

FAVERSHAM
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THE GABLES,
UPPER ST. ANN'S ROAD,
FAVERSHAM,
KENT ME13 8SY.

27th September 1991

Dear Doctor Meyrick Emrys-Roberts,

One of our local GP's kindly lent me a copy of your excellent history " The Cottage Hospitals 1859-1990; and I wish to congratulate you on providing such an in depth study of so important subject.

A few years ago I produced a short history of our local Cottage Hospital; partly in celebration of its forthcoming Centenary (1887) and partly to raise support for our battle against proposed closure. However, support was drummed up and following a visit to London and submission of our case to the S of S, the matter was referred to Region and District for re-examination. As a result our 100 year old main hospital building was completely modernised and a new 24 bedded wing was built at a cost of some £1½ million . The Faversham Cottage Hospital now provides for 33 patients: split between 15 for GP Acute/ Medical patients and 18 for Long Stay Geriatric Patients; plus Casualty Department, Excellent Physiotherapy Department. Together with the earlier completed Health Centre (constructed in the hospital garden) we have an almost unique and splendid inter-connected medical complex on one site.

Still outstanding is part of Phase II of the Development Scheme, which is to provide a further 8/10 beds for GP's. The Friends are actively pursuing its implimentation and have submitted a case for its early construction with the offer of a substantial contribution.

The Friends, which were established in September 1948, have played a major role in ensuring that the community have this most important facility maintained at a high standard. Tremendous support from the local community over recent years have enabled the Friends to provide some £120,000 by way of essential items of equipment and services, including the construction of a GP Patients Day Room.

The Faversham Cottage Hospital celebrated it's centena in January 1989 with a visit of their Royal Highnesses The Duke and Duchess of Kent when the new 'Kent Wing' was officially opened.

You maybe interested to sight the enclosed cutting from Country Life concerning the first Cottage Hospitale

I enclose a copy of my own story. The statistics at

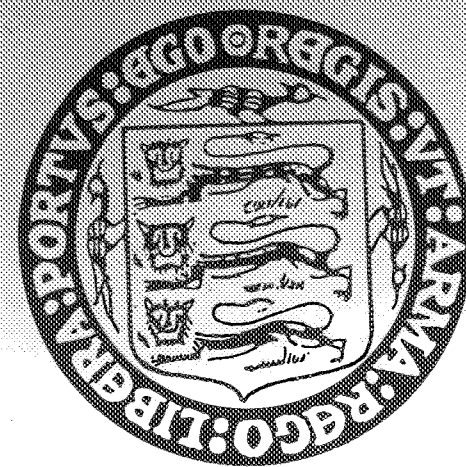
id F may be of interest.

Yours sincerely,

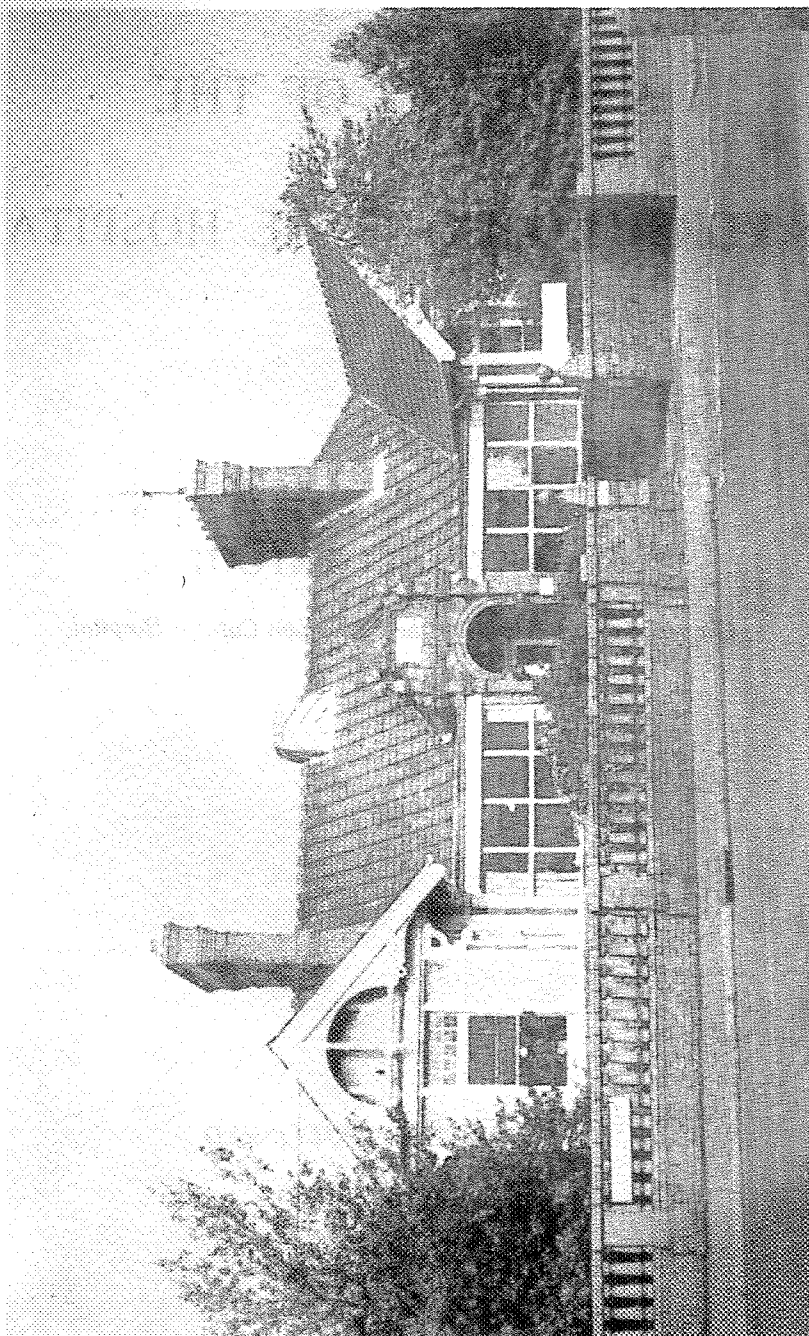
Stuart J. Cornfoot.

Sussex
Country Life 25.4.1976
FIRST COTTAGE HOSPITAL
SIR,—In your issue of November 4, Mr Brian Watkin states in his article that the first cottage hospital was built at Cranleigh, Surrey, in 1859. This is not correct, as the first cottage hospital was built here in Shotesham in 1771 by my ancestor, William Fellowes.—C. FELLOWES (Major), Shotesham Park, Norwich.

Please excuse my appalling typing



A HISTORY
OF THE
FAVERSHAM COTTAGE
HOSPITAL



View of the Faversham Cottage Hospital
Facing South

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AUTHOR'S NOTE

With the approach of the Cottage Hospital's centenary, I felt that it would be appropriate for somebody to trace its history, to find out how and the way it all started and then set down the facts showing its development hand in hand with the expansion of medical knowledge. What started out purely to satisfy my own personal inquisitiveness became more widespread as I delved into the past and researched into the lives of the early benefactors. With encouragement from my friends, Albert Fever and Harry Woodman, I felt my story would be of interest to a wider audience and decided that it should be put down in hard copy for the benefit of posterity. My story unfolds to show how dedicated and foresighted were our predecessors to provide for the community such a valuable facility, long before anyone had ever thought about a state-provided National Health Service. What is equally important is, how the people of Faversham and District have continued to give to the Cottage Hospital their undivided support and thereby ensure that it still provides the community it serves the highest possible comfort and up-to-date medical equipment.

To Albert Fever, who has typed the whole of the manuscript, some of it two or three times due to necessary re-writing of the original manuscript, for his comments and script writing, I owe a debt of gratitude and would never have completed the task.

To Harry Woodman for his comments on my drafts and help in providing the reproduction facilities and thereby keeping down the costs, I am most appreciative.

To Mrs. Joan Elworthy, I owe a debt of gratitude for her help particularly in loaning me a family heirloom — the handwritten letter diary of her grandfather and greatuncle — in which were recorded the early background and transactions concerning the establishment of the Provident Dispensary and later the Cottage Hospital and Dispensary.

To Ronald Borner, Dr. Roy Edney, Miss J. M. Etheridge, Lady R. Goldsmith, Mrs. J. Cantor, Dr. R. A. Kesson, Hamish and Ellen McGhie, Mrs. D. E. Moodie, Miss Edith Partis, Arthur Percival, Honorary Director of the Faversham Society, Leslie Smith, Bryan Tassell, Dr. John Todd, Chairman of the Canterbury and Thanet Health Authority, Mrs. Jean Waters, Mrs. I. G. Wellard, Principal Information Assistant, Canterbury and Thanet Health Authority and the ladies of the Faversham Fleur de Lis Heritage Centre I give my thanks for their help and advice in various sections of the History. In particular I would like to make special mention of Mark Gardner, Editor of the Faversham News and North East Kent Times, who made available unrestricted access to newspapers and photographs recording events

concerning the Cottage Hospital and Dispensary from their very beginnings. To them all I acknowledge my own indebtedness for many facts and to many others whose help and encouragement have enabled the history to be assembled

This history has been written in the hope that it will help publicise the work of the Friends of the Faversham Cottage Hospital and in particular assist in the forthcoming Centenary New Building Appeal. All profits from the sale of the book will be devoted to the Appeal.

STUART J. CORNFOOT,

Author

Faversham.

August, 1984

NOTE

To enable Readers to equate monies donated and expended in the late 19th and early 20th Century with the present purchasing power of the Pound (£1) it should be remembered that up to the First World War Britain was on the Gold Standard and £5, £2 and Sovereign (£1) and Half Sovereign (10/-) were the principal coins of the realm until they were withdrawn in 1914. The Sovereign (£1) in 1984 was worth approximately £79.

Comparable purchasing power of the £1 in 1982

1914	28.86
1920	11.57
1925	16.35
1935	20.15
1945	10.94
1960	6.46
1970	4.38
1975	2.38
1982	1.00

PREFACE

In these materialistic times, when welfare has become a state responsibility and the word "do gooder" a term of opprobrium, it is salutary to be reminded of the truly good deeds or benefactions which in a collective spirit local society planned and executed in order to protect and succour the sick and needy of an earlier period. In this sense Lt. Col. Cornfoot's history of the Faversham Cottage Hospital and Provident Dispensary — which he has researched and completed with the expected diligence and objectivity of a General Staff Officer — is a revealing and important contribution.

It is a straight forward and remarkably detailed account of the way citizens of Faversham and neighbourhood saw the need and set about finding a way to meet it. Without the generosity of Mrs. Townend Hall and the brothers William Edward and John Rigden there would have been no hospital or dispensary because, between them, they donated the land and built and equipped the two institutions. It is also a proud record of the voluntary donation over 60 years of the professional services of local physicians, surgeons and others, including lawyers, notably Arthur Smith and Allan and Guy Tassell, who carried out the necessary legal work and administration.

The history covers the impact of the two world wars, including local disasters, upon the hospital and the hard struggle to maintain the services to the community. It also encompasses the eventual hand over to the National Health Service — a section notable for its treatment of the problem of how to harmonise state and voluntary assistance

Apart from its intrinsic value, this account will provide invaluable source material for social historians with a wider canvass; it will also give pleasure and gratification to the relatives and descendants of those whose names are high-lighted.

Finally, there is a sketch of the splendid work of the Friends of the Faversham Cottage Hospital, who continue at a different level to mobilise the community in continuance of the spirit which inspired an earlier epoch. The author himself makes an extra contribution by bearing the publishing cost and donating proceeds to the forthcoming Centenary New Building Appeal.

HAMISH McGHIE

South Street,
Boughton, Kent

INTRODUCTION

In the 19th Century, hospitals were few and far between. Unfortunate people from Faversham and the surrounding district who met with an accident beyond the resources of a local doctor had to be carried by horse and cart over a rough stone road for nine or ten miles to the nearest hospital, the Kent and Canterbury Hospital.

In the 1880's there was a Smallpox Isolation Hospital in the marshes at Luddenham and, in 1886, a tender of £935 was accepted for the construction of an Infectious Diseases Hospital at Beacon Hill on land given by Mrs. W. T. Townend Hall of Syndale Park and Mrs. Blanche Bullen of Preston Lea.¹

There was of course no National Health Service and local doctors' fees and subsequent medications entailed charges which many of the working classes found difficult to pay. Consequently many deserving people went without treatment.

In 1883, through the efforts of William Edward Rigden, Esq., a number of influential townspeople got together and founded an institution which was to become known as the Faversham Provident Dispensary. Its main objects were to provide poor people with the means of using Medical Officers when ill, to provide medicine prescribed cheaply and to assist pregnant mothers during confinement and so reduce the need to run up large doctor's bills when they could ill afford extra expenses. Those who could not afford to belong to the Institution received what were known as "assisted books" through the good offices of subscribers.

Subscribers were provided with one ticket or recommendation for every 5/- to 10/-, and one extra ticket for every additional 10/- subscribed. These tickets were available for use by nominated persons unable to pay for books and became known as "Assisted Books" and gave them the same rights for use of the Medical Officers and use of the Dispensary as normal members. Charges for normal members provided with books were: Contributions for families 3d or 4d per week, and single men over 14 years 1½d and over 18 years 2d per week.

A married woman who was a provident member was entitled to medical attendance during her confinement by the payment of 7/-, rising to 10/6 in 1889, at the Dispensary or to one of the Medical Officers, six weeks in advance of confinement. A confinement fee to doctors to the extent of 14/- was paid for married women by the Institution.

Great assistance was rendered to the funds of the Provident Dispensary by the generous grant of £100 per annum by the Ladies Charity and this money was allocated to a special account to help cover confinement fees.

1. Daughter-in-law and daughter respectively of the late William Hall, proprietor of John Hall and Son, Gunpowder Manufacturers of Faversham.

Patients were permitted to use the Medical Officers of their own choice and were required to attend his surgery with their books between 10.30 and 11.30 a.m. and 6 to 7 p.m. (Sundays excepted). A fee of 1d per entry was made by the Medical Officer whilst a visit to the surgery at irregular hours cost 3d per visit. A patient too ill to attend surgery had to send their book to their Medical Officer before 10.30 a.m. For visits by the Medical Officer to patients' own houses charges were: Those within 1 mile of the Market Place 3d, over 1 mile 1/- and for visits made at night between 10 p.m. and 8 a.m. 1/- irrespective of the distance.

A house was rented in Middle Row for the Dispensary where a qualified dispenser made up patients' prescriptions for which patients were required to pay a minimal sum of 1d on presentation of their books before any medicine was dispensed.

Initially local GP's Doctors Atthill, Lyddon and Boswell were available under the scheme, subsequently they were joined in 1887 by Doctors Garraway and Phillipps and in 1889 by Doctor Evers.

Over the years the Dispensary gained ground and the number of paying members steadily increased as people realised the usefulness of the Institution. Figures for the years 1884 to 1888 given below show the increased use made of the Institution:—

	1884	1885	1886	1887	1888
Members (Books)	173	217	287*	349**	404**
Claiming Benefits					
Adults	242	307	385	449	494
Children	352	476	488	528	511
Books assisted by Subscribers' tickets	109	134	130	95	78
Unassisted Books	64	83	157	254	326
Married Women (Confinements)		21	37	30	58

* Payment on each book 7/- per year

** Payment on each book 8/2d per year

In 1885, the number of prescriptions was 2,777 or 8 per day and at the rate of 13 in the year per book, increasing to 6,290 or 13 per day in 1888.

Income from subscribers, members' contributions and grant from the Ladies Charity just about covered expenditure of which doctors' fees were approximately £174 plus £25 for midwifery services, the Dispenser's salary and capitation fee between £66 and £70 and a further £20 was required for rent. A collector was employed for the collection of subscriptions and contributions, and paid five per cent of the amount collected. The continued support of the people of Faversham and District was very necessary if the good work was to be carried on.

In August 1886, a scheme to erect a Cottage Hospital and Dispensary at Faversham was approved. Subsequently at the Provident Dispensary Annual General Meeting held in January, 1887 it was decided to close the Dispensary Reserve Fund and £223.19.9 was donated to the Cottage Hospital and used to establish the Hospital Endowment Account.

Though it was resolved that the Dispensary and the Hospital should be connected and under the same management, it was agreed that the accounts of the two Institutions should be kept separate, and subscriptions appropriated to either object according to the wishes of the donors.

The Dispensary was to prove a boon to the community. The number of members and prescriptions steadily increased over the years, reaching a peak in 1931 of some 800 members and 12,785 prescriptions dispensed. With the outbreak of World War II finance to support its work became difficult to obtain and throughout the period up to 1947 annual losses of between £47 and £100 were sustained, even with valuable contributions being received from the Municipal Charities and from the Town Council Sunday Entertainments Fund. In 1947, its final full year of operation, the Dispensary served 267 members and 75 children and made up 2,425 prescriptions.

The Provident Dispensary re-opened at the Cottage Hospital in May 1888 and continued to operate throughout the next sixty years when, in common with all other voluntary institutions, its functions were taken over by the State on the 5th July, 1948. A Meeting of the Trustees held on the 20th September, 1948 wound up the Provident Dispensary and allocated its surplus funds, amounting to some £570, between the Faversham Municipal Charities £500 and the newly formed Friends of the Faversham Cottage Hospital £70.

CHAPTER I CONCEPTION

During the third quarter of the 19th Century, Cottage Hospitals became more general throughout the country and, wherever established, were found to be invaluable. In Kent, small voluntary hospitals had been erected at Sevenoaks, Margate and Betteshanger. These hospitals were run on budgets ranging between £200 and £300 per annum.

The question of providing a small Cottage Hospital at Faversham for the reception of cases of accidents was interesting a number of people in the town, including the Committee of the Faversham Provident Dispensary. With the proposed scheme assuming a more tangible form, a number of people in the town organised two entertainments with the purpose of raising money to help finance the building of a Cottage Hospital, if one was started. Amongst these people was Mr. Allan Tassell¹ who referred the question to the Committee of the Faversham Provident Dispensary, as he thought they could deal with the matter as well as anybody else. Mr. William E. Rigden,² the very energetic Honorary Secretary of the Dispensary sought opinions from his friends on how best to tackle this very laudable proposal and, at the same time, ascertained what prospects there were of such an institution being supported in future years, before considering the actual money raising.

Mrs. W. T. Townend Hall, the widow of W. T. Townend Hall of Syndale Park and late senior partner in the firm of John Hall & Son, owners of the Gunpowder Mills at Faversham, on hearing of this, wrote to the Revd. William Nathl. Griffin, the Rural Dean, Ospringe and said she was willing to put one up, if it was wanted in the town — as it appeared from the entertainments being organised for this purpose. The Revd. Griffin informed Mr. William E. Rigden who entered into correspondence with Mrs. Hall. She made it known that she was willing to give to the extent of £2,000, to build and furnish a hospital, it having been ascertained that such a sum would be sufficient to build a hospital suitable for the requirements of the town and neighbourhood.

Well, it was only natural that the Committee of the Faversham Provident Dispensary, before whom the matter was laid, were all very grateful for such a generous offer from somebody willing to spend that amount of money for the good of the town. The problem was, who was to take the matter up. It had been suggested that the Hospital should be connected with, and under the same management as the Dispensary. The Committee of the Faversham Provident Dispensary, having given due consideration to the matter, finally requested the Mayor to call a public meeting.

1. Allan Tassell, Town Clerk 1903-1910 and Partner Tassell and Son, Solicitors, Faversham.
2. Joint owner of W. E. & J. Rigden, Brewers of Faversham, now merged into Whitbread & Co.

Accordingly, His Worship the Mayor of Faversham, J. M. Goldfinch, Esq.,¹ convened a Meeting at the Guildhall on Tuesday, 10th August, 1886 for the purpose of considering; firstly whether the support promised to the proposed hospital was sufficient to sanction the acceptance of Mrs. Hall's offer and whether the support for the maintenance of a Cottage Hospital in the town was adequate and secondly, to consider the suitability of a site offered in the town.

In a preliminary circular issued by the Honorary Secretary (pro tem), Mr. William E. Rigden, it was stated that the need was for a hospital designed for six or eight beds, and providing for the admission of accident cases and such severe non-infectious cases which for want of accommodation or other causes could not be properly treated in their own homes. The patients would be expected to pay a small weekly sum according to their means, and their stay was to be limited to a certain time. The annual cost of running the hospital was estimated at £200 to £300 per annum.

The Mayor in his opening remarks, observed that details of the matter would be explained by Mr. William E. Rigden who had worked hard on this very laudable project and he thought it would be a pity if the Meeting broke up with the knowledge that they could not get sufficient funds. He would be very sorry to see the matter not carried out, and he thought that if they did not support it that day they would regret it the whole of their lives. He mentioned that Mrs. Hall had generously promised £2,000 for the building and furniture, and they had also received another generous offer from Messrs. W. E. and J. Rigden, the Brewers, of a site nearly in the centre of the town on the corner of Kings Field, adjoining Cross Lane and the Rope Walk.

Mr. William E. Rigden opened by saying how the matter originated and how he had ascertained Mrs. Hall's views. With what she wished to do the Committee of the Dispensary was not entirely in agreement on a few of the details. She wished, first, that the hospital should be in Ospringe. The Dispensary was very much against that and gave as their reasons that it was too far from the town; also if the Institution was established, the Medical Officers who were good enough to offer their services gratuitously, and as in many cases they would be required to go for two or three times a day, it would be very hard to have it any distance from their own residences. Furthermore, in the case of accidents, it would be far better to have the hospital in the middle of the town, where a doctor could be brought to the spot at once. Mrs. Hall also wished the hospital to be built on a rather larger

1. John Matthew Goldfinch, Mayor of Faversham 1875, 1886 and 1887 and local shipbuilder.

space. She wrote in one of her letters "I always imagined that a Cottage Hospital should be of necessity be placed in an open situation where plenty of fresh air would be obtainable; and should have a pretty garden, inasmuch as many cases would derive as much benefit from the fresh air and cheerful surroundings as from medical treatment". His Committee did not disagree with these sentiments but one of the objects of having a hospital was to take cases of accidents and to restore the patients to full health as soon as possible; it was not to be a convalescent hospital. As patients were not to remain more than four or five weeks, except with the sanction of the Committee under the Medical Officer's advice, the garden and that sort of thing would be of little benefit to them and in any case the garden would be a great expense in managing. However, he went on, if they agreed to accept Mrs. Hall's offer it was only fair that they should, as far as possible, carry out her wishes.

