



KING EDWARD VII'S HOSPITAL
SISTER AGNES

Annual Review 2010

For the 12 Month Period Ending 31st March 2010



Contents

About Us	4
Message from our Chief Executive	5
Message from the Chairman of our Trustees	6
Message from our Matron	8
Supporting the Armed Forces	9
Our Achievements in the Physiotherapy Department	10
Development of our Imaging Department	11
Message from our Medical Director	12
Investments in Infrastructure	12
Successes in Theatres	13
Our Future Plans	14
Report from Fundraising	15
Report on Finance	16
In Recognition of Support	18

About Us

King Edward VII's Hospital *Sister Agnes* is a registered charity founded in 1899 by two sisters, Agnes and Fanny Keyser. They turned their home at 17 Grosvenor Crescent into a hospital for sick and wounded Officers returning from the Boer War. King Edward VII became the Hospital's first patron.

In 2000 the Hospital changed its name from King Edward VII's Hospital for Officers to King Edward VII's Hospital *Sister Agnes* and in accordance with its charitable aim, the financial benefits to which Officer patients had been entitled, were unconditionally extended to all ranks of serving and ex-Service personnel.

Today we operate as an independent, acute hospital and offer the highest standards of medical excellence, state of the art equipment and facilities and impeccable standards of care. Patients do not need to have any connection with the Services to use the facilities of the Hospital but those

that qualify as Service patients receive a subsidised Hospital account. Additionally these patients can apply for a means tested grant that can cover up to 100% of their Hospital fees. Grants come from our *Sister Agnes Benevolent Fund* and *The Charity of Alexander Michael Levy* which is a connected charity of the Hospital. All grants are considered by a Grant Committee chaired by the Chief Executive. They help to ensure that those who have served their country, and are in need of medical attention, have prompt access to the highest standards of care.



Message from our Chief Executive



As I embark on my second year in post, it is very clear indeed to me that we have a hospital of which we can be very proud. We have a highly motivated and skilled group of staff who are single minded in their determination to do their very best for our patients. This is reflected in the excellent patient satisfaction results which we achieve. Consultants too have told me just how much they enjoy working at Sister Agnes' and how well their patients are looked after. Naturally I'm delighted to receive such glowing reports of our Hospital, but also not so naive as to think there is no room for further improvements. I'm conscious of the need for us to continue to move with the times whilst maintaining the special character and values which make King Edward VII's Hospital *Sister Agnes* unique.

Furthermore, we have not been exempt from the challenges caused by the recent economic downturn. As our Chairman reports, the total number of patients admitted during the year fell by 4.4% compared to the previous year. The trend throughout the year, however, was one

of increasing patient numbers and by the final quarter of the year we experienced higher numbers of admissions compared to the same period a year earlier. In light of this there was scrutiny of the Hospital's operating costs which fell by 2%, partly offsetting the effect of lower income. Attention has been paid to labour costs with a reduction in staff numbers to reflect the admission of fewer patients. This has largely been achieved through natural turnover with careful attention on the maintenance of the Hospital's extremely high standards of patient care.

In addition to the progress made within the Hospital generally, I am delighted that this year has seen successes in the work we have been able to do with the Armed Forces Community. With the Armed Forces playing such a vital role currently it is essential that they have access to the very best standards of healthcare. King Edward VII's Hospital is proud to support the work of the military medical services by providing grants and subsidies for the military community. In this way we can ensure that our troops are fit and able to play their part in full.

We will continue to make improvements which make a noticeable difference to our performance and will give us more opportunities to increase the work we do providing the highest standard of healthcare to our patients, supporting the military community, and investing in our infrastructure and new equipment.

Mr John Lofthouse

Message from the Chairman of our Trustees

The total number of patients admitted to King Edward VII's Hospital *Sister Agnes* during the year ended 31st March 2010 fell by 4.4% compared to the previous year. This was a consequence of the economic downturn which affected private hospitals across the UK. However as the year progressed patient numbers increased and by the final quarter of the year we admitted more patients compared to the same period last year.

