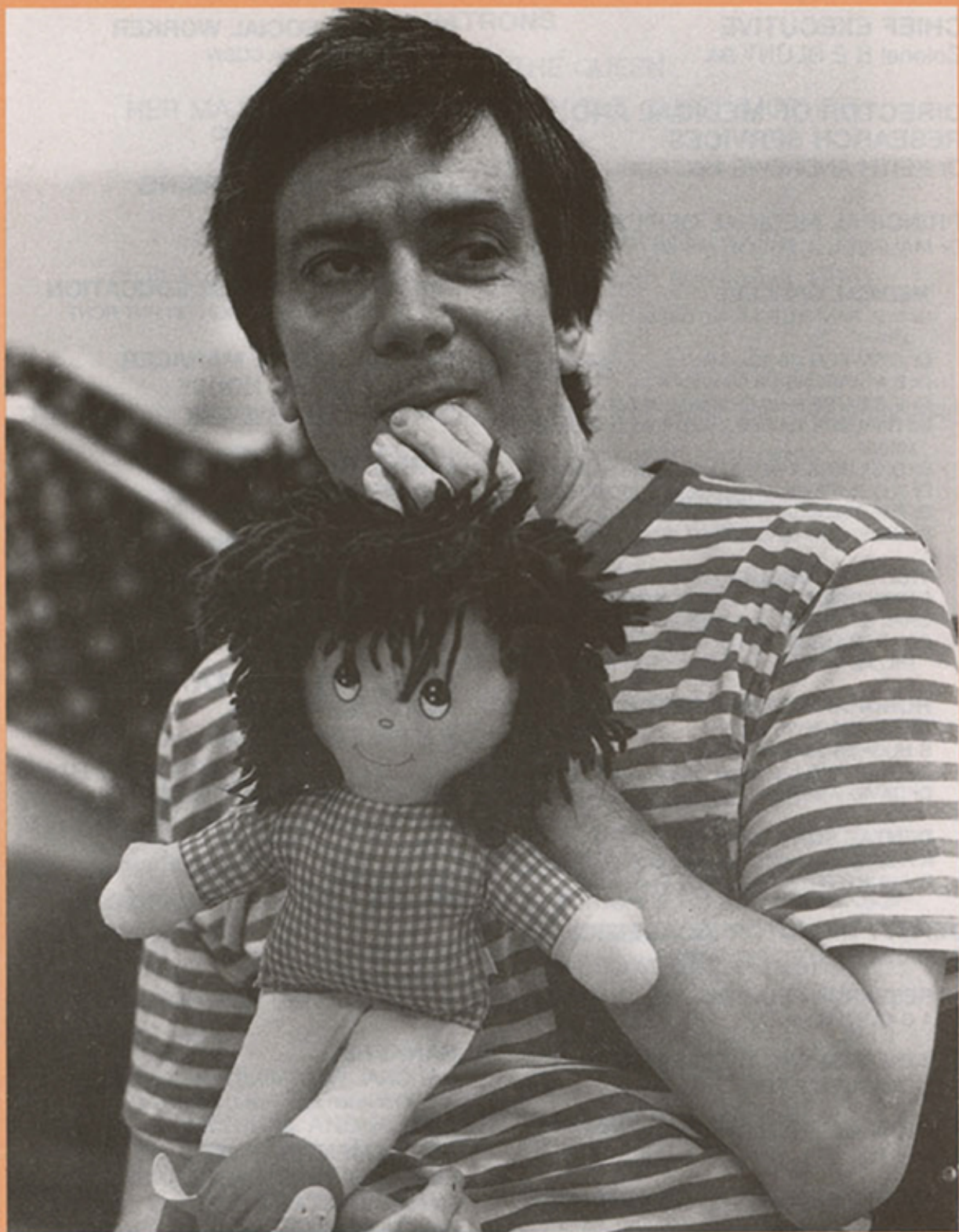
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