The Committee of the Dispensary passed to Mrs. Hall their recommendations — "That the generous offer of Mrs. Townend Hall to contribute £2,000 for the establishment of a Cottage Hospital be gratefully accepted, subject to the following conditions, which this meeting unanimously considers essential to the realisation of her charitable intentions:—

- (1) That the hospital be in connection with, and under the same management as, the Dispensary, and that two rooms on the ground floor be appropriated for Dispensary purposes.
- (2) That it be centrally situated in the town so as to be easily accessible to the doctors, and that it does not contain more than 8 beds.
- (3) That the hospital when finished, be handed over to the Committee of the Dispensary, who will undertake to do their utmost to raise the necessary funds, by subscription and otherwise, to maintain it in a proper working order".

Mr. William E. Rigden stated that he thought Mrs. Hall was quite satisfied with what they proposed as she had said in another letter to him:— "I am glad to find that the proposed site, which has so kindly been offered for the Cottage Hospital will be sufficiently large to permit a small garden at any rate; but at the same time, if it were possible, as you suggest it might be, to erect a hospital on a site more consistent with my views, I must frankly own that I would prefer it. I should not like it to be imagined for a moment that I do not fully appreciate the kind offer which has been made to provide this site, but, as you have suggested, I should like that an opportunity should be taken for ascertaining whether a site more in accordance with my views could be obtained. Accordingly you have my authority to adopt the following courses viz:— to make it publicly known that I am willing to build a Cottage Hospital, for six or eight beds, provided the site

can be made available, my idea being that the site ought to be in an open situation and sufficiently large to admit of a reasonably large garden being attached to the hospital. The site that has generously been offered to the town of Faversham would satisfy me, provided that it was approved by the public generally and could be adapted for the object in view by the architect who might be employed to design the hospital". Then as to finance she wrote "My offer will, of course, be subject to reasonable assurance being obtained that sufficient support will be accorded".

Mr. Rigden put it to the Meeting that if no other site could be obtained, Mrs. Hall was willing to approve the one they had in view, provided it satisfied the public. He asked the Meeting to ascertain whether they could get the estimated £250, not only for the first years but in successive years. It would not be fair to Mrs. Hall if they failed after a few years, and it would be a disgrace to the town. As to money, a few people had been asked and they had intimated that they would make a donation and give an annual subscription. The nucleus of an endowment fund of nearly £800 had been established. When the Dispensary was started there was a Reserve Fund that was to be applied to a Cottage Hospital if one was started. The Fund, now amounting to £223.19.9 was available. They had received £300 from the Ladies Charity and there was also £45, the proceeds from the entertainment by Mr. Allan Tassell and £15 from the Nigger Company. There were two donations of £100 as well (Mrs. W. E. Rigden and Miss Rigden), which made £780 and he had no doubt that more would come in. They had some subscriptions promised which amounted to about £100 a year. Lord and Lady Harris had both promised subscriptions of five and one guinea respectively and Earle Sondes, who could not attend the Meeting, had put his name down for five guineas. He had received numerous letters from gentlemen, who could not be present at the Meeting, which indicated that they cared about a Cottage Hospital and he could not but help thinking that if the town was canvassed they should have a favourable response and would be in a position to accept Mrs. Hall's generous offer.

The Revd. C. E. Donne, Vicar of Faversham moved "that the best thanks of the Meeting be given to Mrs. Townend Hall for her generous offer to build a Cottage Hospital; that the same be accepted and that a Committee be formed with the Dispensary Committee for the purpose of raising the necessary funds". Mr. F. F. Giraud¹ seconded this proposition which the Chairman put to the Meeting and it was carried unanimously.

Mr. Richard Watson Smith² next moved that the thanks of the Meeting be accorded to Messrs. W. E. and J. Rigden for the offer of a site in Kings

1. Frederick Francis Giraud, Solicitor and Town Clerk of Faversham for 32 years. 1870-1902.
2. Richard Watson Smith, Managing Director, John Hall and Son and Mayor 1872.

Field, which, in the opinion of the Meeting, is a suitable one and should be accepted. Captain Hooper seconded the motion and on being put to the Meeting by the Chairman was carried unanimously.

On the motion of the Chairman, seconded by Mr. Richard Watson Smith the following gentlemen were chosen to act (in conjunction with the Dispensary Committee), as the Cottage Hospital Committee:—

Earl Sondes, Lord Harris, Captain Charles F. Hooper, Messrs. J. Rigden, Allan Tassell, Herbert Hordern, F. Neame, Jnr. and F. F. Giraud. The existing Dispensary Committee being:— The Mayor, Revd. S. Amies, Mr. J. A. Anderson, Mr. C. Bryant, Revd. C. E. Donne, Mr. H. Fielding, Revd. W. H. Hill, Mr. F. Johnson, Mr. P. B. Neame, Mr. Charles Smith, Mr. Richard Watson Smith, Mr. James Tassell and Mr. W. E. Rigden, Honorary Secretary.

So with this Meeting, everything was set fair for the building of a Cottage Hospital in Faversham. In the coming months businesses and individuals responded splendidly with donations and promises of annual subscriptions, Churches held special collections and local organisations held dramatic and other forms of entertainment with the proceeds being donated to Hospital funds. On the 30th December, 1886, a Grand Fancy Dress Ball was held at the Lecture Hall, for the augmentation of funds for the maintenance of the Cottage Hospital. A description of the occasion makes very interesting reading and the following is a local newspaper report at the time—

'THE COTTAGE HOSPITAL FANCY DRESS BALL

For the augmentation of funds now being raised for the maintenance of the Cottage Hospital which Mrs. Townend Hall has so generously offered to build for Faversham and the neighbourhood, a Fancy Dress Ball was held at the Institute on Thursday night last (the first, we believe, in the annals of Faversham gaieties), the assembly comprehending the elite of society in this part of the county. The following influential gentlemen were the stewards viz:— The Mayor of Faversham (J. M. Goldfinch, Esq.), the High Sheriff of Kent (C. de L. Faunce de Laune, Esq.), Earl Sondes, Viscount Throwley, Lord Harris, and J. A. Anderson, A. Fitzgerald, G. S. Gunnis, P. B. Neame, F. Neame, Jnr., W. E. Rigden, W. C. Stunt, J. Tassell and R. H. Twedell, Esq., but to the admirable arrangements of the indefatigable committee, consisting of The Mayor, Lord Throwley, Mr. Allan Tassell, and the energetic hon. secretary of the hospital fund, Mr. W. E. Rigden, the great success achieved is mainly due. These gentlemen having spared no personal pains, must have been highly gratified at the result of their efforts. For the occasion the interior of the Lecture Hall and various rooms requisitioned by the committee had undergone a literal

metamorphosis. With the aid of lace curtains and hangings the north end of the hall was converted into an artistic drawing room, a delightful haven of refuge for tired dancers and chaperones. Here also was a saloon, where light refreshments were served during the night. The ordinary embellishments of the ball-room were further supplemented by Union Jack trophies, while at intervals, suspended from the walls, were handsome mirrors and candelabra, and surmounting the curtains at the north end was the greeting of "A Happy New Year", contributed by the deft hands of Lady Harris. Down the sides of the room were sofas and settees. The musicians' stage at the south end of the room looked like a well filled and tastefully furnished conservatory, so skilfully arranged were the floral adornments of every kind, for which heavy largess the committee were indebted to the greenhouses of Lord Fitz-Gerald and Mr. W. E. Rigden. Supper was spread in the Minor Hall, which was also adorned with a few flags, much needed to relieve the barrenness of the walls. The Committee-room was reserved for the ladies' cloak room, in which tea and coffee were served, and the classroom opposite for the gentlemen. The stairs were carpeted with crimson and black drugget, and an awning was projected from the entrance hall to the kerb. Nothing, in fact, was wanting to ensure the comfort and convenience of the party. The scene at about eleven o'clock, when the ball was at its height, was one of the most brilliant and animated that, we may venture to say, have been witnessed in Faversham, and one which it is more easy to imagine than describe'.

It is evident from the above account the Ball was a huge success enjoyed by over two hundred ladies and gentlemen.

By December, 1886, subscriptions to the amount of £267 had been promised. in addition the promised endowment fund amounted to £835.

Notices inviting tenders for the erection of a Cottage Hospital and Dispensary at Faversham were published in newspapers at the end of the third week of February, 1887. Plans and Specification were available at the offices of the Architect, Mr. Arthur Vernon, 26 Great Queen Street, Westminster from the 21st to the 28th February, 1887. Tenders were to be delivered on Tuesday, 1st March, 1887. The contract was awarded to R. M. and H. Whiting of Ospringe and the whole work was carried out under the supervision of the Architect, Mr. Arthur Vernon. The foundation stone was laid by Mrs. W. T. T. Hall on 6th April, 1887 and construction was completed in May, 1888. The furnishing was carried out by Messrs. Jenks and Wood of Berners Street, London W.1., hospital furniture specialists and the grounds laid out by William Longley of the Mall. The cost of the building was about £2,500, the furnishings £400 and the gardens £50, the whole of which was a gift by the generous donor Mrs Harcourt Rose. Captain Rose, her second husband, presented the whole of the linen for the Hospital.

In December, 1887, a new road was completed in Kings Field leading from the end of Stone Street through Saxon Road, and provided the means of making the Cottage Hospital accessible from either side of the town, and at the same time relieved excessive traffic concentrating at Market Street.

It is interesting to note that in August, 1887, Mrs. Ellen Elizabeth Townend Hall of Syndale Park, the widow of the late W. T. Townend Hall who had died on the 19th March, 1885, remarried. Her second husband was Captain Harcourt Rose, son of Sir Philip Rose 1st Bart. of Rayners, Penn, Buckinghamshire. The marriage took place at St. Mary Abbott's, Kensington. Captain Rose shared his wife's great interest in the Cottage Hospital project and furnished the Hospital with all its bedding and linen. Though Mrs. Harcourt Rose subsequently moved away from Faversham, she remained a life long supporter of the Hospital and made a generous annual donation right up to her death at the great age of 93 in 1941. Under her Will she gave a legacy of £1,000 to the Hospital.

A General Meeting of Subscribers to the proposed Cottage Hospital was held at the Guildhall on the 24th October, 1887, for the purpose of adopting rules and appointing a Committee. The Mayor (J. M. Goldfinch, Esq.) presiding. William E. Rigden, Honorary Secretary (pro tem), submitted a code of Rules which he had drawn up from others recommended to him, and used by similar institutions. They were unanimously adopted, subject to any alterations which the Committee, to be appointed, might consider desirable.

On the motion of Mr. F. F. Giraud, seconded by Mr. James Tassell,¹ that the number of the Committee be limited to 25, the following were chosen from amongst the subscribers to form the General Committee; Trustees for the time being of the Hospital Trust Deed (six in number), The Rt. Hon. Lord Harris, Messrs. Richard Watson Smith, Percy B. Neame, Allan Tassell, William E. Rigden and John Rigden: The Mayor for the time being, The Vicar, The Medical Officers, Messrs J. A. Anderson, C. Bryant, H. Fielding, F. Johnson, C. Smith, James Tassell, W. C. Stunt, F. Neame, Jnr., R. H. Tweddell, Rev. W. H. Hill and F. F. Giraud. It was further agreed that the Committee would, from their number, choose a Treasurer and Secretary. The Rules governing the management and admission of patients, which remained virtually unchanged throughout the life of the Voluntary Cottage Hospital, are at Appendix 'A'.

1. James Tassell, Senior Partner Tassell & Son, Solicitors and father of Allan and Alick James Tassell.

CHAPTER II

BIRTH OF A VOLUNTARY HOSPITAL

The Cottage Hospital and Dispensary in Kings Field was completed and furnished by May, 1888 and was formally opened on Saturday, 26th May in the presence of a number of ladies and gentlemen from the town and neighbourhood. The opening ceremony was carried out by Mrs. Harcourt Rose, accompanied by her husband Captain Harcourt Rose. On the arrival of Mrs. Rose, Mr. John Rigden conducted her across the bridge by which the company were admitted. After the several wards and apartments had been inspected, the opening ceremony continued in the corridor.

First of all the Vicar, The Revd. Donne offered prayers, Mrs. Rose then approached the Mayor (J. M. Goldfinch, Esq.), as representing the town, and gave him the key of the Hospital, saying "I hand you the key of this Hospital with great pleasure and I hope it will be a source of great comfort to the poor suffering people of Faversham and neighbourhood". The Mayor's response was seconded by Mr. W. E. Rigden who, in his expression of gratitude, included the appreciation by the Faversham Provident Dispensary for having been provided with a home where he felt sure that more could be done than hitherto for the poorer classes.

This concluded the proceedings: Over the main entrance is a memorial stone which bears the following inscription —

This
COTTAGE HOSPITAL AND DISPENSARY
was erected in memory of
W. T. TOWNEND HALL
By his Wife
1887

As mentioned in Chapter I, the site on which the Hospital was built was donated as a gift by William E. and John Rigden. As Tassell and Son generously undertook the conveyance of the land to the Trustees free of charge the Committee had only to find out of pocket expenses amounting to £11. The site had been part of an old brickfield and had a frontage of 140 feet and a depth of 120 feet. The peculiarity of the site was that the level of the surface of the old brickfield was about 12 feet below the level of the new road (Stone Street), and it was considered desirable for the convenience of the hospital service to have the wards on the ground floor.

A bridge was constructed from the road to the centre of the frontage of the Hospital, and after passing through a porch, on each side of which was a verandah for convalescents, a central corridor was reached, opening

from the left to male wards, and from the right to the female wards. In each case, both for males and females, the wards comprised a general ward for three beds, an accident ward for males was named the Townend Hall Ward, and the accident ward on that side the William Ward. On the female side the wards were named the Elizabeth Ward and the Hope Ward respectively. On the same floor were provided a nurses' parlour and Committee Room, nurses' bedroom, bathroom and a surgeons' lavatory. The rooms were warmed by means of open fire places and in each room a system of Tobins' inlet ventilation, supplemented by Sheringhams ventilators. Approached from the main corridor by a glazed passage was a operating room (13 feet by 13 feet) brilliantly lit by skylight. From this it will be seen that the whole of the Hospital service was provided on the ground floor, which in this case is level with the adjoining roads.

In the basement was a large kitchen, and other offices with servants' and nurses' bedrooms, etc. Separated from the remainder by folding doors in the main corridor were the rooms for the Provident Dispensary, including the Dispensary itself (14 feet by 14 feet) beside a spacious waiting room. On the corner of Stone Street and Bank Street there was a footway to serve the Dispensary patients and a carriageway leading to the back of the building. The first patients were admitted on Tuesday, 29th May, 1888.

The value of the Hospital to the town soon became very apparent and from the first full year of operation, 1888 - 1889, when the Hospital admitted 44 patients with a bed occupancy of 1317, averaging 3/6d per day, numbers steadily rose throughout the next 25 years to reach 313 patients with a bed occupancy of 3110 in 1913-1914, at an average cost of 3/11½d per day. Clearly the Hospital as planned was not large enough for the task now unfolding. Throughout this time medical knowledge was advancing rapidly and the diagnosis and treatment of many forms of sickness and injury were being furthered by the advance of science and modern equipment. As a consequence, the Hospital House Committee was required to review the question of the whole of the Hospital's operation. Any increase in the number of beds meant an increase in staff and an extension of the Hospital premises. Coupled with any extension in activities would be an increase in expenditure, which could be only effected if there was a substantial increase in subscriptions and donations. This area was becoming increasingly difficult as many of the original subscribers had died or left the town and efforts to bring in new supporters was proving difficult.

When the Hospital opened in 1888 the permanent staff consisted of a Nurse, an Assistant Nurse, Servant and Charwoman, whose combined wages totalled £52.16.0: in 1893, a Matron was added to the staff, and a further increase was made in 1901 when an additional nurse and boy were engaged

with the wage bill rising to £119.6.10 for the year. In 1910, as a result of the re-distribution of accommodation, two additional rooms were made available and two Probationer Nurses were taken on, while in 1913-1914, a Cook and Wardmaid were added to the payroll. Wages for a staff of 11 or 12 had by then reached £131.10.0 per annum. During emergencies it was found necessary to engage temporary staff from London or Canterbury.

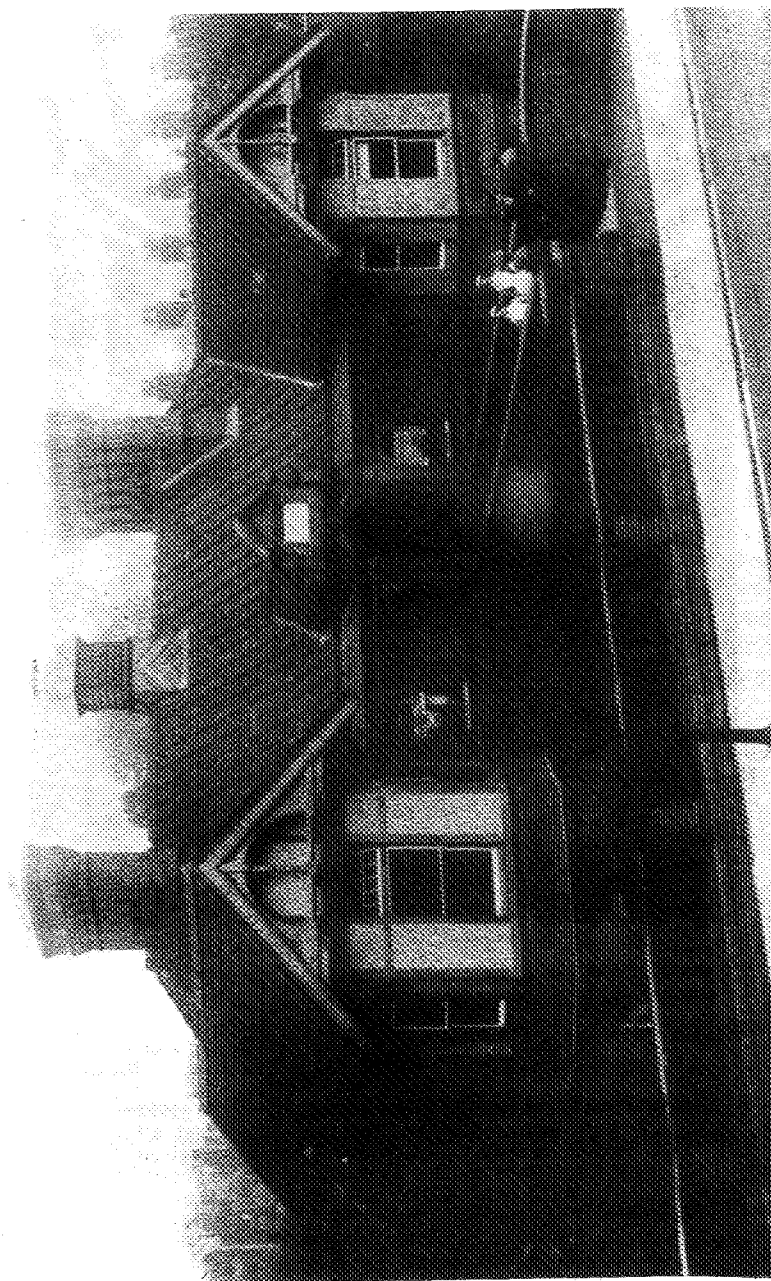
In 1891, because the five beds on the men's side were found to be insufficient, two additional accident beds were added, making 10 in all. Later on, in 1910, alterations enabled two storerooms to be converted into bedrooms for nurses and permitted the employment of two Probationers.

William E. Rigden, Esq. and John Rigden, Esq in 1894 donated a piece of land on the opposite side of the road to the main entrance of the Hospital in order that the Hospital should not be overlooked (the present location of the Garden of Rest and War Memorial Cross). Tassell & Son again conveyed the land free of charge.

In May 1896, the Trustees acquired by gift the ground at the back of the Hospital — making Cross Lane the new boundary on its north east side: the ground was to be laid out as a kitchen garden, the crops from which were to be used by the Hospital. The donor, John Rigden, Esq., further invested £380 in India 3½% Stock to provide an income to cover the annual cost of maintenance of the garden. For a third time Messrs. Tassell & Son undertook the conveyance of the land free of charge. During the same year a new Mortuary, as a gift, was made to the Committee and construction was completed in August, 1896.

In 1895, as a consequence of a sewer being laid for the property adjoining and as a result of the generosity of donors it was possible to do away with the cesspool, which was a constant source of danger and expense to the Hospital, and to lay an entirely new drainage system to connect with the new deep water drain. Plans were drawn up by Mr. Edwin Pover, the Borough Surveyor, and Messrs. Whiting were entrusted to carry out the works, which were completed in January, 1896 as a gift to the Hospital.

On the 2nd September, 1898, there was an unfortunate accident at the works of the Cotton Powder Company and, as a result, five patients were admitted, of whom two died. This emergency necessitated the engagement of extra staff and subsequently, because of the nature of the cases, it became necessary to supply an entirely new stock of linen and bedding for the women's ward which also required to be cleaned, whitewashed and disinfected. The manufacture of gunpowder involves the use of nitric oxide which causes yellow staining. These operations cost £87.9.7, which was later defrayed by the Cotton Powder Company.



The Faversham Cottage Hospital, circa 1905



*The Operating Theatre
Opened July 1905*

Photograph courtesy of The Faversham Society

Inscription on Tablet

This Operating Theatre was in July 1905 fully equipped with Operating Table and all other necessary Appliances from funds given by subscribers to the Hospital in the memory of **WILLIAM EDWARD RIGDEN Esq.** who died on the 26th September 1904 and was one of the Founders and Principal Supporters of the Hospital and its Honorary Treasurer from its foundation to the day of his death

In 1891, the death of Dr. Lyddon occurred and later, in 1894, Dr. Irvine Boswell left the town. As Honorary Medical Officers they were replaced by Dr. (later Sir) Sydney Alexander and Dr. John Garrett.

The Hospital House Committee made every effort to keep the Hospital at an efficient level and whenever possible incorporated new and more modern medical equipment.