Our income reduced by 4.2% compared to the previous year, to £16.4 million. The management team conducted a detailed scrutiny of the Hospital's operating costs which achieved a 2% saving and this partly offset the impact of the reduced income. This included a reduction in staff numbers which was possible because we had fewer patients. I am glad to report that this was mainly achieved by natural turnover with careful attention being paid to maintaining the Hospital's extremely high standards of patient care.

In June 2009 our Chief Executive Mr Clive Bath, retired after four and a half very successful years. His successor, Mr John Lofthouse, commenced on 15th June 2009. His priority during his first few months has been getting to know the Hospital's staff and consultants and to improve the commercial performance of the Hospital whilst protecting its reputation for excellence in patient care. He is encouraging our consultants to make more use of the Hospital and has facilitated this by improving access for surgeons to the Hospital's 3 operating theatres. A Marketing Manager, Mr Joe Vincent has also been appointed to raise the profile of the Hospital with local GPs, consultants and the local population. A new Hospital website has recently been launched.

Our work to support the military community has continued. Our Medical Director, Dr Charles Mackworth-Young obtained agreement from a number of our senior consultants to reduce their professional fees and in some cases make no charge at all, for military and ex-military patients who receive charitable support from our grant programmes. We hope this important development will make the Hospital's services more accessible to such patients who have limited means. We have offered hydrotherapy treatment to serving military personnel and physiotherapy treatments at no charge, thanks to a generous grant from The Freemasons' Grand Charity.

We have continued to invest in the infrastructure of the Hospital with the replacement of our telephone system and new equipment in our operating theatres and Endoscopy Unit. Our new Siemens 128 slice CT scanner was commissioned in April 2009, funded through the great generosity of The Michael Uren Foundation. It is one of only five of its type in the UK. We commenced a major refurbishment of our main nurses' accommodation building, Agnes Keyser House. This work will continue during 2010 and will provide our staff with much improved living accommodation.

We continue to be grateful to the Friends of the Hospital whose financial support is important to us, and it was good to be able to thank them at our annual Friends' Reception at The City of London Club, in the presence of our President His Royal Highness, the Duke of Kent.

Finally I am pleased to report that our latest survey results show that 96.4% of our patients regard our services as

either “excellent” or “very good”. This is a remarkable result by any standard and is a consequence of the commitment, hard work and caring attitude displayed by our staff. I thank them on behalf of the Council of Trustees. Their competence, attitude and helpful manner play a huge role in making King Edward VII’s Hospital *Sister Agnes* a unique and very special hospital.

**Field Marshal The Rt Hon Lord Inge
KG GCB DL**



Board of Trustees

Field Marshal The Rt Hon Lord Inge KG
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Senior Management Team

Mr John Lofthouse - Chief Executive

Miss Caroline Cassels - Matron

Miss Anne Jenkins - Clinical Nurse Manager

Mr Geoff Green - Director of Finance

Mrs Julie Watts - Theatre Manager

Mrs Hazel Borthwick - HR Manager

Mr Jeff Hoad - Hotel Services Manager

Message from Matron

We have been delighted with the developments within the Hospital over the last year, including the decisions made to refurbish and develop specific areas – many of which are detailed in this Review. The Ward refurbishment programme continues with a proposal to refurbish the Critical Care Unit this summer (p11). The Endoscopy Unit continues to develop and grow with double the number of patients being seen over a 12 month period. In addition, we have plans to launch a new flexible hysteroscopy service in the coming months. We have been delighted with the progress of our Imaging Department (p8), and the exceptional services we have been able to give with our CT scanner and Sectra Low Dose Mammography machine.

I am also delighted to be able to report that in July 2009 the Hospital successfully completed its self-assessment for the Healthcare Commission with no action points asked for and no inspection required. We are now working towards our re-registration with the Care Quality Commission for 2010–11.