On the 26th September, 1904, a great loss was sustained by the death of William E. Rigden, one of the Hospital's promoters and energetic Honorary Secretary during its formative months and for 21 years Honorary Secretary of the Faversham Provident Fund. From its inception, he had been a Trustee and enthusiastically held the office of Honorary Treasurer up to the day of his death and had worked wonders to ensure that adequate funds were raised annually to keep the Hospital financially secure. He was also a most generous supporter, not only by way of donations but, with his brother John Rigden, provided the sites upon which the Hospital was built and gardens laid out. In appreciation of his valuable work, a Memorial Fund was opened and from part of the proceeds the Hospital, in July 1905, was presented with a fully equipped operating theatre and a tablet was placed over the door in honour of his memory. The Trustees of the William E. Rigden Memorial Fund thereafter made most generous annual donations to Hospital funds right up to its absorption into the National Health Service. William E. Rigden was succeeded by his brother John Rigden as Honorary Secretary of the Faversham Provident Dispensary.

In 1910, John Rigden died; he had been a Trustee from the beginning, Honorary Secretary from the opening in 1888 till September, 1896 and Honorary Treasurer for six years, 1904-1910. A generous donor of land and gifts of money. He was succeeded by his son Captain Charles Rigden as Honorary Secretary of the Faversham Provident Dispensary.

In 1907, the Executors of the late Miss Georgina Strouts voted £200 to the Hospital, to be spent on improvements. The House Committee allocated this money to purchase X-ray apparatus, a most valuable piece of equipment which proved of increasing importance, particularly during World War I when it was in constant use dealing with military patients sent from Sittingbourne, The Mount V.A.D. and Lees Court Military Hospitals.

Hospital services were increased in 1900 when Mr. Reginald Wilson offered his services, which were gladly accepted by the Committee, as Honorary Dental Officer.

To enable repairs to be carried out and for the painting of the interior and exterior and to permit staff holidays, the House Committee closed the Hospital for periods of three to four weeks in 1890, 1894, 1897, 1899 and 1912.

In 1906, a complaint was received concerning dietary quality. However, enquiries established that the meals supplied by the Faversham Cottage Hospital were above average.

Throughout the first 25 years of the Hospital's life the loss was sustained of a number of very active supporters who had worked hard to create the institution and ensure, as time passed that its future was financially secure. In a history such as this one cannot pass over the valuable contributions made by:—

James Tassell who died in 1910;

Dr. F. Abner Gange who, by his death in 1905, the Hospital lost a very valuable member of the medical staff from its foundation;

Richard Watson Smith who died in 1908, Managing Director of John Hall and Son and later Curtis's and Harvey, Gunpowder Manufacturers. He was a Trustee and an original promoter.

Allan Tassell, another Trustee died on the 23rd February, 1910, and P. B. Neame, a Trustee who died on the 5th January, 1913.

By 1913, with the exception of the Rt. Hon. Lord Harris, all of the original Trustees were dead and the need arose to appoint new ones. This was done in 1913: The Hon. George St. Vincent Harris, Harry S. Neame, Esq., Clement L. Watson Smith, Esq., M.A.,¹ Charles Rigden, Esq. and Guy Tassell, Esq., O.B.E.² were appointed.

With careful husbandry the House Committee generally managed to balance expenditure against income. For most years small profits were made, though frequently this was only as a result of generous donations from well-wishers. When the Hospital opened in 1888, a full year's expenditure was £284, gradually increasing annually to £465 in 1902 and £550 in 1913. The Committee was greatly indebted for a number of legacies (in particular the late J. Nicholas, Esq., who left £645.4.6), which whenever possible was invested by the Committee in stocks and shares with a view to building up an income against the rainy day when subscriptions and donations did not cover normal outgoings. As a result, the Hospital had by the end of the financial year 1913/14 an invested Capital Account of £3,003.7.10.

Dark war clouds now appeared on the horizon which were to influence greatly the future work of the Hospital.

1. Clement L. Watson Smith, son of Richard Watson Smith, Managing Director of Curtis's and Harvey, Gunpowder Manufacturers who resided at St. Ann's House.
2. Guy Tassell, O.B.E., Town Clerk of Faversham 1910-1942, and Partner Tassell and Son, Solicitors 1899-1950.

CHAPTER III

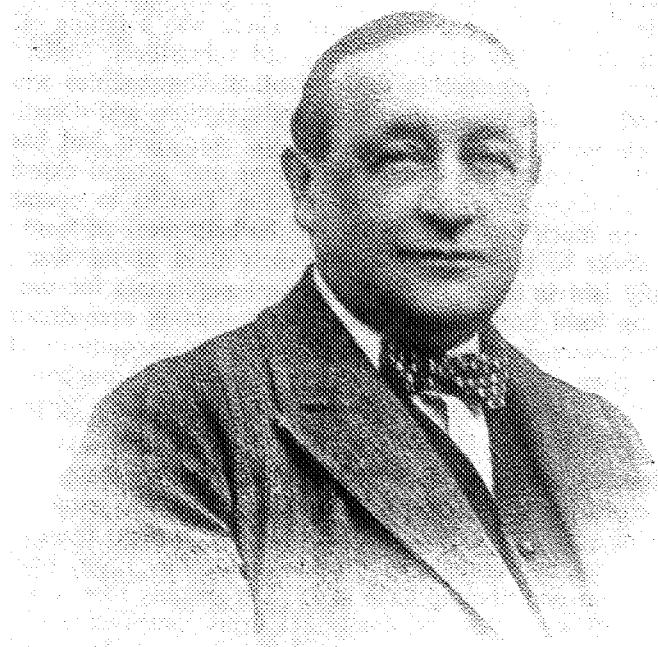
WORLD WAR I AND ITS AFTERMATH

The decade spanning World War I up to 1924 proved very difficult for the Committee in their efforts to maintain the Hospital at an efficient level, whilst having to operate within a tight budget. In common with all Hospitals throughout the country, they passed through years of great anxiety to maintain adequate funds for carrying out their work. There was a falling off of subscriptions due to the loss by death of many old subscribers, whilst the war crisis had caused great increase in the cost of all commodities which, together with the various calls on the district for subscriptions and donations to the different organisations in connection with the war effort had had a bad effect on hospital finance. The cost of provisions and general expenses spiralled without a corresponding increase in revenue. Deficits in operating costs would have been much more severe but for the help received from the various munition works in the district. In the early days of the war the Committee prudently laid in large stocks of surgical appliances for use by the Hospital and any local hospitals at a time when nobody ever dreamed that it would last five years. In 1914, income was £630 and expenditure £665 and by 1924 it had risen to £1,794 and £1,896 respectively. Throughout the war years the X-ray was greatly used particularly by the military hospitals, which meant heavy maintenance charges.

The Committee examined all possible ways of increasing their income to meet increased costs. In 1922, Weekly Subscriber Fund was established which in the following years not only gained considerable support from local businesses in the district but brought in invaluable income. From modest beginnings, with 22 firms contributing £226 in 1922, it steadily rose to reach 29 firms contributing £317 in 1924 and finally 211 firms contributing £3,016 in 1947. In addition, great help was afforded by Lord and Lady Harris who, in 1921, organised a bazaar which brought in £208, Dr. and Mrs. Herdman Porter who donated the proceeds from the Comic Opera "Poet of Rome" which raised £154 and, in 1924, a production of "The Purple Pierrots" raising £65. At the same time sight should not be lost of the great work done by other organisations and individuals such as, Mrs. Gillett who for years ran very splendid Carol Parties, Lady Alexander and her Ladies who organised the Alexandra Rose Day Collections, the Carnival Club and the offerings presented by many Churches in the district. Their contributions were invaluable in helping to increase the income needed to operate the Hospital.

As a result of very generous legacies received between 1921 and 1923 from the Executors of the estates of the late C. F. and H. Stidolph¹ it was possible for the Trustees to establish an Endowment Fund. This money,

1. Charles Stidolph and Son, Estate Agents and Auctioneers of East Street, Faversham.



Clement Leigh Watson Smith 1862-1916

Honorary Treasurer 1910-1916

Trustee 1913-1916

together with earlier investments, formed the Hospital Capital Investment Account and by the end of 1924 amounted to £4,619 and the income derived was used to help keep working losses to manageable levels.

In 1916, the death occurred of Clement L. Watson Smith, M.A., Trustee 1913 to 1916, and Honorary Treasurer from 1910 to 1916. As a memorial to her late husband, Mrs. Watson Smith generously installed electric light throughout the Hospital. In addition, a sum of £92 subscribed by friends was placed on deposit to be used on the Hospital in any way decided by the Committee after the war.

In 1918, the death occurred of T. G. Gillett,¹ Honorary Secretary for 22 years from 1896 to 1918. He had been untiring in his work and most energetic in all things connected with the Hospital. At the request of the Committee, Mrs. Gillett presented his portrait which was placed in the Hospital entrance hall.

In 1920, the Trustees decided that there was an urgent need to enlarge and improve the facilities of the Hospital. They agreed that this work should form part of the Faversham and District Memorial of the Great War, 1914-1918. To raise the large sum of money required to pay for the extension the Trustees established a Faversham and District War Memorial Committee which launched a special appeal to the residents of Faversham and District. In addition to the many generous donations given by individuals, local organisations arranged their own fund raising events. When closed in 1923 this fund had raised £1,706.

Hand in hand with the Faversham and District War Memorial Committee, the Hospital Committee established a New Building Fund. The demobilised Mount V.A.D. Hospital contributed £1,084, the Faversham Conservative Club provided £159 towards the purchase of a new operating table and trolley, a Fancy Dress Dance raised £136 towards the purchase of new X-ray apparatus, the Ladies Charity contributed £321 and Mrs. Charles Rigden organised a Garden Fete which handed over £60. A Building Fund Fete, held at Ospringe Place by kind permission of Guy Tassell, Esq., on the 25th and 26th June, 1923 brought in the magnificent sum of £513; whilst the Chamber of Commerce held a gift week and raised £135 and Arthur Smith donated £50. Eventually, when closed in 1923, the New Building Fund had raised £3,818.

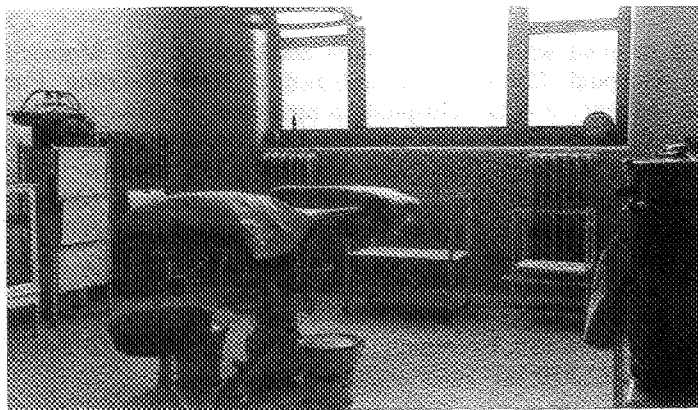
1. T. G. Gillett, Director and Chairman of Thomas Gillett and Sons, Millers and Cornfactors, Mayor of Faversham 1910.



*Exterior View of Extensions which comprised a New Ward, Operation Theatre, with Nurses' Room, Kitchen and Bathroom.
Completed and Opened 3rd November, 1922*



Interior of New Ward completed 1922



*New Operating Theatre Constructed and Opened 3rd November, 1922
as part of the Faversham and District Memorial to
The Great War 1914-1918*

Architects to the Trustees, Messrs. Edwin Pover and Son, were commissioned to provide plans covering an extension to the Hospital which included the provision of a New Ward on the men's side (Western Wing) and it was that which formed the War Memorial providing five more beds and one cot; a new operating theatre and table and trolley, replacement of the X-ray apparatus and installing a special X-ray table, together with the nurses' room, kitchen and bathroom. Messrs. E. Fuller and Sons of Faversham were awarded the contract to carry out the work at a cost of £3,790. The furnishing of the additional rooms and the installation of new heating required extra finance. Work was put in hand in 1921 and, until completed in 1922, the work of the Hospital was restricted because the building operation limited accommodation available. When finally completed and furnished, and taken into use in 1922, the total cost was £5,987.

At the same time the Federation of Discharged and Demobilised Soldiers and Sailors (Faversham Branch) applied to the Trustees for permission to erect a Cross on Hospital ground in memory of those who had fallen during the war; a proposal with which the Trustees readily concurred. It was agreed that the Cross of Remembrance should be erected on the piece of land so kindly given to the Trustees by the late W. E. and J. Rigden, facing the Hospital, on the corner of Stone Street and Roman Road. The Memorial Cross was executed by J. T. Bruce of Faversham.

Under the auspices of the Mayor, Councillor Evan Jenkins and the Corporation of Faversham, a special ceremony was held on Friday, 3rd November, 1922 to mark the opening of the extension and the Unveiling of the Memorial Cross. Admiral Sir Hugh Evan Thomas, K.C.B., K.C.M.G., C.B., Commander in Chief, The Nore, was invited and kindly consented to perform the opening ceremony. Admiral Sir Hugh arrived in the company of Colonel, The Right Hon. Lord Harris, G.C.S.I., G.C.I.E., C.B., wearing the uniform of a Deputy Lieutenant of Kent. In front of the Memorial Cross, with heads bowed on reversed arms, were the R.G.A. (Territorials). Arthur Smith, Esq., Honorary Secretary of the Hospital first received the Admiral, who then proceeded to inspect a guard of honour lined up in the roadway mounted by the United Services Club and Disabled Men under the command of Captain R. A. Darney; son of J. A. Darney late Honorary Secretary of the Hospital.

That ceremony completed, Admiral Sir Hugh moved over to the Hospital entrance where he was received by the Mayor who was accompanied by members of the Corporation and the Town Clerk (Guy Tassell). Also awaiting his arrival were members of the Hospital Committee, Memorial Cross Committee and Miss Arnold, the Matron and members of the Nursing Staff. At the entrance Lord Harris on behalf of the Trustees requested the Admiral to open the extension. In his speech prior to declaring open the Cottage Hospital Extension, the Town's War Memorial, The Commander in

Chief, The Nore, expressed his sentiments as "There cannot be a more fitting way of commemorating the loss and suffering associated with the War than the means of lessening sickness and disease". After declaring the extension open a Prayer of Blessing upon the Hospital was given by the Revd. J. Wesley Hughes.¹

The Admiral, escorted by Councillor S. G. Colinese, Chairman of the Memorial Committee, then proceeded to the site of the Memorial Cross where he was requested to unveil the Cross. After the unveiling, a Service of Dedication was conducted by the Vicar of Faversham and Rural Dean, the Revd. Arthur Reeve. At the end of the Service, the Benediction was followed by the sounding of the Last Post and Reveille by two trumpeters of the 10th Hussars and the singing of the National Anthem.

The Admiral and many visitors afterwards made a tour of the Hospital.

With the extension completed, the Hospital in 1924 received 459 patients with a bed occupancy of 4,684, with an average stay of 10½ days in each case. 95 patients received X-ray treatment.

1. Revd. J. Wesley Hughes, Minister of the Wesleyan Church, Preston St., Faversham.

CHAPTER IV

EXPANSION

The period between 1925 and 1938 was a difficult one for the Committee as expenditure exceeded income in 11 out of the 14 years, with a resultant loss on working of £1,825. Efforts to increase income were made and the recently launched Weekly Subscribers Fund showed substantial increases yearly. In 1925, a Box Scheme was inaugurated, and by this means it was hoped to attract fresh subscribers who had no opportunity of contributing through their employers. During this period income was supplemented by payment received for patients by Approved Societies under the National Health Insurance Scheme. In 1928, the Mayor, Councillor W. G. Ash inaugurated the Hospital Cricket Cup Competition which was to become an excellent source of funds. Economies were made in the Hospital itself, though with the increased work thrown upon it by the X-ray and Massage Departments, inaugurated in 1928, and other post-war amenities, this proved difficult without reducing the services offered. Furthermore, the building was now some 45 years old and there was an increasing need to carry out maintenance and modernisation of the premises.

In 1929, the Committee engaged Mr. Charles Darby on a full-time basis for the collection of monies for the Weekly Subscribers Fund and to look after the garden. Under his enthusiastic organisation the fund was increased to 150 groups in 1929 and 209 by 1938 and the income from this source to £719 and £993 respectively. A really splendid achievement.

Throughout the period, the buildings were kept in a good state of repair and the Hospital generally well equipped. However, to keep up with modern surgery it was considered that more facilities should be provided and the Committee agreed that they should aim to enlarge the scope of the Hospital by building and adding more equipment.

In 1925, a few friends of the Hospital issued an appeal for funds to enable wireless to be installed. The appeal was readily answered and, by the end of the year, an excellent wireless installation, at a cost of £87, was available for each patient, as a memorial to the late Maud Gregory.

The X-ray apparatus was by now obsolete and unable to do all the work required at the Hospital and needed replacing. A group of philanthropic residents formed a Group called the Creek Co-optimists, who under the Chairmanship of Douglas W. Cornfoot, Esq., the Mayor of Nagden (sic), held Gala Days in 1925 and 1926 which raised some £264. The apparatus was subsequently purchased in 1927 and installed at a cost of £181.

In 1928, Miss Arnold, Matron for 15 years, resigned and was succeeded by Miss Jane Gibson, S.R.N.

In 1930, concern was voiced as to the increased work being thrown on the Hospital; particularly from the number of minor and accident cases, though, with co-operation, difficulties were temporarily overcome. Consideration was given to the provision of new and separate accommodation, and arrangements of a temporary nature were made for the small ward in the East Wing to be reserved for minor and accident cases to facilitate their treatment without distressing the In-patients.

During 1932, important additions were made to the building and equipment consisting of a Casualty or Reception Ward adjacent to the theatre and two bedrooms urgently needed for the staff. The provision of the Casualty or Reception Ward released the small ward in the east wing for general purposes. A room hitherto used as a bedroom on the main floor was adapted for use as a waiting room for patients and their friends, whilst the patients' bathroom was enlarged and a linen cupboard fitted up in the basement. The cost of these alterations which were completed in 1933 was £938 was made possible by a donation of £500 from Mrs. E. Vinson and her family in memory of the late Edward Vinson, with help from Mr. R. W. Macey, Miss E. L. Wright and the Faversham Division of the Girl Guides.

In an effort to assist in financial appeals and efforts that may from time to time be made on behalf of the Hospital, a Special Propaganda Committee was formed in 1932 under the Chairmanship of Alderman J. H. Johnson with Mr. Ben Barnes as Honorary Secretary. Their efforts in the succeeding years were most rewarding and besides widening the scope of the appeals, introduced the Hospital Pound Day and Hospital Dances.

Though it might appear invidious to seek out individual organisations which helped with donations, etc., special mention must be made of the support given over many years by:—

The Faversham Football Charity Cup Competition;

The Faversham Bowling Club Cup Competition;

Mrs. Gillett and her Carol Parties;

Lady Alexander and her Ladies and the Alexandra Rose Day Collections;

Mrs. Mabel Herdman Porter who produced revues of her own compositions, in 1930 'Moving Along' which raised £208, in 1936 'All In' which raised £80, and a Celebrity Concert £28, all sums being donated to the New Building Fund;

Lady Harris's Annual Bazaar;

The Kent Constabulary Sports Committee;

The Carnival Club and

The League of Mercy.

In 1931, Lady Ada Harris died and a committee of ladies and gentlemen collected the sum of £567.17.0 in order to perpetuate her memory. A memorial bed was presented and a souvenir album purchased; the balance being handed over to the Trustees for investment. In accepting this Trust, the Committee undertook to give special financial consideration to necessitous cases specially recommended by Lord Harris and admitted to the Hospital from the parishes of Throwley and Eastling.

In 1932, the death occurred of Lord Harris (4th Baron), Trustee since the Hospital's inception in 1887/88.

Captain Charles Rigden who was a Trustee and served on the Committee from 1913 to 1932 died whilst still holding office. His family was always closely associated with the Hospital and its work. He succeeded his father, John Rigden in 1910 as Honorary Secretary of the Faversham Provident Dispensary, an office he filled for 22 years up to the time of his death.

In the same year, E. Hutchinson, Honorary Radiographer, was compelled owing to ill health, to relinquish his appointment which he had filled for 10 years. Dr. C. O. Philipps Gange succeeded him temporarily.

In 1933, it was necessary to appoint new Trustees. Captain A. L. O'Brien, R.N. Retd., Colonel J. C. Hooper, D.S.O., Retd. and Lieut.-Colonel A. L. C. Neame, O.B.E., Retd., were appointed. Messrs. Tassell and Son kindly carried out the appointment at no cost to the Hospital, except for Stamp Duty.

In 1934, the X-ray equipment was becoming ineffective and Dr. Wilfred Garton, the Honorary Consulting Radiologist on the staff, kindly undertook the supervision of a modernisation programme.

For the first time, in 1934, the Committee was able to obtain payment from insurance companies in respect of motor accident cases. An important addition to the income account.

The Matron, Miss Jane Gibson resigned in 1935 and was succeeded by Miss Winham Morris, S.R.N.

Throughout the period 1934 to 1936, the Hospital experienced problems in engaging adequate staff nurses and probationers, necessitating the employment of temporary assistance through London Nursing Agencies, an expensive exercise. Accordingly, in 1936, the Committee approved a recommendation to provide new nursing quarters, which hitherto had been poor.

Mr. Harry Pover,¹ Architect and Surveyor to the Hospital, was instructed to draw up plans for the proposed new work and construction by George Johnson and Son of Faversham under his supervision, took place in the grounds at the rear of the hospital. The Nurses' Home was constructed on a single floor and comprised six bedrooms, three on either side with a central corridor, a cosy lounge and hall, fitted bathroom and lavatory. The building had an independent heating and hot water system and built-in wardrobes and, on completion, was formally opened by Mrs. Mabel Herdman Porter² on the 27th July, 1936. With a silver-gilt souvenir key presented to her by the Architect, Mrs. Herdman Porter unlocked the entrance door to the new building—the key bore the inscription on one side "Faversham Cottage Hospital Extension 1936" and on the reverse side "Opened by Mrs. Mabel Herdman Porter, July 27th 1936".

The total cost of these improvements was £1,591 and included new staff accommodation £1,230, new X-ray apparatus £346 and a rotary converter £15. The new home added considerably to the comfort of the nursing staff.

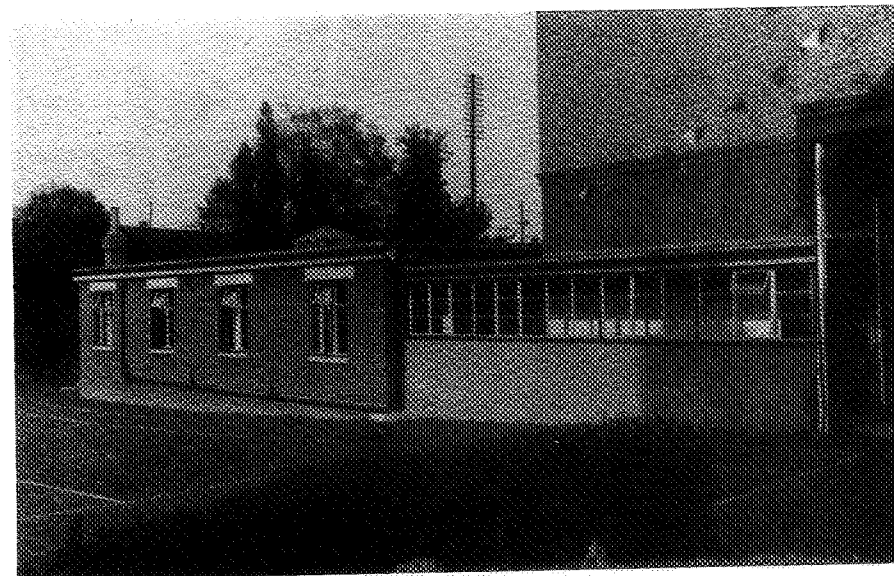
With the Hospital reaching its 50th Anniversary in 1938, the Hospital Propaganda Committee worked with great enthusiasm and launched a Special Jubilee Appeal to finance the cost of the new Nurses' Home and by means of special events and the generous support of friends and supporters raised a total in excess of £1,500.

To celebrate the occasion His Royal Highness, the Duke of Kent, K.G., graciously accepted an invitation to visit the Hospital on the 12th May, 1938.

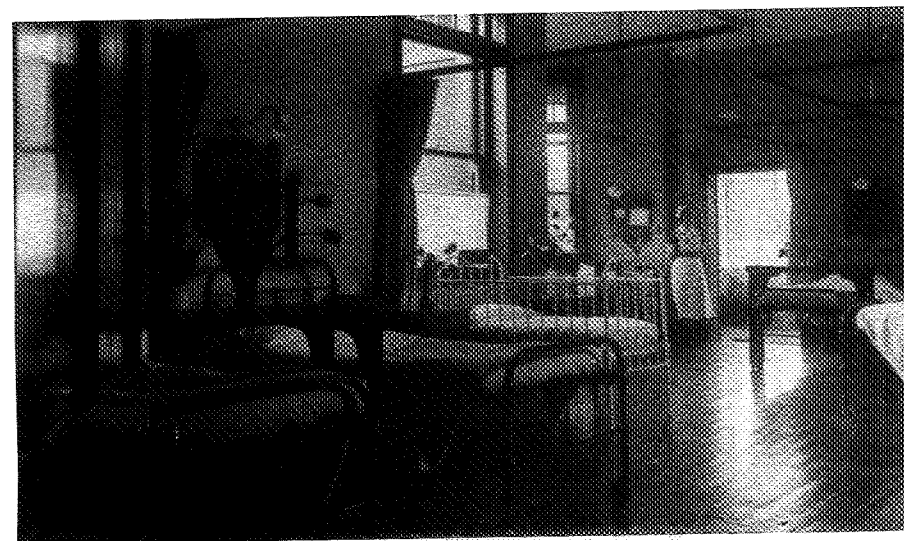
For the Duke of Kent's visit the Hospital was bedecked with Union Jacks and bunting to make a real Royal Welcome. Hundreds of people lined the streets as the Duke was driven into Faversham. School children packed the Stone Street pavements and waved their flags and cheered their heads off when the Duke arrived.

On arrival at the Hospital, His Royal Highness was greeted by the Mayor, Councillor Phil Johnson who presented the Town Clerk, Guy Tassell, Esq. Then followed the presentation of the Mayor's Address. The Address bearing the Borough's Arms and Seal, was headed Borough of Faversham and addressed to His Royal Highness, the Duke of Kent, K.G. It was signed by the Mayor and Town Clerk. Escorted across the street to the Hospital where, at the entrance he shook hands with Canon P. A. L. Clarke (Mayor's Chaplain)³ and Members of the Corporation as they were severally presented by the Mayor, the Duke of Kent then moved along the 'bridge' through a

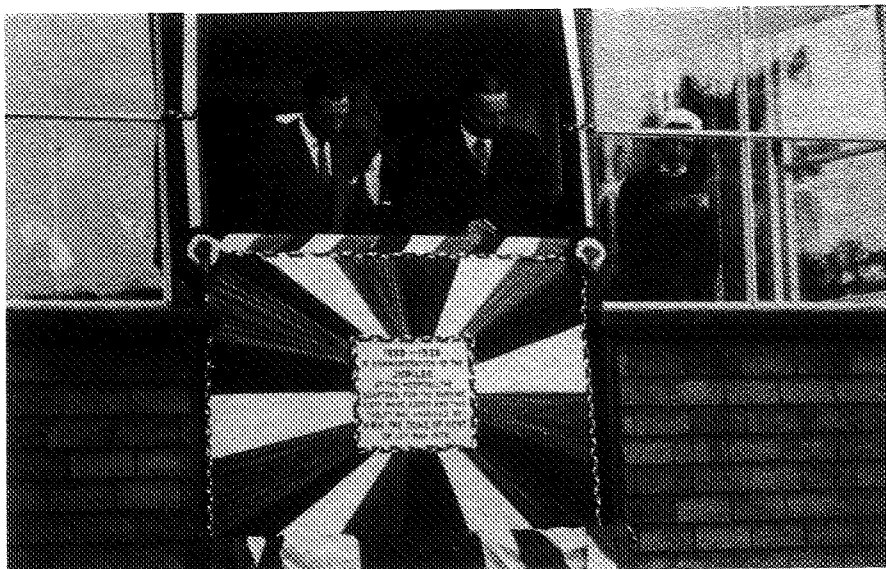
1. Harry Pover, Partner Edwin Pover & Son, Architects and Surveyors of Faversham.
2. Mabel Herdman Porter, Wife of Dr. Herdman Porter of East Street, Faversham.
3. Canon P. A. L. Clarke, Vicar of Faversham.



*The Nurses' Home
Completed and Opened 27th July, 1936*



William Ward 1938



*H.R.H. The Duke of Kent unveiling the Commemoration Tablet
12th May, 1938*

1888 — 1938
IN COMMEMORATION OF THE
JUBILEE
OF THE HOSPITAL, THE
QUARTERS FOR THE NURSING
STAFF WERE ADDED, AND THIS
TABLET WAS UNVEILED BY
H.R.H. THE DUKE OF KENT
ON 12TH MAY 1938.

The Commemoration Tablet

line of Nursing Sisters and Staff in their starched uniforms forming a 'Guard of Honour', where he was received in the vestibule by the Chairman of the Hospital Committee, Lieut.-Colonel A. L. C. Neame, O.B.E., who presented him to Dr. Charles Evers, M.D., Vice Chairman, Arthur Smith, Esq., Honorary Secretary, Dr. Frederick Gange, M.D., Senior Honorary Medical Officer to the Hospital, Alderman J. H. Johnson, Chairman of the Propaganda Committee and the Matron, Miss Winham Morris, S.R.N., amongst other dignitaries.

Proceeding to inspect the Nurses' Quarters, which he reached through the Women's Ward, His Royal Highness was invited by the Chairman to unveil a Commemorative Tablet, placed on the sun balcony wall, marking the Hospital's Jubilee 1888-1938. The Tablet was in a temporary position on the balcony for the purpose of the unveiling and was subsequently moved to its permanent position in the brickwork of the building near the front entrance. Guests assembled on the lawn behind the Hospital had a splendid view of the Royal Visitor when he appeared on the sun balcony.

Throughout the period, the Hospital was exceedingly fortunate to receive a large number of legacies which were used to build up an Endowment Fund or placed to the New Building Account. Legacies received included the late Mrs. Heritage £300, the late A. Woollright £250, the late E. A. Tebbits £75 and the late Mrs. Mabel Hordern £250. In addition, Members of the late Faversham Workmen's Club in 1928, donated 492 £1 shares of the Faversham Public Building Company, valued at £250, which was placed in the Endowment Fund. In 1930, anonymous donors supplied Scialytic Light and Keepalite equipment in the Operating Theatre, a very beneficial aid to the Honorary Surgeon.

By the 31st December, 1938 the Hospital was handling 589 patients per annum, 272 in patients and 317 minor cases representing 4,434 bed days at 13/6d per day. Major operations carried out 113, 252 minor operations, 198 X-rays completed and 270 dressings in casualty.

Throughout the life of the Cottage Hospital up to the Second World War, the Trustees were greatly indebted to the local residents and farmers who each week brought in weekly gifts of produce such as eggs, fruit, sugar, vegetables, etc. for use in the hospital kitchen.

CHAPTER V

WORLD WAR II UP TO THE INTRODUCTION OF THE NATIONAL HEALTH SERVICE

On the outbreak of World War II, the Hospital in common with other hospitals became subject to the Government Emergency Scheme. Immediately, the Committee took steps to protect the Hospital against air raids by installing blackout for the windows and volunteers assisted in the filling of sandbags.

Donations were considerably less than in previous years because the War prevented the Committee from holding its usual annual Pound Day when the Hospital received gifts of goods or in kind, and it was not possible to hold the Carnival. Though Mr. Charles Darby, with great enthusiasm and drive, continued to make a great success of the Weekly Subscribers Fund and House Collecting Boxes, industrial depression caused a drop in the total actually received. Furthermore, the increased cost of labour and materials made it difficult for the Committee to balance their budget. Fortunately the Hospital had been maintained at a high level up to the outbreak of war and expenditure on repairs and renewals was moderate. Up to the end of 1945, the Hospital received a grant from the Ministry of Health under the Emergency Medical Scheme, towards the cost of the Casualty Service, which helped the Committee generally to cover all expenditure. However, with the cessation of hostilities in Europe, the Ministry of Health income ceased and there was an urgent need for renewed support to reduce losses.

Because there were increased demands from other hospitals for reimbursement for services given to patients belonging to the Weekly Subscribers Fund, who had been given treatment for some other reason, this became a heavy liability. Accordingly, in 1940 it became necessary to increase subscribers' contributions from 1d to 2d per week and, in 1945 they were further increased from 2d to 3d per week.

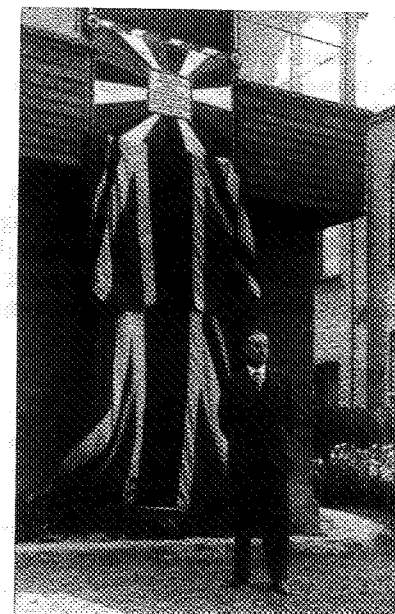
In 1940, it was found necessary to provide a new emergency ward at a cost of £280.

In 1941, the death occurred of Mrs. Ellen Elizabeth Harcourt Rose who had contributed the money for the original building and its equipment and had since been a most generous subscriber. By her will she bequeathed a legacy of £1,000 to the Hospital.

Throughout these dark years the work of the Hospital was furthered by the many public-spirited people who made donations or left legacies. In particular, there was a donation given in memory of Mrs. M. K. F. Neame of £282 which was used to purchase badly needed new anaesthetic apparatus, a stool and theatre trolley and tubular heaters for the Operating Theatre and



The Matron Miss Winham Morris, S.R.N., Nursing Sisters and Domestic Staff 1938



*Lieut. Col. A. L. C. Neame, O.B.E.
Chairman of the Hospital Management Committee 1932-1943*

Casualty Ward. Between the years 1946 and 1947, The Faversham and Thanet Cooperative Society donated £281, the dividends on members' purchases, for the endowment of a cot. Other valuable legacies received included: Thomas Lowton, A. Leach, Mrs. Honess, Mrs. F. L. Neame £615, Mr. George and Miss Clara Pordage, Mrs. M. E. Southam £271, all of which were invested and placed to the credit of the Capital Endowment Account and the interest received provided a welcome addition to pay for day to day expenses.

Support continued to be received from the Alexandra Rose Day and though Lady Alexander, for many years the organiser of collections, was forced to retire, in 1943 the Ladies Linen Guild, in addition to all the work they undertook in the Hospital, kindly consented to organise future collections.

In 1943, Lieut.-Colonel A. L. C. Neame tendered his resignation as Chairman of the Hospital Management Committee because of his military duties. He had given great service to the Hospital, holding office as Chairman from 1932 to 1943. He died in April 1948.

The death occurred of the Matron, Miss Winham Morris in February, 1944. She had taken up her appointment in 1935 and up to the time of her death had shown herself to be devoted to her work and the well-being of her staff and patients. During her stay many improvements were made at the Hospital for the comfort of patients and staff. It was during this period that the accommodation for the nursing staff was completed.

The loss was also sustained of Harry S. Neame in 1946 having been a Trustee for 30 years, between 1913 and 1943, and his wife Mrs. M. K. F. Neame who died in 1945. Miss Nancy Creigh who succeeded Miss Morris as Matron in 1944 died in post during October, 1947.

After the cessation of hostilities in Europe, an appeal was made in late 1945 to the public to make gifts to a Thanksgiving Appeal Fund which it was intended to use to fund the building of a new hospital. Because the original proposal became impracticable, with the forecast of the nationalisation of the hospital service, the promoters returned the money subscribed to the donors.

At the end of 1947, formal notice was received from the Minister of Health of his intention to take over the Hospital under the National Health Service Act. The take-over was to be effective on the 5th July, 1948, thereafter the Hospital would cease to exist as a Voluntary Institution. With this in mind, the Committee, early in 1948, realised its Endowment Fund investments for the purpose of meeting any previous deficits and for providing for later liabilities. On the 31st December, 1947 the assets of the Hospital totalled £19,077, including building, operating theatre and apparatus £9,291 and Endowment Fund £5,444.

In its last full year of operation in 1947, as a Voluntary Hospital, it is worth noting the contribution made to the community, a far cry from the scope of the Hospital as planned by those worthy benefactors way back in 1886:

In-patients 279, number of beds occupied 3,094

Minor cases 827

Major operations performed 40, minor operations 137

X-rays carried out 206

Daily dressings 945

The average cost of an In-patient £1.6.4 per day and the cost for dressings 2s. 5d per attendance.

In March, 1948 the Town Council accepted, from the Trustees, the piece of land forming an open space opposite the hospital and adjacent to the War Memorial to form a Garden of Remembrance of those who fell in the two World Wars.

With the passing of the Hospital over to the State, the Ladies Linen Guild which had been associated with it for 38 years terminated its activities during the last week of June, 1948. The Guild which was started in 1910 and throughout its existence, thanks to the industry and subscriptions of its working members, was an immense boon to the Hospital. During those years it provided the huge total of 4,183 articles. A short list of the main items supplied: 468 sheets, 640 pillowcases, 210 blankets, 118 bedspreads, 106 bath towels and 140 roller towels serves to show what a large expense was saved by the Hospital by its valuable work. The Guild had three Presidents and Chairwomen: Mrs. Halsey 1910-1913, Mrs. Milles-Lade 1914-1925 and Mrs. Sandys Dawes 1925-1948.

The last annual meeting of the Faversham Cottage Hospital was held at the Municipal Offices on Wednesday, 16th June, 1948. Mr. (later Sir) Thomas Neame presided supported by Mr. Arthur Smith, Honorary Secretary and Mr. J. B. Neame, The Mayor of Faversham. Lord Harris (a Trustee of the Hospital) in a letter expressing his regret at not being able to attend the meeting, said "It is a very sad thought that this hospital is to be handed over after having been carried on voluntarily for so many years. It does seem to me that voluntary service is gradually being eliminated, which must have a bad effect on the character of individuals in this country. I hope in days to come Governments will realise the error they are making in gradually doing away with all forms of voluntary service, both local and general, and perhaps their policy will be reversed. One realises that owing to the increased cost of everything it would be more difficult in the future than it has been in the

past to raise sufficient funds to keep the hospital equipped and run in a first class manner, but everything is relative, and if it were not for penal taxation which is crushing us all at the present time, I am quite sure sufficient funds would have been forthcoming". In conclusion Lord Harris expressed his thanks, as a trustee, to all those people who had given up so much of their time and energy to the successful running of the hospital. One could only hope, he said, that in its new form it would deal with its patients as well as had been the case in the past.

How the work of the Hospital would be carried on under the New Health Act was explained to the Meeting by Mr. H. J. Mount, Chairman of the Canterbury and District Local Management Committee, responsible for all the hospitals in the area of Canterbury, Faversham, Herne Bay and Whitstable.

The era also brought the termination of the Weekly Subscribers Fund. Established in February, 1922, the fund raised large sums to help finance the work of the Hospital by means of weekly contributions, voluntarily paid by employees of local businesses and individuals throughout the town and countryside. Contributors being entitled to free treatment at the Hospital. Throughout its existence it was operated by Mr. Charles Darby, initially on a part-time basis but from 1929, on a full-time engagement. Before being wound up, the fund in its last full year raised over £3,000, in subscriptions. Mr. Charles Darby retired in September, 1948 and was granted an annuity of £100 in appreciation of his great services to the Hospital.

On the 5th July, 1948, the Hospital, having given 60 glorious years of unselfish and devoted service to the community of Faversham and the surrounding villages, ceased to exist as a Voluntary Hospital. It was now the turn of the National Health Service through the Canterbury and District Local Management Committee to carry on the good work.

CHAPTER VI

MODERN COMMUNITY SUPPORT

Although the building itself is Victorian, the Hospital provides a modern efficient service as part of the National Health Service and is an integral part of the town's community. In fact Governments of the day have recognised the value of Cottage Hospitals nationally to the communities they serve, although in 1970 they were in danger of being phased out. In July, 1970, Faversham's M.P. Roger Moate, in his maiden speech in the House of Commons, spoke against the trend of closing these hospitals. Fears that Faversham would lose its hospital in the restructuring of the Health Service were dispelled in 1973 and the importance of this part of the National Health Service was appreciated by the Government of the day when, on the 4th July, 1973, in a written answer, Sir Keith Joseph, Secretary of State for Social Services stated "District general hospitals will remain the focus for specialist services for each health district, but there is now general agreement in principle that in most areas a proportion of the hospital services can with advantage be provided in smaller more local hospitals called community hospitals. These can provide appropriate hospital care nearer their homes for patients not requiring the highly specialised facilities of the district general hospitals". This change of attitude was subsequently endorsed when Mrs. Barbara Castle, Secretary of State for Social Services acknowledged the need for community hospitals as they were so aptly named. Even as recently as April, 1984, Health Ministers, as a result of a reappraisal of the National Health Service, announced that a review of the role of smaller community and general practitioner hospitals showed that they had an important role to play within the Health Service, particularly in rural areas.

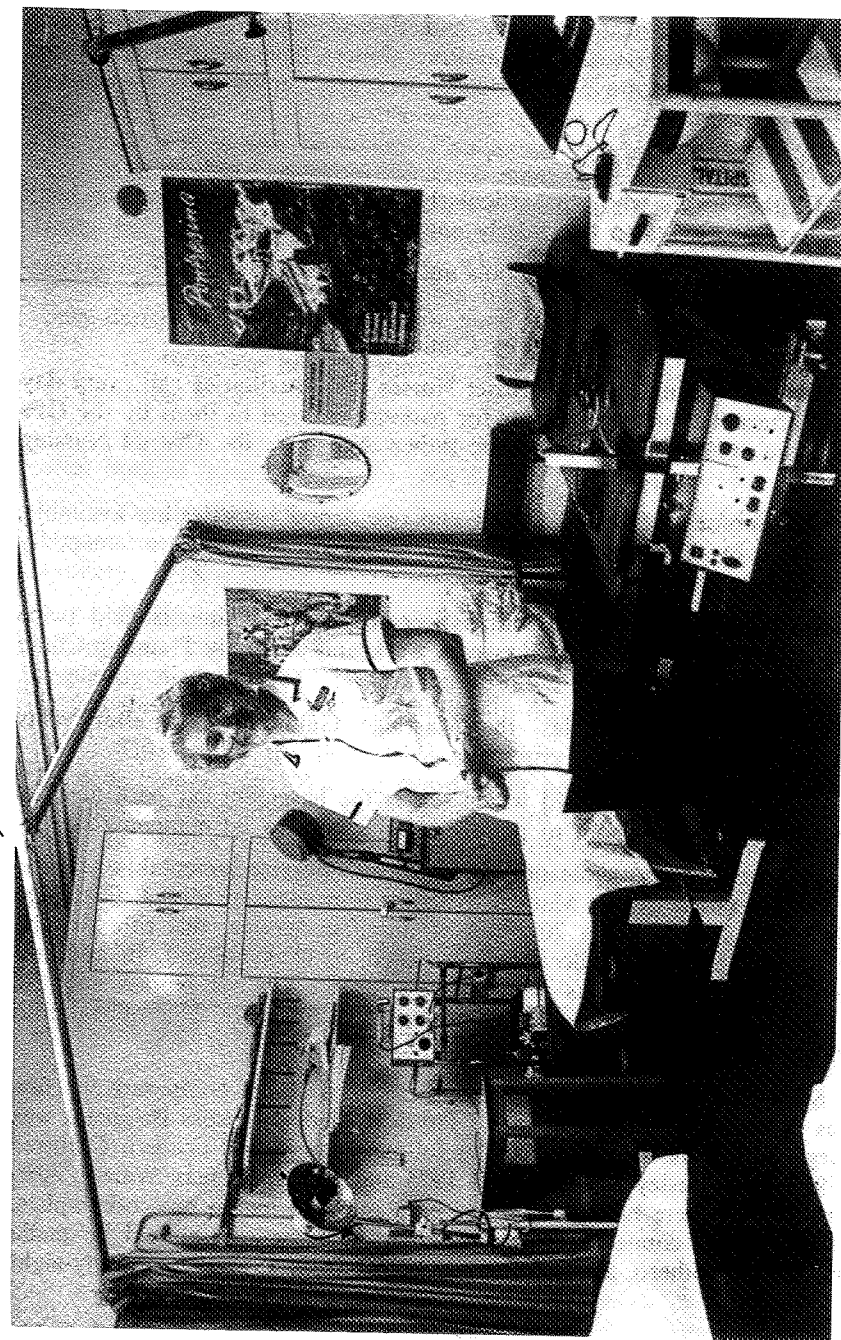
By 1970, the role of the Faversham Cottage Hospital started to change. Up to that time GPs. admitted their own patients and, with Canterbury surgeons, performed operations such as appendicectomies, hernias, etc. It was an ideal situation as patients were looked after by their own doctors from admission to discharge. These arrangements also had the advantage of being performed in Faversham near patients' relations. Because Canterbury General Hospital had better facilities for major operations it was decided to transfer this function there, although minor out-patient operations were still performed at the Cottage Hospital. Eventually the operating theatre was pulled down in 1976 to make way for the Health Centre.