Recruitment of high calibre nursing staff continues to be a challenge but one that we are determined not to cut corners on. Our top priority continues to be looking after our patients and providing them with the highest possible standard of care. I thank my nursing team for helping to make this possible. In November 2009 we presented over 38 long service awards including one 30 year award which was given to Mr Dorrian Evans, Senior Operating Department Practitioner. It is wonderful to have such demonstrations of long standing commitment to the Hospital. In addition, I was delighted to have marked my 25th

anniversary at the Hospital, alongside our Senior Night Superintendent, Miss Geraldine O'Flynn.

Whilst my team and I are in no doubt that the year ahead will be a challenging one, we are all committed to ensuring that the Hospital maintains its consistent record of excellent patient care. Thank you to all those who have supported us over the last year.



Matron - Miss Caroline Cassels

Supporting the Armed Forces

The Hospital has been working particularly hard to raise awareness and increase accessibility of our subsidies and grants.

A very significant development was the approval by our Council of Trustees in July 2009 that consultants should be asked to consider reducing their fees for patients receiving grants. We have been delighted to see a significant number of consultants opting into this programme. In addition, our Trustees agreed that where it is impossible for a reduction in consultant fees, there is the opportunity for them to be covered by our own funds. These amendments mean that treatment at the Hospital is more accessible for those who could otherwise face long waiting times for much needed treatment.

We were delighted to host a lunch in April 2009 for a number of eminent military professionals to address how we could help more Service personnel. We would like to thank Towergate Wilson for sponsoring this event. Since then, we have developed a range of new literature to help raise awareness, and our new website has a dedicated 'Armed Forces' section helping to publicise our subsidies and grants among on-line users.

We approved just under £70,000 worth of grants to the military community. Just under 50% of grants given were for amounts of over 80% of the patient's total hospital bill.

We gave out a total of £138,000 worth of subsidies to the military community.

In an attempt to make a grantee's journey as simple as possible, we evaluated our application process. We now encourage military personnel to contact the Hospital and allow us to advise them on consultants who will be able to address their conditions. This again helps to make our grants more accessible to the general public.



The wife of an RAF Sergeant received a grant towards a much needed knee replacement at Sister Agnes. Caring for her dependant husband meant that mobility was of the utmost importance to her. She told us that her experience in the Hospital was "outstanding in every possible way" and commented on the "wonderful staff" here. When we asked her about the implications of her treatment she told us "it enabled me to look after my home and husband and lead a more active life. [This would have been] impossible without the grant...I cannot speak highly enough of the kindness and consideration I received from everyone"

We could not do this without the support of our Friends and extend our sincere thanks.

Our Achievements in the Physiotherapy Department

In response to an identified need, we have focussed on improving the physiotherapy services that we offer our military patients.

We have continued to work with Wellington Barracks in London to provide injured service personnel with hydrotherapy. This contractual agreement with the Ministry of Defence commenced in April 2008 and we are delighted to be able to continue offering this valuable service for Her Majesty's Armed Forces.

Complementing this, in June 2009 we were granted £50,000 from The Freemasons' Grand Charity. This generous grant enabled us to expand the scope of our hydrotherapy work with service patients and provide additional free treatment for serving personnel.

The physiotherapists have particularly enjoyed working with our Service patients and over the last year have helped treat a wide range of conditions including postoperative rehabilitation, back and neck pain and sports-related injuries. All treatment programmes are tailored and our physiotherapists adopt a comprehensive approach by combining manual techniques, rehabilitation (including Pilates, acupuncture, electrotherapy and the Bowen Technique) and hydrotherapy. The majority of our patients have benefited from hydrotherapy as buoyancy can be used to reduce stress on joints, and the resistance of the water to strengthen muscles.



The feedback we have received from those accessing treatment has been very positive and we aim to build on these programmes in the coming year.

In September a Lance Corporal in the Grenadier Guards came for hydrotherapy following an



unfortunate parachute landing. The jump, which broke his ankle in three places, left him 'distracted', convinced that this injury signalled the end of his time serving with the Infantry. However, after his surgery, he was referred by Wellington Barracks to our team of physiotherapists for hydrotherapy. We provided him with a 'safe, friendly and informal environment'; in which he was able to 'learn to walk again' and 'master the simplest of things such as standing on [his] tiptoes'. As a result, he made significant progress in a short space of time and joined his regiment on tour in Afghanistan.