However, the Faversham Cottage Hospital still had an important role to play for those patients whose operations are performed in Canterbury, because many of them return here for the convalescence stage of their recovery, making it easier for friends and relatives to visit them and at the same time releasing very expensive and sought-after beds at Canterbury.

It was with great apprehension that the local General Practitioners were informed in March, 1977 of the Health Authority's decision to discontinue to allow them to use the Hospital's X-ray apparatus unless their own trained Radiographer was in attendance. This ruling necessitated patients requiring X-ray treatment to travel into Canterbury, which is often very inconvenient, but our machine was not as powerful and capable of performing all types of work as that at the Canterbury Hospital. However, in 1981, with the appointment of a local Radiographer this department has been re-opened for a half day per week to deal with GP referrals.

After a decade of planning, the Kent County Council in conjunction with the Department of Health and Social Security approved the construction of the long-promised Faversham Health Centre and Phase I—piling of the foundations was started in March, 1976 and completed in July of the same year. The Centre was constructed on land abutting Cross Lane and Bank Street, originally given to the Cottage Hospital by John Rigden as a kitchen garden. Regrettably, the siting of the Health Centre resulted in the Cottage Hospital losing its garden and, more importantly, necessitated the pulling down of the Nurses' Home and operating theatre which had been built as a result of the Public Appeal and opened by the Duke of Kent in 1938. However, the re-organisation of the Health Service in 1974 forced changes in the arrangements for the treatment of serious cases which resulted in all major operations being performed at Canterbury and the policy for the employment of non-residential nursing staff was implemented which meant that these functions could be dispensed with. Actual building of the Health Centre started in January, 1977 and was completed in June, 1979 at a cost of some £550,000. The official opening took place on the 2nd July and was performed by Roger Moate, Esq., M.P. and dedicated by the Vicar of Faversham and Chaplain to the Hospital, The Revd. Gordon Manley. Local GPs R. J. Edney, A. Mories and R. B. Macpherson were closely involved throughout its planning. The interdependence of the Health Centre and the Hospital cannot be stressed too much and provides the town with a splendid centrally located medical complex.

The Health Centre as completed is owned by the Canterbury and Thanet Health Authority (successor to the Kent Area Health Authority following a further re-organisation of the N.H.S. in 1982) and provides a complete range of services. Health Authority Staff based at the Centre include



*The Department of Physical Medicine 1984
with Superintendent Physiotherapist Mrs. J. Waters*

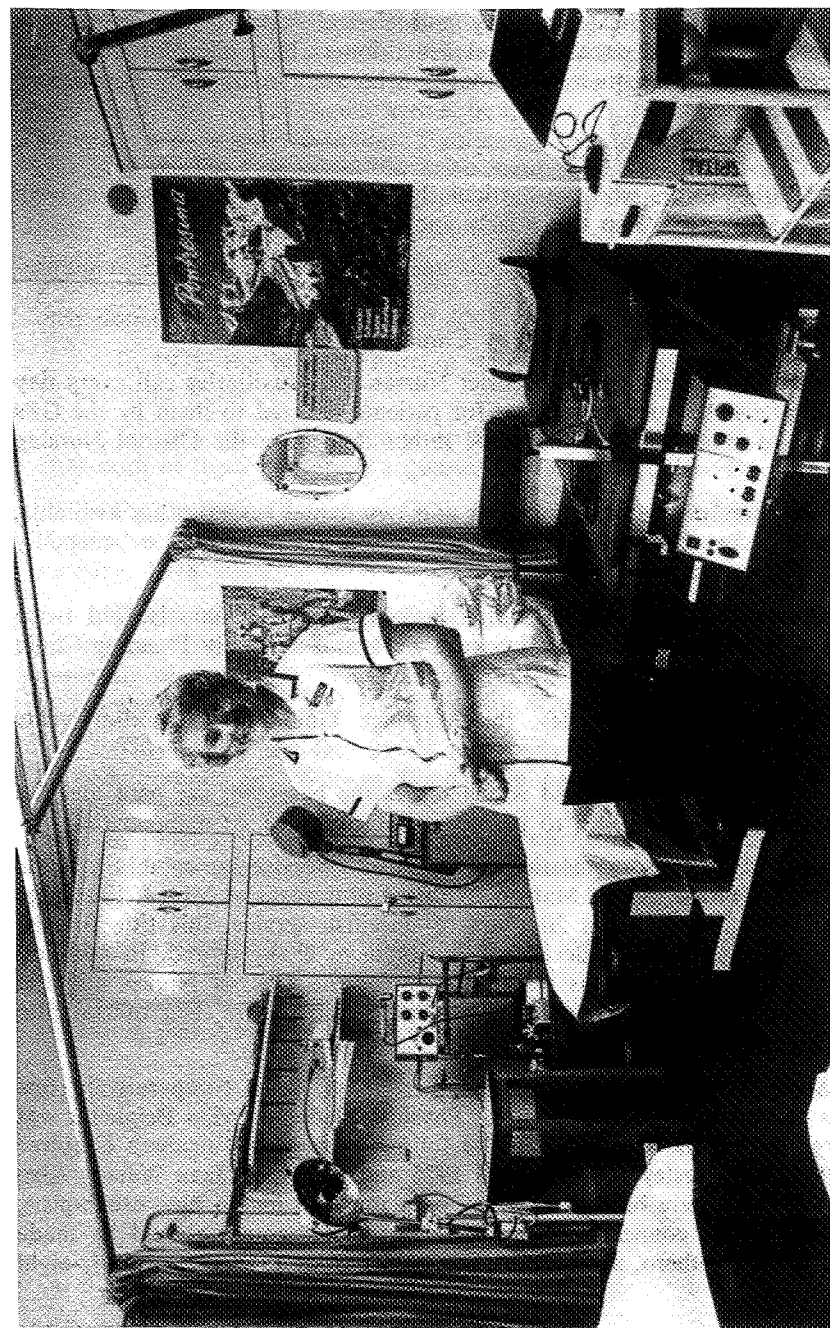
Photograph courtesy of The Faversham News

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The Department of Physical Medicine 1984
with Superintendent Physiotherapist Mrs. J. Waters

Photograph courtesy of The Faversham News

an Administrator, Medical Secretary and clerical support to oversee both establishments. All the local General Practitioners have their surgeries and examination rooms and their receptionists, who are employed by the doctors, located on one floor.

Other services include:

Health Visitors who are particularly concerned with babies from birth to five years of age: also the elderly and disabled.

School Nurses who visit schools and give rubella and BCG immunisation and medical examinations, etc.

Child Health and Well Baby Clinics are held.

District Nursing Sisters, District Nurses and Auxiliaries call every day and hold afternoon surgery sessions for patients referred to them by the GPs and who are able to attend the clinic rather than have the District Nursing Sisters call.

The Community Dental Officer and two dental surgeries are available, used mainly by children but registered disabled, physically or mentally handicapped patients are also seen.

Chiropody sessions are held, a Speech Therapy Clinic is held twice a week, a Dietician Clinic is held once a week and a Family Planning Clinic on one evening a week.

Amongst other agencies, the Marriage Guidance Counsellor visits once a week.

A lift has been provided which serves the basement car park and the first floor and has room to permit wheel chairs to be manoeuvred.

Changes in the organisation of the Health Service lamentably saw the disappearance of the title of Matron. With the retirement of Miss J. Etheridge in July, 1978, having given 20 years of unselfish service, this title for the senior nurse lapsed. Her successor's duties have changed and, in addition to the Cottage Hospital, has responsibility for the District Nurses and the Area Health Nursing Staff employed in the Health Centre. Her official title now being Senior Nurse Community.

Since Mr. Luck left in 1937, there have been comparatively few changes of staff in the Department of Physical Medicine, Miss Beigheim was in charge during the late 1960s to be followed by Miss Elizabeth Crabtree until 1967, Mrs. Lesley Myrums until 1975 and then Mrs. Jean Waters. Also during this time there have been many part-time and locum physiotherapists. Of all the people connected with the department mention should be made of Mrs. Doris Prothero, a physiotherapy helper from 1948-1976, twenty-eight

years in all. Quite a record. The nature and scope of the work carried out has certainly changed over the years. From being known as the "massage department" when treatments were of the more passive nature emphasis is now directed towards more active treatment to relieve pain, and restore mobility with normal function. Equipment has become more sophisticated and from modest beginnings the department possesses Diapulse, Ultra-sound, Short-wave Diathermy and an electronic traction table. The gymnasium, a gift from the Friends, has more than doubled the working space and permits active exercises being undertaken: whilst previously patients had to wait in a narrow cramped passage opening into the treatment room. It is a very busy department now dealing with some 6,000 to 6,500 patients annually.

In 1975, the hospital nursing staff comprised 12 full-time nurses and 12 part-time nurses.

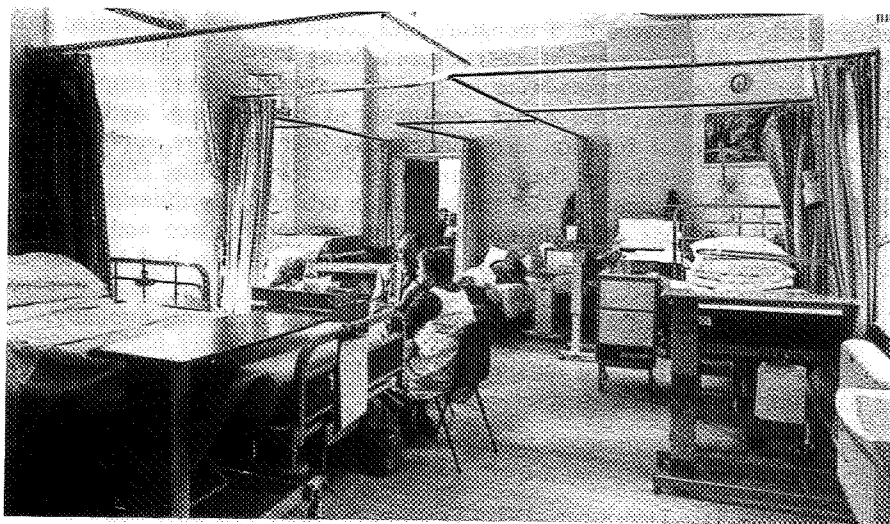
In 1976, the retirement took place of Sisters Stewart and Brockman after both of them had given a quarter of a century of service.

On the 31st December, 1977, Doctors A. (Sandy) Mories and Ralph Heyland retired from active practice. Sadly Sandy Mories died on the 22nd January, 1978.

Doctor C. O. Philipps Gange retired on the 30th September, 1978 having first joined the Hospital's Honorary Medical Staff in 1932. He subsequently died in 1983: father, son, grandson and greatgrandson having all served the community and Hospital with distinction for over 120 years.

Throughout the late 1970s and early 1980s the Hospital contained 20 beds comprising: William Ward eight beds, Elizabeth Ward four beds, Townend Hall Ward four beds, Gange Ward two beds and Mories Ward two beds. In 1984, a new single bed ward was opened in the old casualty waiting room and the numbers of the small four bedded wards reduced to give the Hospital a complement of 19 beds.

Bed occupancy has continued at a high level with the Hospital admitting an average of 320 in-patients annually giving an average bed occupancy of 81.5 per cent; whilst the out-patient attendance during 1982/83 was 8,839 and 5,996 patients were treated in the Department of Physical Medicine.



William Ward 1984
Photograph courtesy of The Faversham News



*The Senior Nurse Community
Mrs. A. Driscoll, S.R.N. and Hospital Staff 1984*
Photograph courtesy of Faversham News

CHAPTER VII

THE CHANGING YEARS 1958-1978 REMINISCENCES OF MATRON J. H. ETHERIDGE

I remember a cold winter's day in October, 1958 when I travelled from Hampshire to Faversham for an interview with the Kent and Canterbury Hospital Management Committee. I noted that candidates had to be well-qualified in Nursing; must have Theatre or Casualty experience, and a Diploma in House Keeping and Hospital Administration. The post was resident and in Matron's absence a Senior Nursing Sister would be resident.

On arrival at the Faversham Cottage Hospital I was interested to see, by the entrance door, a large notice board on the right hand side of the wall, giving the names and condition of patients in the hospital. I was greeted by a Sister who had been instructed to show me round the Hospital.

First I noticed a bathroom facing the front door (once used as Sister's Office) but now changed to a clinical room. I was informed by Sister that it was the only bathroom for 23 beds and that there were only two toilets, one for males and one for females. On visiting the wards I was surprised to see so much dark paintwork, net curtains hung in all the windows, poor overbed lighting and fireplaces still visible in all the wards though sealed off with wooden boards.

I was shown the Matron's residence and was informed when entering the sitting room (now Staff changing room) that it was a dark room as an outside wall restricted the light. Along a corridor I entered a bathroom and bedroom. Sister informed me that the previous Matron always went to bed late as the Casualty Ward was overhead and the windows, which I had noted had frosted glass, faced the public mortuary where cases were brought in by the Police day and night. I was told that there was no mortuary chapel for hospital use. I was not at all impressed and the lack of a service lift made matters worse.

I toured the Nurses' Home which was well furnished and nicely decorated and included a visitors' room. The staff in residence consisted of five nurses and a cook.

A very friendly and pleasant interview took place and under the heading of 'any questions', I was able to point out many of the observations made during my tour. Dr. Christopher Gange who was on the Appointing Committee informed me, with a most interesting look on his face, that all of my points made would be investigated and improvements made. I left with doubt in my mind and travelled back to Hampshire. A few days later

I had a letter confirming the appointment and informing me that I must start as soon as possible. I would be in charge of the Faversham Cottage Hospital (Acute GP Hospital and Casualty Department giving 24 hour service and South Road Clinic), and that the Hospital would be run by the General Practitioners, the Hospital Secretary and Matron. Also attached was a covering letter stating that the hospital wards and departments would be redecorated.

On the 31st October, 1958 I arrived once again at Faversham to find the sitting room filled with flowers and lots of welcoming letters, also an invitation from Dr. Gange to attend a lunch party at his home next day. It was a lovely surprise.

The Kent and Canterbury Hospital Group Management Committee were our superior administrative authority. There was a Nursing Committee dealing with nursing matters and a House Committee similar to today's Community Health Council — both Committees I would attend. I was responsible for: — medical and surgical supplies, the catering — menus for patients and staff and special diets, buying the food — ordering and issuing, hardware and crockery, supervising the laundry service and instructing the seamstress regarding all uniforms. I engaged all hospital staff including Auxiliary Nurses, Domestic and Cooks, and arranged off duty and holiday rosters; the trained nursing staff in consultation with the Medical Officers.

Some clerical help was available and with a good routine these tasks in such a small unit became easy and I was soon able to help with the Casualty and X-ray Departments and relieve in ward work. After all, this is what a GP Hospital was all about. Soon after my appointment the hospital was re-wired, new ceiling put up in the basement corridor and the wards and departments, including the South Road Clinic re-decorated.

After this work was completed I took up the question of the public mortuary being the only place available for hospital use with the Revd. F. W. Phillips, Vicar of Faversham and Chaplain of the Hospital. Soon afterwards the Rt. Revd. Dr. Alfred C. W. Rose, Lord Bishop of Dover, visited the hospital and together with the Revd. Phillips we persuaded the hospital authorities to re-design and tastefully furnish a brick building next to the mortuary.

The Hospital Secretary, Mr. Digby Whiteoak, was responsible for the costing and maintenance of the hospital and every three months I was notified if we were overspent or underspent and acted accordingly. Twice a year a complete inventory would be taken of bedding, linen, uniforms, kitchen equipment, surgical instruments, china and cutlery and any losses paid for out of the budget. Once a month all stock provisions had to be counted and costed. The Secretary was also responsible for the portering staff and the upkeep of the hospital gardens and the South Road Clinic.

The porters had a wide range of duties including the movement of patients between departments and the theatre, cleaning the walls and inside windows, polishing floors, sterilizing surgical drums and stoking the boilers until the hospital switched over to oil heating.

The Resident Cook was on duty at 6.30 a.m., staff called at 7 a.m., breakfast served at 7.30 a.m., on wards at 8 a.m. Domestic were on duty at 7 a.m.

The two Night Nurses went off duty at 8 a.m. but Night Sister was later. The night report was given to the trained staff and myself after which the Day Sister gave a less detailed report to the day staff.

The night duty staff were kept very busy. They were responsible for cleaning the surgical units, making surgical dressings for the theatre, casualty and clinics, the washing and ironing of baby clothes and bandages as well as looking after patients, which were acute medical or surgical. Babies, some medically diagnosed, had to be nursed in oxygen tents. Being resident I was called at night, as nearly all accident cases were treated at Faversham. Very few were sent on to Canterbury and if they were they were soon sent back. The hospital was well equipped for such emergencies — the GPs X-rayed patients, reduced fractures under general anaesthetic and applied plasters, and all types of lacerated wounds were dealt with, including industrial injuries.

The day staff had many tasks after receiving the report on patients; beds were made, the domestics swept the wards with the help of the nursing auxiliaries (known at one time as ward orderlies), afterwards the general ward routine took place. There were surgical dressings to be done, patients may have had to be prepared for the theatre. Consultants came four times a month for theatre sessions, whilst twice a month the Orthopaedic Clinic was held in the Casualty Department because of the X-ray Unit, which necessitated casualties being accommodated wherever there was space. This was overcome in 1974 when the Friends of the Cottage Hospital had a Reception Room and Ward Clerk's Office built. All other Clinics were held at South Road.

When the Operating Theatre was in use there was a lot of preparation — walls had to be washed and floors scrubbed. The doctors performed operations under a general or local anaesthetic and dentists used the theatre for major extractions. On late operating sessions by the Consulting Surgeons, staff like myself often didn't come off duty until very late as the 24 hour casualty service was still available and patients recovering from anaesthetic had to be cared for until satisfactory to leave.

The Children's Ward was originally situated in the present in-patients Day Room. There were often four cots, consequently it was overcrowded. This ward was most unsuitable for sick children; there was no wash basin

and it was located a long way from the office which was undesirable at night-time. I put forward a suggestion that this unit should be moved to the front of the hospital into what was a waiting room and have a new waiting room built opposite the Casualty Department. This arrangement was agreed upon and in 1966 the Children's Ward was moved and a new waiting room authorised. The room used made a most delightful Children's Ward, being well furnished, whilst opposite was a small sterilised room which was changed to a laundry and milk kitchen where feeds and diets were made up. Many years later the Children's Ward was closed and became the Morries Ward for adult cases.

One day to my surprise, in 1967, I was notified by Canterbury that they had authorised the building of a new Sanitary Annexe at Faversham. Cash was available and work was to start — a bathroom, two toilets and an extra washroom either end of Gange and William Wards, and the bathroom in the front entrance made into a Sister's office. At long last the hospital looked a very modern unit.

Until the Day Room was completed patients had to sit in the wards but on sunny days they enjoyed sitting in the garden in deck chairs or in the the summer house. It was a lovely garden and all the extras were provided by the Friends. Official visiting hours were 2 to 4 p.m. Wednesday and Sunday, evening visiting on Thursday but people came at any time — there was no restriction. The Day Room, financed by the Friends, was completed and furnished in 1966 and at the same time a small room was converted into a shower room for the surgeons and doctors for use after operating sessions. Later, over a period of time, a waiting room was built opposite Casualty (now used as a single bed ward) and the Matron's and Doctors' Office enlarged and modernised from official funds by the Canterbury Hospital Management Committee.

At this time Dr. Audrey Carey, Consultant in Rheumatism and Physiotherapy asked for help in her department and between 1968 and 1970 the Friends, first of all undertook the construction of a waiting room and, finally the construction of a gymnasium for the Physiotherapy Department. These extensions were formally opened by Lady Harris on the 15th July, 1970.

In 1974 a re-organisation of the National Health Service took place and within months major changes had taken place. All operations ceased and patients were referred elsewhere, all road accidents had to be sent to the Canterbury Accident Centre. The Children's Ward was closed and children were admitted to the new Children's Unit at Canterbury Hospital. The Cottage Hospital now had 20 beds. Consideration was being given to the establishment of the long-promised Health Centre. I was glad to become non-resident.

The Matron's quarters were used as staff changing rooms or offices. The catering was planned from Nunnery Fields Hospital at Canterbury and when our cook was away cooked food was brought to the hospital by van. All dressings and instruments came from a central Sterilising Unit; which was a very good thing and saved so much time in preparation.

In January 1976 I was informed that the building of the Health Centre would be starting. I was invited to go to Bensted House Hospital and take over a ward and transfer my patients during the bulldozing and pile driving in the hospital garden, as it would be impossible to nurse sick patients in these conditions. Preparations were soon made and on the 17th February, 1976 the Nurses' Home was closed and all furniture stored at Bensted House. By the 1st March, 1976 the Nurses' Home and Operating Theatre were ready to be demolished. Soon the bulldozers commenced work in the garden. It was sad to see the lovely trees and garden removed. The move of the patients took place on the 7th April, 1976. The Hospital Casualty Department operated daily Monday to Friday, from 8 a.m. and closed when the doctors' evening surgery ended and at weekends from 8 a.m. to 2 p.m. and from 4 p.m. to 6 p.m.

Towards the end of May, 1976 the hospital wards were prepared for the return of patients. During that time everything went well and it was a great experience for us all. At last the Faversham Health Centre was under way though more planning needed to be done. Staff at the hospital was now combined with the Community Nurses.

On the 31st July, 1978 I officially retired from the Faversham Cottage Hospital — the Health Centre had not been completed for use.

In my farewell speech I stated "I have enjoyed working and taking part in the nursing of patients and those who came to casualty and having close contact with the general public and glad at all times to be a service to the doctors, but during the last year or so the power to administer the day to day routine had been re-organised by an abundance of managers which I considered had not in any way proved beneficial to the patients".

THE FRIENDS OF THE FAVERSHAM COTTAGE HOSPITAL

After the absorption of the Cottage Hospital within the National Health Service there continued a need for a voluntary organisation to supplement the provision made by the State for local hospitals. There have been, and always will be, some deficiencies in what the State provides and to fill the gaps a well-attended meeting was held at the Municipal Offices, presided over by Mr. Thomas Neame, on the 20th September, 1948, agreed unanimously to form a league to be called "The Friends of the Faversham Cottage Hospital". Mr. Arthur Smith (Honorary Secretary) read the suggested draft of a constitution put forward by the British Hospitals Association, and in the discussion that followed many suggestions were made as to the help the Friends would be able to give, over and above what was provided by the State.

Sir Thomas Neame was the first Chairman of the Friends of the Faversham Cottage Hospital and did a considerable amount of work to get the organisation launched: later he was succeeded by Lieut.-General Sir Philip Neame to be followed by George W. Stewart, Esq.

Some of the funds which had been subscribed to the Cottage Hospital prior to its absorption into the National Health Service for specific purposes were transferred to the Friends. Many regular subscribers to the Voluntary Cottage Hospital continued their annual donations to the Friends which enabled them to provide amenities and comforts for the patients and staff after considering the recommendations of the Matron. Collecting boxes were made for distribution to shops and supporters in the town and Mrs. F. M. Ottaway, for many years a most valuable Committee member until her death in 1971, undertook the task of making arrangements for the distribution and collection of the proceeds which were invaluable in supplementing the funds. With the National Health Service financing the hospital the Weekly Subscribers Fund of the Voluntary Hospital was discontinued.

Money to support the activities of the Friends came from individual subscriptions, local organisations, grateful patients: whilst the Hospitals Group promoted the 100 and 200 Clubs and ran an Instant Draw Lottery. An Annual Open Day and Fete was inaugurated by Matron Miss J. M. Etheridge: the first one being held in 1960 which raised £360 and subsequently increased by 1971 to £660. Throughout the immediate post World War II years, the Friends worked hard to raise money for the Hospital and, in the period of extreme austerity which followed, did much to alleviate some of the shortages forced upon the Health Service by the lack of funds. Under their auspices the Cottage Hospital was supplied with daily newspapers

and magazines for the patients and staff, extras and presents for the patients and staff at Christmas and television sets were rented for the Patients' Day Room and Nurses' Lounge. Other items of day to day expenditure included: armchairs, bedside lamps for the Nurses' Room, rugs, garden seats, six cantilever tables and knee rugs for patients.

During this period Mrs. V. M. Roberts generously provided for the wrought iron gates from Preston Lea to be installed at the Hospital Garden, adjacent to the Memorial Cross, as a memorial to her late mother, Mrs. Clement Watson Smith.

As a memorial to his memory the H. S. Neame Memorial Fund and the Friends in 1959 presented the Hospital with a number of electric clocks.

Other items of capital expenditure included:

Between 1955 and 1965, furniture and fittings provided at a cost of £1,157. In 1966, the conversion of the Children's Ward into a Patients' Day Room and re-construction of a waiting room into a Children's Ward was completed together with furniture and fittings at a cost of £2,577, all paid for by the Inner Wheel, Rotary Club, grateful patients and Open Day Appeals. These improvements were formally opened by Lady Berta Neame on the 16th November, 1966.

Between 1968 and 1969, improvements to the Physiotherapy Department were made by the building of a waiting room, new X-ray Room and a Doctors' shower room (now a store room) by the Friends at a cost of £3,030.

In 1970, an extension to the Physiotherapy Department was completed at a cost of £2,150 and officially opened by Lady Harris on the 15th April, 1970.

Between 1971 and 1973, improvements were made to the Day Room with new windows and re-decoration carried out, a hotlock plate and food heating trolley, overbed tables and stacking chairs were supplied.

This organisation continued to operate until 1970 when its aims were widened to incorporate Bensted House Hospital and the Faversham Cottage Hospital Personal Service Group. However, the arrangement proved unwieldy and at the end of 1972 it was agreed that this Hospital's Group would be wound up and to revert to separate supporting organisations.

An Extraordinary General Meeting of the Friends of the Faversham Hospitals was held on the 26th October, 1972, when it was agreed that the Society would be wound up in accordance with the wishes of that Meeting. By December, 1972, arrangements had been made to form a reconstituted Friends of the Faversham Cottage Hospital. A Final Meeting of the Friends

of the Faversham Hospitals was held on the 19th October, 1973, when, acting with the authority vested in them, they duly wound up the Group and agreed that the balances amounting to £3,392.93 should be distributed amongst the three successor organisations. The sum of £2,449.93 was allocated to the newly formed Friends of Faversham Cottage Hospital and Deeds of Covenant, taken out by Lieut.-General Sir Philip Neame and P. V. Head, Esq., were assigned to the Friends in accordance with their wishes. The Collecting Boxes were also transferred to the newly constituted Friends of the Cottage Hospital.

The Friends of the Cottage Hospital officially got off the ground in February, 1973 and, by May of the same year their rules had received the approval of and registration by the Charity Commissioners. The main objects of the Friends being to provide funds for the purpose of supplementing the resources of the National Health Service and to support the work of the Faversham Cottage Hospital by means of voluntary service. Subsequently, on application to the Inland Revenue the objects were approved as charitable for tax purposes, consequently all income is free of income tax and that items of medical equipment supplied to the Hospital through the Health Authorities and paid for by the Friends are not liable to V.A.T.

Since being re-formed in 1973, the Management Committee of the Friends have provided items of capital equipment costing in excess of £17,500 plus some £900 expended annually on day to day expenditure.

The main items of equipment provided being:

- 1973-80 14 Kings Fund beds, three ripple beds and motors, £2,900.
- 1974 A Special Appeal was launched under the chairmanship of Mrs. G. J. Knight, to raise money for the building of a Reception Room and Ward Clerk's Office. When the appeal was closed in December 1974 the magnificent sum of £2,881 had been subscribed. Completed at a cost of £3,111 the accommodation was handed over to the Canterbury Health Authority on the 14th December, 1974.
- 1976 A two channel Radio Distribution System and 20 units of listening were installed providing bedside radio for all the beds at a cost of £696.
- 1977 Double glazing and roller sun blinds installed in Patients' Day Room, £720.
- 1978 Bedside curtains supplied, £275.
- 1979 Blood Glucose Assayer, £201.
- 1980 Sonicaid Heart Detector, £224.

- 1983 Three colour TV sets £820, 10 overbed tables £487, an hydraulic lift couch for the Casualty Ward £570, an electric traction couch for the Physiotherapy Department £1,400 and syringe pump £240.
- 1984 Electrocardiograph machine £1,313 and equipment for the Physiotherapy Department £645.

The supply of these and many more items of essential equipment has been made possible by the generosity of the whole of the community: the many local businesses, organisations, charities and individuals who, over the years, have given tremendous support to the Open Day and Fete and all other fund raising exercises. Though it may be invidious to single out individuals the combined support given by the Licensed Victuallers Association, the Ladies Circle, the Kent County Constabulary, Rotary Club of Faversham, the Faversham Charity Cup Football Competition, the Carnival Club, the Mayoress of Swale, Mrs. Brenda Nash and the Sittingbourne Lions, and not least of all, the many individuals who have supported the work of the Hospital with their donations "In Memoriam", which have proved invaluable. Particularly generous gifts included, in 1975 a legacy of £871 from the estate of the late Miss Kate Orman, in 1976 a legacy of £500 from the estate of the late H. S. Burbridge and in 1977 £1,000 presented by J. T. Skinner, Esq. who nominated the Friends as his Charity to receive his prize as winner of a National Panasonic Competition. In 1984 legacies were received from Mrs. E. M. V. Ketley £500 and Miss F. H. Cornfoot £1000.

During January, 1983 the death occurred of Andrew Reed past Chairman and Vice Chairman of the Friends and long-time supporter.

The great support given by the community has enabled the Friends to fulfil their objectives and, at the same time, say that service as accepted by those old philanthropists way back in 1886 has continued with undiminished vigour.

Throughout the period 1981-1984 the long term future of the Cottage Hospital as a GP Acute Hospital had been in doubt. However, recent pronouncements from the Health Authority would appear to have put the minds of the community at rest and hopefully, by March, 1985, a favourable decision will be made which will see during 1987/1988 the completion of a 24 bed extension for long stay geriatric patients on the adjacent Chapel site and two new four bed GP Acute Wards and new Day Room constructed facing Bank Street to give the Hospitals 15 plus GP Acute Beds. If the plan goes through it is hoped that tenders will be called for in May, 1986 and with the whole scheme costing some £1.2 million the Health Authority will be looking to the community to show its interest by giving some financial assistance. The Friends have already promised to put £25,000 towards a community donation and with optimism feel sure that the town and surrounding villages will bring up the total to the order of £50,000.

Nearly one hundred years ago our forefathers showed great foresight and gave us the Cottage Hospital and Dispensary, we now have the opportunity to continue their good work and ensure that the Hospital will provide modern facilities for the community well into the next century.

CHAPTER IX

EPILOGUE — THE FUTURE OF THE COTTAGE HOSPITAL IN THE MODERN HEALTH SERVICE

*Contributed by Dr. John Todd, Chairman, Canterbury and Thanet
Health Authority*

No one who has read the previous chapters in this volume could fail to appreciate both the foresight of the founders of the Cottage Hospital and the tireless labours of so many of their successors who have worked to maintain and adapt the Hospital as patterns of health care have changed. Now in September, 1984, hopefully we stand at the threshold of what surely must be the most ambitious scheme of all since that fateful meeting on 10th August, 1886 in the Guildhall when the building of the Hospital was first projected. To me the venue of that meeting itself seems somewhat prophetic, since a number of crucial discussions which have led to the new plans have also been held in that very building.

One has had to say 'hopefully' at this time of writing because the final decisions on the scheme have yet to be taken. Just as the forefathers of the Hospital had to assure themselves as to the availability of funds to build and run the institution, so today 'option appraisal' is the vogue expression for the process of trying to ensure that all factors are properly considered when choosing between a number of alternatives. In this particular instance the choice lies essentially between extending the Cottage Hospital as described briefly in Chapter VIII or leaving the Hospital untouched but constructing the 24-bed long stay ward at Bensted House Hospital. The Health Authority itself has declared that its first preference is the former alternative, to extend the Cottage Hospital, and this has been supported by all other interested parties.

Faced with this uncertainty, this epilogue must therefore inevitably take on an element of 'crystal ball gazing'; nevertheless the invitation to contribute this chapter provides an excellent opportunity to express some personal hopes and ambitions for the development of Health Care in Faversham. If nothing else, this account will indicate to those reading this History in 2084 the aspirations held one hundred years before!

One of the most striking features of this last quarter of the twentieth century is the increased age of the general population: more and more people are living to be 85 years old and beyond, and advances in medical and nursing care through the National Health Service must claim a great deal of credit for this story of success. Yet its very success is placing greater and greater strains on the resources of the NHS, as a greater proportion of the population become increasingly dependent upon the service to maintain the quality of life.

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One of the most striking features of this last quarter of the twentieth century is the increased age of the general population: more and more people are living to be 85 years old and beyond, and advances in medical and nursing care through the National Health Service must claim a great deal of credit for this story of success. Yet its very success is placing greater and greater strains on the resources of the NHS, as a greater proportion of the population become increasingly dependent upon the service to maintain the quality of life.

At the time of writing, in common with its counterparts elsewhere, the Canterbury and Thanet Health Authority is presently engaged in drawing up its 10-year strategic plan for health care in the District, and one of its major concerns is ensuring appropriate planning of care for the elderly. The earliest stages in the plans are already discernible in the scheme to build the new replacement 24-bed long stay ward in Faversham. Long stay wards for the elderly are, of course, by no means new. But what is new is the concept of combining such a ward with a local Cottage Hospital, and Faversham is probably unique, and particularly advantaged, in combining its local hospital with a Health Centre. It is indeed fortunate that the site donated by William Edward and John Rigden is so ideally situated, close to the centre of the town and within fairly easy reach of most of the local population.

However, the newly expanded Cottage Hospital/Health Centre will not be the total sum of medical and nursing care provided in the future. An important new facility which has just opened in Canterbury is the Acute Assessment Ward for geriatric patients combined with the re-designation of Nunnery Fields as a Rehabilitation Hospital. Thus if an elderly person is taken ill and his/her General Practitioner feels that specialist care is needed, then the patient can be admitted urgently to the Assessment Unit where the wide range of diagnostic techniques available in a district general hospital like the Kent and Canterbury can be employed to ascertain the condition and the necessary course of treatment under the care of a Consultative Geriatrician. One outcome could be transfer to Nunnery Fields for intensive Physiotherapy and Occupational Therapy, e.g. after a stroke, followed by discharge home (or to sheltered housing) under continuing care of the GP and the community nursing service. Alternatively transfer to a long stay hospital facility may be the correct course, and for a Faversham resident this would be back to the newly extended Cottage Hospital. An intermediate stage of care which may be possible is the new 'Augmented Home Nursing Service' which is presently under pilot study in the Canterbury area. Here an elderly patient may be nursed at home, but with an intensive back-up service of visiting nurses (e.g. twice a day), meals on wheels, home helps and the community laundry service as well, of course, as continuing medical attention as needed. For the more able-bodied elderly person there will be the Day Centre facility being developed by the Social Service Department at the rebuilt Bensted House.

Taken as a whole one can be very optimistic about the future of health care for the Faversham community, and central to this should be the expanded Cottage Hospital. The primary source of medical care will, of course, continue to be the General Practitioners working, together with the community nurses, from the Health Centre: when necessary the GPs will be able to admit patients under their direct care to the 'GP beds' at the Cottage Hospital.

'Acute' cases will be referred to the Kent and Canterbury, with the associated facility of consultant outpatient sessions and other clinics continuing at the Health Centre as at present; to this must be added the provision of care for the elderly members of the population which has been described above. The combining of the long stay patient accommodation with the Cottage Hospital and the Health Centre on a central site should do much to calm fears of isolation associated with geriatric wards housed in old workhouse buildings, often in somewhat inaccessible places.

Whilst the Authority will have a central rôle to play in providing all these facilities, the League of Friends of the Cottage Hospital will, I am sure, continue to be a source of strength and support for the benefit of the community we all aim to serve.

BIOGRAPHIES

WILLIAM THOMAS TOWNEND HALL

MRS. ELLEN ELIZABETH TOWNEND HALL

William Thomas Townend Hall was the eldest son of William and Elizabeth Hall of Syndale Park and grandson of John Hall (1785-1836) founder partner of the firm of J. and E. Hall, Engineers of Dartford, Paper Mills, Horton Kirby and John Hall and Son, proprietors of Gunpowder Mills at Faversham since 1812.

On John Hall's death in 1836, the businesses were divided up amongst his sons. William Hall (Senr.) became senior partner of John Hall and Son, the Gunpowder Manufacturers at Faversham and at his death, on 13th December, 1876 he was succeeded by his eldest remaining son William Thomas Townend Hall.

Mr. and Mrs. William Hall (Senr.) moved into Syndale Park following Mrs. Hall's father's death in 1865 (John Shepherd Townend) and for many years displayed a great deal of benevolence. In 1848 William Hall (Senr.) established a Girls School under the system of the British and Foreign School Society in a building abutting Stonebridge Pond in Lower West Street. In 1861, this school for many years known as Hall's School was moved to new and larger premises in Tanners Street (later the site of the Empire Picture Hall until 1937 and now the Faversham Roman Catholic Church) on land provided by William Hall where it remained until 1907 when the girls were transferred to the then new Ethelbert Road School. He was also a benefactor of Ospringe Church and had the wall built around the churchyard and the Lych Gate erected. Mrs. William Hall Senr. was also a benefactress and, amongst other gifts, had the Anglican Brents Church erected at her sole cost in 1881 and endowed in memory of her late husband.

William Thomas Townend Hall was born 15th June, 1845 and died on the 19th March, 1885 in his 40th year. With his wife, Ellen Elizabeth, he normally resided in London at 88 Queens Gate, Kensington, W.8, working from his office at 79 Cannon Street, E.C.4 and commuting to Faversham to attend his mills and sit on the Bench. He had been in Faversham on the 5th March, just before his sudden death, to visit his mills and sit on the Bench. His funeral took place on Thursday, 24th March, 1885 when his remains were interred in the family vault at Ospringe Churchyard. His widow, Mrs. Ellen Elizabeth Townend Hall, subsequently re-married in August, 1887, Captain Harcourt Rose, son of Sir Philip Rose, 1st Bt. of Rayners, Penn,

Buckinghamshire, at St. Mary Abbott's, Kensington, W.8. Throughout her lifetime Mrs. Rose, until her death in 1941 at the great age of 93, together with her second husband, took a great interest in the Cottage Hospital.

WILLIAM EDWARD RIGDEN

Born 14th July, 1843. *Died* 26th September, 1904. Age 61 years.

Eldest son of William and Catherine Rigden.

Educated: Eton and Trinity College, Cambridge.

Married: Jessy Moray Brown, December, 1902. No issue.

Associated with his father in the family brewery and banking partnership of Hilton Rigden and Co. Later in 1869 joined his brother John Rigden and Richard Jones Hilton (Senior Partner) in the partnership of Rigden, Hilton and Rigden. In July, 1892, the bank was taken over by Prescott, Dinsdale, Cave, Tugwell and Co., known as Prescotts Bank in 1903, which in 1918 was amalgamated with the National Provincial of England and became known as the National Provincial and Union Bank of England.

Commissioned into the Royal East Kent Yeomanry as 2nd Lieut. 16th June, 1868 and promoted Lieut. 19th April, 1869.

Appointed a Justice of the Peace in 1872, he served for 30 years and with Lord Harris shared the distinction of being the Senior Magistrate in the Faversham Division.

He played a major role in the establishment of the Faversham Cottage Hospital and the Faversham Provident Dispensary and was a Trustee and Honorary Treasurer of the Cottage Hospital from 1887 to 1904 and Honorary Secretary of the Provident Dispensary from its inception in 1884 up to his death.

For almost a quarter of a century he sat on the Faversham Board of Guardians and in November, 1880 was honoured by appointment to the Chairmanship of the Board a position which he accepted, together with the Chairmanship of the Faversham Rural Council; until he resigned in April, 1897 in consequence of medical advice.

He filled a number of other official appointments; a Trustee of the Faversham Municipal Charities 1897 to 1900, Member of the Commission of Sewers for the Levels of Luddenham, Teynham and Tonge, Chairman of the Faversham Gas Company and the Faversham Sanitary Steam Laundry Company. Honorary Treasurer of the Faversham St. John Ambulance Brigade Association.

As Master of the Tickham Foxhounds he was widely known throughout the County particularly from the Stour to the Medway. His father, then in his 83rd year, was thrown from his horse near Leeds Castle and killed in 1871 to be followed in the Mastership by William Hall, but that gentlemen held it only for a couple of years and W. E. Rigden was appointed in 1874, a position he held for 30 years. A wonderfully capable and popular horseman. At his death there were 50 couples in kennels and 40 couples would walk out. On his death his widow became Joint Master with George Evans between 1904 and 1909. His extreme popularity was demonstrated in November, 1895, the occasion of the completion of his 25 years' Mastership, by a dinner being held at the Drill Hall at which Lord Harris presided, to present him with an admirable painting by Hayward Harty representing a charming hunting picture, depicting William Rigden mounted on one of his favourite hunters "Battledore" leading the pack from a corner of a covert. Nearly half of the pack are in the field with the rider's head turned towards the pack, riding some way behind is Clarke, the Whip. This painting measuring some 50 inches by 30 in a massive frame is at present in the possession of his great niece Mrs. Joan Elworthy of Plumford.

His remains were interred in the Faversham Parish Churchyard.

JOHN RIGDEN

Born 12th November, 1846. *Died* 9th October, 1910. Age 63 years.

Second son of William and Catherine Rigden.

Educated: Eton and Trinity College, Cambridge.

Married: Emily Spendriff of Ospringe and had family, son Charles and daughter Dorothy.

After his marriage he resided for some years in Bolton Gardens, London S.W., but after his brother's death he returned to Faversham and took up residence in the family home Court Street House.

Associated with his father in the family brewery and the banking partnership of Hilton, Rigden and Co. Later, in 1869, joined his brother William Rigden and Richard Jones Hilton (Senior Partner) in the partnership of Rigden, Hilton and Rigden. In July, 1892 the Bank was taken over by Prescott, Dinsdale, Cave, Tugwell and Co., known in 1903 as Prescotts Bank, which in 1918 was amalgamated with the National Provincial of England and became known as the National Provincial and Union Bank of England. On his brother's death he became the principal in the Brewery Company then formed.

He was a great contributor to all local charitable institutions. Like all members of his family he was especially interested in the welfare of the Cottage Hospital and the Faversham Provident Dispensary, both of which institutions he served splendidly as Honorary Secretary for 23 and 29 years respectively, right up to the time of his death. That he was a master of detail is borne out by the splendid manner in which he carried out these offices in preparing the detailed statements which he presented at Annual Meetings. He took a sympathetic view in the establishment of the District Nursing Association of which he became the first President.

In his early days he was a member of the Faversham Troop, The Royal East Kent Yeomanry. He was commissioned 2nd Lieut. 29th April, 1880, promoted Lieut. 1st July, 1881 and retired 29th December, 1888.

He filled a number of public appointments; a member of the Board of Guardians, one of the Senior Magistrates of the Faversham County Bench to which he was appointed in 1883, Navigation Commissioner, Commissioner of Taxes, Trustee of the Workmans Club, Commissioner of Sewers and President of the Faversham Football Club.

A keen sportsman and a generous supporter of the Tickham Hunt and on his brother's death presented a fine pack of hounds to the Hunt.

He farmed at Stalisfield where he was Lord of the Manor and helped liberally in the restoration of the parish church.

He was taken ill while out shooting the week before his death, suffering from heart trouble. He was buried in the Faversham Parish Churchyard.

CAPTAIN CHARLES RIGDEN

Born 1890. *Died* 27th July, 1932. Age 42 years.

Only son of John and Emily Rigden.

Educated: Eton and Trinity College, Cambridge.

Lived: Court Street House, Faversham and after 1923 at Stratton Audley Hall, Bicester, Oxfordshire.

Married: Barbara Tooke Hales and had two daughters, Elizabeth and Joan.

After his father's death in 1910 became the senior partner in the family brewery of W. E. and J. Rigden until it amalgamated in 1922 with George Beer of the Star Brewery, Canterbury. Up to the time of his death he came to Faversham once a week to attend the board meeting of George Beer and Rigden Ltd., of which he was a principal member. On the day



William Edward Rigden, Esq.

Honorary Secretary, Faversham Provident Dispensary 1884-1904

Honorary Treasurer, The Cottage Hospital 1887-1904

Trustee, The Cottage Hospital 1887-1904

Out hunting on his favourite horse, Battledore. From a portrait presented to him in November, 1895



Captain Charles Rigden, Esq.

Honorary Secretary, The Cottage Hospital 1910-1932

Trustee of The Cottage Hospital 1913-1932

Both pictures courtesy of Mrs. J. M. Elworthy

of his death he left the Brewery to walk to the railway station to return to London. On reaching the platform he went into the waiting room and passed away almost immediately.

With his death, the only remaining visible connection between the family and the town with which the name of Rigden had been so long associated was broken until his daughter, Mrs. Joan Elworthy came to reside and work Plumford Farm, Ospringe, a tradition which is now being carried on by her son.

Though he ceased to reside in Faversham he had great affection for the town and beside his business interests he also had agricultural interests at Plumford Farm and he retained his connections with some of its institutions, notably the Cottage Hospital and the Faversham Provident Dispensary of which he was Honorary Secretary for 22 years up to his death, a position in which he succeeded his father in 1910. He was a Trustee of the Cottage Hospital for 19 years. Of these two institutions the members of the Rigden family were always liberal supporters.

During the First World War he served with the Royal East Kent Yeomanry. Closely connected with the Tickham Foxhounds, holding the position of Master, sharing it for one season 1913/14 with William Dawes and afterwards carrying on single-handed — 1915-1921, hunting his own hounds. Some years previously his father had purchased the pack from Mrs. W. E. Rigden and generously presented it to the Hunt.

He was also a Trustee of the Faversham Municipal Charities between 1922 and 1925 and a member of the Faversham Navigation Commission.

He was buried at Stratton Audley and a Memorial Service attended by many of his friends was held contemporaneously in the Nave of Faversham Parish Church, facing the great east window which commemorates his father, John Rigden.

ARTHUR SMITH

Contributed by his nephew, C. Leslie W. Smith (Honorary Freeman of Faversham)

Arthur Smith was born on the 2nd April, 1869 at 14 Market Street, Faversham. His father was Charles Smith, who was afterwards twice Mayor of Faversham.

Arthur Smith was educated at Thanet College, Margate, and afterwards became a solicitor. He worked for a time at the offices of Messrs. Collyer-Bristow & Co., Solicitors of 4 Bedford Row, London, but in 1904 set up practice as a solicitor in Faversham and continued until he finally retired in May, 1960, at the age of 91 and died later in the same year.



Arthur Smith, Esq.

Honorary Secretary 1920-1948

Honorary Treasurer 1938-1948

Honorary Secretary, The Friends of the Cottage Hospital 1948-1955

In 1920, he became Secretary to the Trustees and Committee of Faversham Cottage Hospital, and continued as such until July, 1948. This involved a massive degree of work, for which it was necessary for him to have a managing secretary and also a typing assistant to enable the work to be coped with. This managing secretary and typing assistant had other duties, but a great deal of their time was taken up solely with work for the Hospital. Mr. Arthur Smith paid them their salaries for this work but himself charged nothing whatever to the Hospital either for his own work, or for that paid to the secretary or typing assistant for their work over the whole of the period. When the hand-over of the Hospital came to the National Health Service, he spent a great deal of working time in connection with the hand-over and also prepared and carried through the new constitution of the Friends of the Hospital which involved a large amount of work, for which he charged nothing whatever.

Among other things the work involved the receipt of income from time to time and also payment of all accounts for the Hospital, including the salaries of the nursing and other staff at the Hospital, including the services of Mr. Charles Darby who was employed full-time collecting the subscriptions from the "weekly subscribers" for the Hospital. The overall accountancy work involved intricate knowledge of accountancy and long hours of concentrated attention every week. He continued as Secretary to the newly constituted Friends of the Hospital until 1955.

In the latter years of this work, particularly during the Second World War, he was loyally and faithfully assisted by his Secretary, Miss Edith Partis who is now 80 years of age and still lives at 15 Edith Road, Faversham. There will be many in Faversham today who will remember with affection the faithful work which was carried out by Miss Partis, and the way in which she was always willing to help anybody in need of help and always willing to work and work towards this end.

The whole work of Arthur Smith over this lengthy period was a major contribution to the work and welfare of the Hospital, and may be regarded as the "Magnum Opus" of Arthur Smith's life; it was never far out of his mind.

ALLAN TASSELL

Born 23rd February, 1850. Died 23rd February, 1910. Age 60 years.

Eldest son of James Tassell, Solicitor of 20 West Street, Faversham and Charlotte Ann Tassell (née Shepherd).

Elder brother of Alick James Tassell and sisters Helen and Lily Tassell.

Educated at Royal Naval School, Greenwich.

Articled to his father in 1867 and admitted a solicitor 8th May, 1872; he joined his father in partnership in the same year in the firm thereafter known as Tassell & Son, 20 West Street, Faversham.

Married 30th March, 1875, Marie Agnes Lingeman, had children, son Guy Tassell, O.B.E., a Trustee of the Faversham Cottage Hospital between 1913 and 1948, and daughters Brenda, Vera and Esmé.

He was a much loved man who immersed himself in most things that took place in Faversham. He was a founder subscriber to the Faversham Provident Dispensary in 1884 and served as a Trustee of the Faversham Cottage Hospital for 23 years until illness forced him to resign in May, 1910.

He filled many official and voluntary appointments including:

Town Clerk of Faversham	1903-1910
Clerk to the Faversham Rural District Council	1894-1910
Registrar of the Sittingbourne County Court	1876-1899
Registrar of the Faversham County Court	1899-1910
Clerk to the Faversham Borough and County Justices	1900-1910
Commanding Officer (Major) of the Faversham Detachment, Kent Volunteer Association	1887-1901
Clerk to the Commissioners of Taxes of the Upper Scray and Faversham Divisions	1900-1910
Founding Member of the Faversham Philharmonic Society and Treasurer for a number of years	1901
President of the Kent Law Society, Worshipful Master of the Faversham Lodge of Harmony	1890
Founder Member and Secretary of the Faversham Laundry Co.	1898-1910
Secretary for many years of the former Faversham Football Club and the Faversham Cricket Club and a very competent cricketer indeed.	

Vestry Clerk for 30 years of the Faversham Parish Church.

The reredos by the Altar at the East End is his memorial.

DOCTOR FREDERICK ABNER GANGE, MRSC(Eng), LSA, MD

Born at Portsmouth 8th January, 1830. *Died* 1st March, 1905.

Age 75 years.

Son of Major John Gange, Barrack Master and Ordnance Storekeeper at Dover Castle at the beginning of the 19th Century.

Educated at Dover and after leaving school entered University College Hospital, London for his medical training whence he qualified as MRCS and LSA. He later took his degree at St. Andrews University.

He first came to Faversham from Dover in 1855 as an assistant to Dr. Hoare who practised at No. 7/8 Preston Street (later occupied by George Pordage and in recent years owned by Abbotts Craft). Subsequently he practised at Tillingham in Essex. In 1867 he married Susan Whitechurch of Harlton Manor, Cambridgeshire, sister of the then curate of Luddenham. They had a family of nine sons and two daughters. Sons Frederick, Osmond and Percy became doctors, whilst daughters Susan Elizabeth and Patty Marguerite remained unmarried and lived in Faversham for many years at 40 Court Street and finally at No. 9 Kingsfield Terrace (later re-numbered 53 South Road).

Shortly before he married he acquired, in February 1867, 40 Court Street from Richard Hilton, a house which is believed to have been built about the year 1490. That part of Court Street in which it stands was originally known as North Street East which extended from a Brewhouse southwards to the Hogmarket, taking in the old Police Station, now the Forget-me-not-Centre (2 Middle Row) and the Star Inn. Star Alley beside the Star Inn was known as Gun Alley leading to Artillery Place, now the site of the late Dr. C. O. Philipps Gange's tennis court.

From 1887 to 1905 he served as an Honorary Medical Officer to the Faversham Cottage Hospital.

For many years he held the appointment of Medical Officer of Health for the Rural District of Faversham and Medical Officer to the Infirmary and the Second Poor Law District of Faversham in which he was the Public Vaccinator.

He was a member of the Faversham Farmers' Club from 1879 until his death and was a founder member and subscriber of the Faversham Club in 1884.

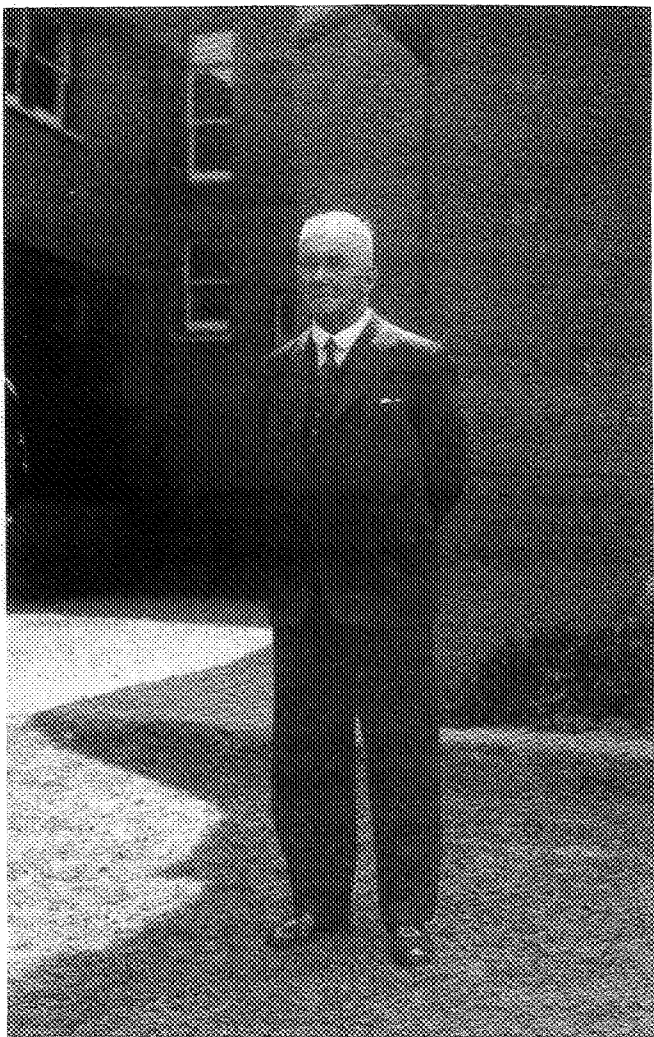
DOCTOR FREDERICK WHITECHURCH GANGE, MD

Born 1868. *Died* 28th January, 1950. *Age* 82 years.

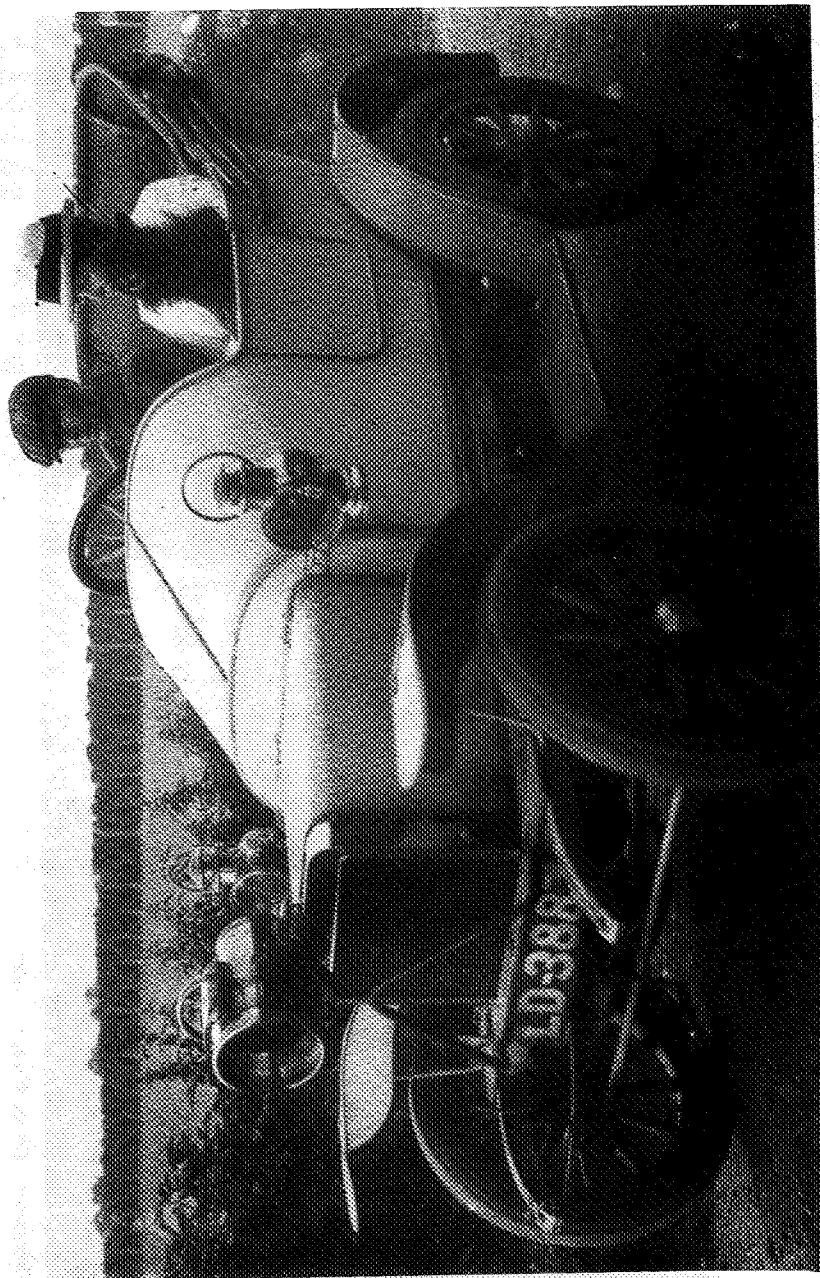
Eldest son of Dr. Frederick Abner and Mrs. Susan Whitechurch Gange.

He joined his father in the practice in Faversham, giving up the promise of a surgical career at University College Hospital, London where he was working as assistant surgeon to Sir Christopher Heath.

He married Caroline Maud Philipps (died 1st March, 1946) from a family descended from the ancient British Kings, who resided at Picton Castle, Pembrokeshire, since the Conquest. They lived initially at No. 9 Kingsfield Terrace (now 53 South Road) before moving to 40 Court Street after his father's death.

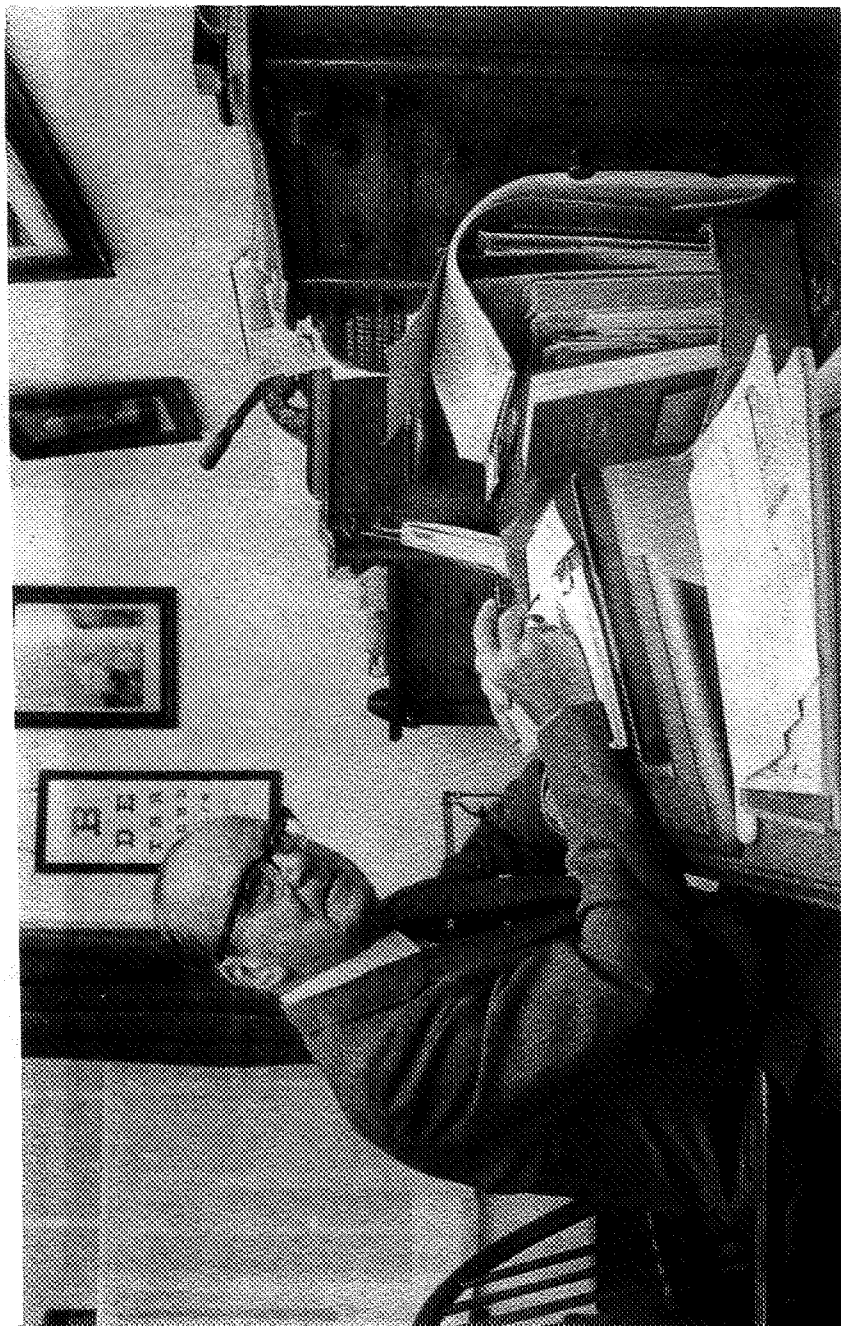


Dr. Frederick W. Gange, Senior Hon. Medical Officer of the Hospital 1938



*Dr. Frederick Whitechurch Gange and Mrs. Gange
Honorary Medical Officer 1897-1948*

Photograph courtesy of The Faversham Society



*Dr. Christopher Owen Philipps Gange
Honorary Medical Officer 1932-1978*

They had a family of eight children, sons Christopher, Geoffrey, Richard and Philip David and daughters Gwen (md Dr. Hale), Barbara (md McClelland Wilson), Katherine (md Charles de Salis) and one other. His eldest son Christopher eventually took a practice in Faversham whilst his youngest, Philip David after qualifying at University College Hospital, London and gaining his MRCS(Eng.), LRCP(Lond.) and DOBstRCOG worked in St. Luke's Hospital, Bradford and finally entered a practice in Milford Haven.

For many years he undertook most of the post-operative surgery at the Faversham Cottage Hospital and at the Infirmary (later Bensted House) where he built and equipped an operating theatre entirely at his own expense. out entirely without remuneration.

Until the commencement of the National Health Service this work was carried

DOCTOR CHRISTOPHER OWEN PHILIPPS GANGE,

MB, ChB(Ed), MRCP

Born 1902. Died 5th October, 1982. Age 80 years.

Eldest son of Doctor Frederick Whitechurch and Mrs. Caroline Maud Gange.

Following his early education at the Queen Elizabeth Grammar School, Faversham and Epsom College, he completed his medical education at Edinburgh University. After qualifying in medicine he undertook service in a series of house posts at the Royal Sussex County Hospital before accepting the appointment as Assistant Health Officer, Sarawak, under Rajah Brooke. Later he was promoted to Divisional Medical Officer at Sibu and finally becoming acting Chief Assistant Medical Officer, Kuching.

Returning to England on account of his wife Barbara's ill health, he completed a short service term as Surgeon Lieut. in the Royal Navy before returning to Barty House in Faversham. He joined the RAF on the outbreak of WWII but was released from the Service at the onset of the Battle of Britain when there was a dearth of young doctors in the area.

He initially joined the pactice of Doctors Sir Sidney Alexander and H. P. O. Manning in Gatefield Lane, later opening his own surgery at Barty House, Newton Road, before moving to 40 Court Street on his father's death.

The marriage had issue, daughters Marie Joanne (md Andrew Parry) and Ann Denise (md Arthur Morrison), and sons Jestyn and Christopher. His wife Barbara died 2nd June, 1984.

For over 46 years he held the appointment of an Honorary Medical Officer to the Faversham Cottage Hospital before finally retiring on the 30th September, 1978.

His eldest son Jestyn, after specialising in modern languages at Eton College changed to medicine and qualified at St. Andrews University before coming to Faversham where he practised for two years. He then emigrated to Montreal where he now has an extensive French-speaking practice.

With the death of Doctor Christopher Gange a chapter in the medical history of Faversham came to a close. For over 120 years father, son, grandson and greatgrandson had served Faversham and District with distinction and dedication.

APPENDIX A

RULES

1.—The Faversham Cottage Hospital is intended for the reception of persons suffering from disease or accident, who can be better treated in it than in their own homes. Infectious, incurable, consumption and confinement cases will not be admitted.

2.—The Hospital shall be under the management of a General Committee, consisting of the Trustees for the time being of the Hospital Trust Deed, The Mayor of Faversham for the time being, the Vicar of Faversham for the time being, the Medical Officers, Secretary, Treasurer, and twelve elected Members; three shall form a quorum. One half of the elected Members shall retire annually by rotation, but shall be eligible for re-election.

3.—The elected Members of the General Committee shall be chosen annually from Donors of £5 and upwards and Annual Subscribers of £1.1s. and upwards, at the Annual Meeting of the Subscribers, Clergymen and Ministers of Congregations giving collections in favour of this Hospital shall, for the space of one year from the date of such collection, be entitled to the same privileges as a Subscriber.

4.—The General Committee will, at its first Meeting after the Annual Meeting, proceed to elect from among themselves a House and other such Sub-Committees as shall be considered necessary or desirable. The General Committee shall also elect a Secretary and such other Officers as shall be necessary, at such salaries as they shall consider fair and reasonable.

5.—Annual Subscriptions are payable in advance, and become due on the first day of October in each year.

6.—An Annual Meeting of the Trustees, Donors and Subscribers shall be held in the month of November in each year on a day to be fixed by the General Committee. At such Meeting the accounts shall be presented, the reports of the General Committee and Medical Officers read, the elective Members of the General Committee for the ensuing year appointed, and other business transacted; when a majority of the votes of the Trustees, Donors and Subscribers present at the Meeting shall be final.

7.—The Medical Officers shall be elected by the General Committee.

8.—Special Meetings of the Trustees, Donors and Subscribers may be called by any five Donors of £5 and upwards, or any five Annual Subscribers of £1.1s. and upwards, or any five of such Donors and Subscribers combined, signing a requisition to the effect to the Secretary, stating in that

requisition the matter to be brought forward. The Secretary shall, on receipt of such requisition, forthwith send seven clear days' notice to every Trustee, Donor and Subscriber, appointing a day and hour for such Special Meeting, and giving particulars of the business to be done. Seven shall form a quorum at such Special Meetings. The decision of such Special Meeting must be confirmed at the next Annual Meeting, or at another Meeting to be specially convened for the purpose.

9.—The Treasurer shall not pay any monies on account of the Hospital, except on an order signed by two of the House Committee and countersigned by the Secretary.

10.—The Medical Officers will have entire control over the Medical Management of the Hospital, report to the House Committee, and act in concert with them for the good of the Institution. Medical gentlemen not resident in the town may, at their option, attend patients sent by them to the Hospital. Each of the Medical Officers will be House surgeon for one month (in rotation) and during such time he will take the general medical control of the Hospital, and in the absence of the other Medical Officers he will, at their request, or in cases of emergency without it, attend to their patients. The House Surgeon will have power to admit any case at his discretion, subject to the approval of the House Committee, and will continue, his attendance on all cases admitted during his month of office, except such as would come under the care of the Poor Law Medical Officer, or Medical Officer of any Friendly Society who is one of the Medical Staff of the Hospital, and each Medical Officer shall attend cases which are sent to the Hospital by his recommendation. The Medical Officers will make application to the House Committee for any articles which they may require. No patient shall remain in the Hospital more than eight weeks, unless with the express sanction of the House Committee on the recommendation of the Medical Officer in charge of the case.

11.—Patients (except accidents and urgent cases) can only be admitted by a printed form signed by a member of the House Committee, and certificate signed by a surgeon to the effect that the case in his opinion is one fit for treatment in the Hospital. If approved by the House Committee, a form of admission will be issued, which must be brought by the patient at the time specified thereon. The selection of patients will be left to the decision of the House Committee and Medical Officers. Preference will be given (1st) to the most urgent cases, (2nd) to those who are most likely to be benefited by hospital treatment. Accidents and urgent cases will be admitted at all times, when there is room, by leave of the House Surgeon; such admissions being afterwards confirmed by the House Committee. All patients will be subject to the Regulations of the Hospital.

12.—Any patient who may disturb the other patients shall be immediately removed from the Hospital, if in the opinion of the Doctor in charge of the case there would be no danger in so doing.

13.—Patients must pay such a weekly sum as shall be fixed by the House Committee, having regard to the ascertained means of each patient, and a satisfactory guarantee must be given for such payment, and for the removal of the patient, or the body in case of death, when required by the House Committee or the Secretary, acting under the direction of the House Surgeon. The House Committee may, however, admit any patient free whenever it shall appear to them advisable so to do.

14.—No existing Rule shall be altered or revoked, or new Rule made, except at a Special Meeting of the Trustees, Donors and Subscribers.

APPENDIX B

TRUSTEES

Lord Harris (4th Baron), G.C.S.I., G.C.I.E., C.B.	1887-1932
Percy B. Neame, Esq.	1887-1913
William E. Rigden, Esq.	1887-1904
John Rigden, Esq.	1887-1910
Richard Watson-Smith, Esq.	1887-1908
Allan Tassell, Esq.	1887-1910
Lord Harris (5th Baron), C.B.E., M.C., V.L.	1913-1948*
Hon. George St. Vincent Harris	
Harry S. Neame, Esq.	
Captain Charles Rigden	1913-1932
Clement L. Watson-Smith, Esq., M.A.	1913-1917
Guy Tassell, Esq., O.B.E.	1913-1948*
Capt. A. L. O'Brien, R.N.	1933-1948*
Lieut.-Colonel A. L. C. Neame, O.B.E.	1933-1943
Colonel J. C. Hooper, D.S.O.	1933-1948*
Sir Thomas Neame, Kt., M.B.E., F.S.A., V.M.H.	1943-1948*
Jasper B. Neame, Esq.	1943-1948*

CHAIRMEN

Capt. C. E. Cheetham	1928-1932
Lieut.-Colonel A. L. C. Neame, O.B.E.	1932-1943
Sir Thomas Neame, Kt., M.B.E., F.S.A., V.M.H.	1943-1948*

HONORARY SECRETARIES

John Rigden, Esq.	1887-1896
Thomas G. Gillett, Esq.	1896-1918
J. Alec Darney, Esq.	1918-1920
Arthur Smith, Esq.	1920-1948*

HONORARY TREASURERS

William E. Rigden, Esq.	1887-1904
John Rigden, Esq.	1904-1910
Clement L. Watson-Smith, Esq., M.A.	1910-1916
J. Alec Darney, Esq.	1918-1938
Arthur Smith, Esq.	1938-1948*

THE FRIENDS OF THE COTTAGE HOSPITAL

CHAIRMEN

Sir Thomas Neame, Kt., M.B.E., F.S.A., V.M.H.	1948
Lieut.-General Sir Philip Neame, V.C., K.B.E., C.B., D.S.O.	1948-1969
George W. Stewart, Esq.	1969-1970
George W. Stewart, Esq. (Faversham Hospitals Group)	1970-1973
Mrs. J. Cantor	1973-1976
A. G. Reed, Esq., M.A.	1977
R. S. Borner, Esq., O.B.E., V.R.D., F.C.A.	1977-1981
Lieut.-Colonel S. J. Cornfoot, Retd., M.V.O., O.B.E., E.R.D.	1981-to date

HONORARY SECRETARIES

Arthur Smith, Esq.	1948-1955
C. Leslie W. Smith, Esq.	1955-1969
Mrs. G. W. Stewart	1969
C. J. Sharpe, Esq. (Faversham Hospitals Group)	1970-1973
R. S. Borner, Esq., O.B.E., V.R.D., F.C.A.	1973-1977
Mrs. G. J. Knight	1977
Andrew F. O. Davies, Esq.	1977-1979
Michael A. Mackay, Esq.	1980-to date

HONORARY TREASURERS

J. P. Dufton, Esq.	1948-
J. P. Preece, Esq.	-1964
D. C. Brown, Esq.	1964-1970
F. Saunders, Esq. (Faversham Hospitals Group)	1970-1973
R. W. Nuttall, Esq.	1973-1982
J. F. Harling, Esq.	1982-1984
Keith Scott, Esq.	1984-to date

NOTE * With effect from the 5th July, 1948, the Cottage Hospital ceased to exist as a Voluntary Hospital when it was taken over by the Minister of Health under the National Health Service Act.

APPENDIX C

HONORARY MEDICAL STAFF

1887-1948

Dr. J. Irvine Boswell, MD	1887-1894
Dr. F. Abner Gange, MRCS(Eng), LSA, MD	1887-1905
Dr. E. Garraway	1887-1888
Dr. W. R. Lyddon, MD	1887-1891
Dr. W. A. Phillipps, MD	1887-1891
Dr. C. J. Evers, MD	1890-1948
Dr. (later Sir) Sydney R. Alexander, Kt., MD	1891-1928
Dr. John Garrett, MD	1891-1920
Dr. C. M. Anderson, MD	1894-1902
Dr. F. W. Gange, MD	1897-1948
Dr. E. L. Gowland, MB(Lon)	1900-1916
Dr. H. P. O. Manning, MRCS, LRCP(Eng)	1900-1948
Dr. C. Dudley Garrett, MD	1908-1911
Dr. H. Lennox Jones	1910-1911
Dr. S. Harper, MRCS, MD	1911-1919
Dr. Herdman Porter, MB(Ed), ChB(Ed)	1916-1948
Mr. M. W. Kidman Bird, FRCS	1920-1933
Dr. J. W. Cannon, MB, ChB(Ed)	1924-1948*
Dr. A. Kennedy, MC, MD, ChB (Honorary Anaesthetist)	1922-1948*
Dr. C. O. Philipps Gange, MB, ChB(Ed), MRCGP (Honorary Radiologist)	1932-1948*
Dr. W. F. Adams, BA, MB, BCh(Camb), MRCS, LRCP, DOMS, RCS(Eng)	1933-1948*
Dr. T. W. Herdman Porter, BM, BCh(Oxon)	1935-1948*
Dr. A. Mories, MB, ChB(Ed), (Honorary Anaesthetist)	1947-1948*
Dr. R. J. Edney, MB, BS(Lon), MRCS(Eng), LRCP(St Thom Lon)	1947-1948*

HONORARY DENTAL SURGEONS

R. Willson, Esq, LDS, RCSE	1900-1912
H. J. Hedley, Esq, LDS, RCS	1913-1919
M. Michael, Esq, LDS, RCS(Ed)	1920-1924
R. Collingwood Andrews, Esq, LDS	1924-1928
H. D. Kendrick, Esq, LDS, RCS(Eng)	1928-1945
H. Collingwood, Esq, LDS, RCS(Eng)	1928-1948*

HONORARY RADIOGRAPHER

E. Hutchinson, Esq	1922-1932
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HONORARY CONSULTING RADIOLOGISTS

Dr. Wilfred Garton, MRCS, LRCP, DMRE(Camb)	1934-1937
Dr. Morton Kahn, MB, DMRE(Camb)	1937-1948*

HONORARY MASSEUR/HONORARY CONSULTING PHYSIO-THERAPIST

D. G. Henley Luck, Esq, MCSP, BPA	1928-1937
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HONORARY CONSULTING SURGEONS

Mr. E. Pearce Gould, FRCS	1933-1939
Mr. John P. Hosford, MS, FRCS	1944-1948*
Mr. R. L. Canney, MChir, FRCS	1947-1948*

HONORARY CONSULTING PHYSICIANS

Dr. T. Izod Bennett, FRCP	1947-1948*
Dr. H. A. Treble, MD, MRCP	1947-1948*

HONORARY AURAL SURGEON

Mr. T. A. Clark, FRCSE	1933-1937
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HONORARY OPHTHALMIC SURGEON

Mr. J. A. Pringle, MD	1933-1937
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HONORARY CONSULTING EAR, NOSE AND THROAT SURGEON

Mr. T. A. Clarke, MD, FRCSE	1947-1948*
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HONORARY GYNAECOLOGICAL SURGEON

Mr. J. K. Baker, MRCOG	1947-1948*
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HONORARY ORTHOPAEDIC SURGEONS

Mr. D. McRae Atkin, FRCS	1933-1948*
Mr. F. G. St. Clair Strange, FRCS	1947-1948*

* See NOTE APPENDIX B

HONORARY MEDICAL STAFF

(POST NATIONAL HEALTH SERVICE)

1948-1984

Dr. J. W. Cannon, MB, ChB	1948-1960
Dr. A. Kennedy, MC, MD, ChB	1948-1952
Dr. C. O. Philipps Gange, MB, ChB(Ed)	1948-1978
Dr. W. F. Adams, BA, MB, BCh(Camb), MRCS, LRCP, DOMS, RCS(Eng)	1948-1960
Dr. T. W. Herdman Porter, BM, BCh(Oxon)	1948-1951
Dr. A. Mories, MB, ChB(Ed), MD(Ed)	1948-1977
Dr. R. J. Edney, MB, BS(Lond), MRCS(Eng), LRCP(St Thom Lond)	1948-to-date
Dr. R. Ruddock West, BA(Oxon), MA, BM, BCh(Oxon)	1951-1978
Dr. R. H. Heyland, MRCS(Eng), LRCP(Lond), LM Rotunda, MRCGP(St Bart)	1952-1977
Dr. J. Cantor, MRCS(Eng), LRCP(Lond), MRCGP, DObstRCOG(Middx)	1955-to date
Dr. R. B. Macpherson, MB, ChB(Ed), DObstRCOG, MRCGP	1958-to date
Dr. G. F. Counsell, MB, ChB(Bristol), MRCGP, DCH(Eng), DObstRCOG	1960-1974
Dr. K. W. Rowden, MB, BS(Lond), MRCS(Eng), LRCP(Lond), DCH(Eng), DObstRCOG(Lond Hosp)	1961-to date
Dr. M. T. Cwynarski, MD(Lond), MB, BS, MRCS(Eng), LRCP(Lond)	1974-to date
Dr. P. A. Knowles, MA(Camb), MB(Camb), BChir	1977-to date
Dr. H. Hardman, MB, BCh, BAO(Dub), LAH(Dub)	1978-to date
Dr. P. R. Dawson Bowling, MB, BS(Lond)	1978-to date
Dr. R. A. Kesson, MB, BS(Lond), DObstRCOG, DCH(Eng)	1979-to-date
Dr. L. C. Logan, MB, BS(Lond)	1982-to date
Dr. M. S. Chopra, MB, BS, MS	1982-to date
Dr. C. Chopra, MB, BS	1982-to date

HONORARY CONSULTANT

Consultant in Rheumatism and Rehabilitation

Dr. A. Carey, MRCS(Eng), LRCP(Lond), DPhysMed(Eng)	1966-1982
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APPENDIX D

MATRONS

Miss Edmonds	1888-1900	Resigned
Miss Awcock	1900-1910	Resigned
Miss Seaton	1910-1913	Resigned
Miss A. E. Arnold	1913-1928	Resigned
Miss Jane H. Gibson, S.R.N.	1928-1935	Resigned
Miss Winham H. E. Morris, S.R.N.	1935-1945	Died in post
Miss Nancy B. Creigh, S.R.N.	1945-1947	Died in post
Miss E. E. Brown, S.R.N., S.C.N.	1948-1958	Redeployed in Health Services
Miss Joan Etheridge, S.R.N., S.R.C.N.	1958-1978	Retired

NURSING OFFICER

Mrs S. E. Peters, S.R.N.	1978-1979
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SENIOR NURSE COMMUNITY

Mrs. A. M. Driscoll, S.R.N., Q.I.D.N.	1980-to date
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APPENDIX E

COTTAGE HOSPITAL STATISTICS 1888 - 31st December, 1947

Year	No. of Patients Admitted	No. of Beds Occupied	Average No. of Days to each case	Average Daily Cost of each Patient	Operations Major	Operations Minor	No. of X-rays	Dressings
29 May 1888-								
30 Sep. 1888	17	513	30					
1888-1889	44	1317	30	4	3½			
1889-1890	a 48	1227	25.5	5	0			
1890-1891	55	1973	35.9	3	10			
1891-1892	b 75	1968	26.2	3	6			
1892-1893	66	1794	27.2	4	4½			
1893-1894	a 50	1441	29	5	5			
1894-1895	42	1680	40	4	7			
1895-1896	49	1470	30	4	10½			
1896-1897	a 55	1864	33.9	4	9			
1897-1898	e 59	1578	26.3	5	0½			
1898-1899	a 42	1322	31.3	6	5½			
1899-1900	57	1460	25.5	5	8½			
1900-1901	121	2526	20.9	3	9½			
1901-1902	112	2182	19.5	4	6½			
1902-1903	129	2244	17.4	4	8½			
1903-1904	138	2335	17	4	2			
1904-1905	122	2321	19	4	6½			
1905-1906	150	2636	17.6	4	2½			
1906-1907	129	2460	19	4	10			
1907-1908	129	2628	20	4	7			
1908-1909	177	2545	14.4	5	1			
1909-1910	156	2140	13.7	5	4½			
1910-1911	169	2276	13.5	4	0½			
1911-1912	a 230	2255	19.8	4	5½			
1912-1913	261	2568	9.8	4	3½			
1913-1914	313	3110	9.9	3	11½			
1914-1915	362	3129	8.6	4	0½			
1915-1916	351	3020	8.6	4	10			
1916-1917	401	3248	8.1	5	2			
1917-1918	320	2942	9.2	6	0			
1918-1919	Records not available							
1919-1920	365	2950	8.1	9	4			
1920-1921	299	3083	10.5	10	0			
1921-1922	273	2409	8.8	10	9			
1922-1923	d 451	4340	9.6	9	2			
1923-1924	459	4684	10.3	8	5			e 94
1924-1925	494	4862	9.8	7	10			114
1925-1926	538	4859	9	8	4	105		93
1926-1927	573	4964	8.7	8	9	92		117
1927-1928	601	4718	7.9	9	0	75		158
1928-1929	564	3924	7	11	9	85	201	127
1929-1930	f 202 I	4745	6.3	9	2	180	300	184
	f 564 M							
1930-1931	162 I	4453	5.5	10	11	133	394	198
	689 M							

Year	No. of Patients Admitted	No. of Beds Occupied	Average No. of Days to each case	Average Daily Cost of each Patient	Operations Major	Operations Minor	No. of X-rays	Dressings
1931-1932	159 I	3969	5	10	2	136	337	204
	628 M							
1932-1933	187 I	4281	5.5	9	10	130	339	141
	615 M							1642
1933-1934	197 I	4828	6	8	5	126	268	184
	623 M							1376
1934-1935	183 I	4525	7.5	9	9	110	436	111
	547 M							673
1935-1936	200 I	3777	7.5	11	5	93	234	148
	309 M							686
1936-1937	213 I	3793	6.3	12	1	104	273	173
	393 M							350
1937-1938	g 272 I	4434	7.5	13	6	113	252	198
	317 M							270
1939	h 214 I	3079	5.8	12	8	79	155	204
	320 M							280
1940	209 I	3679	6	13	7	61	127	219
	399 M							546
1941	208 I	3372	6	15	6	78	143	156
	348 M							621
1942	245 I	3147	5.5	17	11	74	230	125
	323 M							974
1943	268 I	3128	9	19	10	63	194	147
	345 M							1110
1944	264 I	3461	11.5	19	11	66	236	118
	408 M							1573
1945	258 I	3249	10	21	2	24	191	218
	637 M							1500
1946	310 I	3325	8.8	24	5	47	190	220
	600 M							960
1947	279 I	3094	8	26	4	40	137	206
	827 M							945

- NOTES: a During the years 1890, 1894, 1897, 1899 and 1912 it was necessary to close the Hospital for periods of 3 to 4 weeks for repairs and cleaning.
- b In 1891, two additional beds added to Men's Ward making Hospital complement 10 beds in all.
- c In 1898, the Women's Ward was closed for a period after Cotton Powder Works accident.
- d Hospital accommodation increased by construction of new 6 bedded Ward in 1922/23.
- e X-ray apparatus installed 1907/1908 but no statistics available until 1923-24.
- f I for In-patients;
M for Minor patients.
- g 1937/1938 covered 15 months working to the 31st December, 1938.
- h Cost of In-patient and the cost of other patients including dressings per attendance are shown separately.

APPENDIX F

FAVERSHAM COTTAGE HOSPITAL STATISTICS 1974 - 1983

Year	Average Daily No. of Occupied Beds	Bed Occupancy (Per cent)	No. of Discharges/Deaths	Average Duration of Stay (in days)	Cost per Case	No. of Patients X-rayed	No. of new Accident and Emergency Cases	Total No. of Accident and Emergency Cases	Total No. of Patients seen in Physiotherapy Department
1974	17.5	87.5	308	19.4	N/A	N/A	3228	5190	N/A
1975	16.8	84	298	21.3	N/A	N/A	2483	3623	N/A
1976	15.2	82.6	299	18.4	N/A	402	3042	4962	N/A
1977	17.2	86	330	19.3	N/A	407	3527	5339	N/A
1978	14.7	73.5	344	15.5	N/A	273	3596	5471	5902
1979	12.8	68.5	290	16.3	N/A	352	3238	4941	6194
1980	14.5	90.1	300	16.0	£625.02	335	3042	4689	6650
1981	17.0	87.6	337	17.2	£666.37	341	3155	5551	5900
1982	16.5	82.5	332	17.5	£680.89	362	3526	6828	6869
1983	14.4	73.1	322	17.3	N/A	316	3453	5976	5996

1980/81

1981/82

1982/83

Cost per in-patient per day

£36.45

£39.64

£17.96

Cost per new out-patient

£14.40

£18.08

8438

Out-patient attendance

7192

4063

Number of new out-patients

3760

NOTES: 1. Children's Ward closed in 1974.

2. During the building of the Faversham Health Centre, the hospital was closed between April and May 1976.

3. Statistics kindly provided by the Principal Information Office, Canterbury and Thanet Health Authority.

4. N/A — Not available.