Development of our Imaging Department

Our Imaging Department has invested in state of the art equipment to provide the highest quality of operational and technical services to our patients. In addition, our team of consultant radiologists has grown and we are delighted to have added to our comprehensive staffing body who specialise in all the major sub-disciplines of radiology. We pride ourselves on ensuring safe and effective patient care whilst maintaining privacy and dignity throughout.

The Hospital is immensely grateful to The Michael Uren Foundation, whose generosity enabled the installation of a new Definition AS+ 128 slice CT Scanner from Siemens Healthcare in April 2009. The scanner has dramatically improved our CT service due to the sub millimetre images and improved area coverage that it provides. The speed of

scanning has been enhanced meaning it is a much quicker, and therefore a more pleasant, experience for our patients. Our Imaging Manager, Iain Luscombe, has been delighted with the improved service and has been greatly encouraged by the positive feedback from our patients.



Last year, in order to improve the cohesion of our Imaging Service with other clinical areas, we created an 'Imaging Users' Committee.' This staff group has been greatly received and provided a significant amount of useful dialogue between the Imaging Department and the

wider Hospital. All committee meetings have proved highly beneficial through this two way interaction and the effect it has had on our imaging services over the last year has been positive.



One of our patients, Miss Sylvia Temple, describes her experience at Sister Agnes.

"My empathetic and highly experienced medical team, were attentive before and after

the operation and helped me to relax and feel safe and well.

The treatment I received was stage one of an extensive program of work that is set to enable me to lead a pain free life. It is going to be an interesting, challenging but also joyful journey and I am very glad to have begun it with your help and in your care.

I was not aware that this element of my treatment would require a full

anaesthetic and hospital care- so I had not budgeted for it. The payment was an additional stress that was troubling me greatly....Without the grant I would have had to delay other parts of my treatment. This would have prolonged my journey to better health.

Thank you! I think the grant scheme is a beautiful and humanitarian addition to your lovely, professional and sophisticated Hospital."

Message from our Medical Director



A unique feature of our medical provision is that each consultant is individually invited to join the staff. There is a rigorous process of selection, culminating in a

recommendation by the Medical Committee. This ensures that all the doctors who practise in *Sister Agnes'* are outstanding in their fields. Over the last year we have appointed 13 individuals to the consultant staff list: these have been in areas as diverse as general medicine, general surgery, allergy, ENT surgery, endocrinology, gynaecology, ophthalmology and orthopaedics. Additional gastroenterologists have been appointed, who, along with our existing

staff are increasing the use of the new Endoscopy Unit. Also new to the staff is an interventional radiologist who has extended the services offered by our Imaging Department. And our new 128 slice CT scanner – the first of its kind in a private hospital in London – is providing clinicians with images of the highest quality.

The Clinical Governance Committee monitors the quality of clinical care across all specialties, and is supported by an extensive audit programme. This has continued to show excellent results for all measures, such as hospital acquired infections and unplanned returns to theatre. I am delighted to report that no patient has developed *Clostridium difficile*; and there remains a “zero” rate for MRSA - i.e. there have been no cases of transfer of the organism within the Hospital.

Dr Charles Mackworth-Young

Investment in Infrastructure

A key focus of our management team is to ensure that we have the infrastructure in place to support future development. Below we have demonstrated our progress against the objectives set out in last year's report.

To upgrade the telephony systems to include VOIP technology:

In December 2009, the Hospital upgraded the telephone systems to the top of the range Avaya system which is based on the new digital IP telephony technology and will work effectively over existing analogue lines as well as our new CAT5 cables. As the existing cables were compatible with

the new system, we needed no major infrastructure changes, enabling an instant and seamless upgrade.

Upgrade the bathroom and kitchen facilities in the staff accommodation at Agnes Keyser House.

One bedroom on each of the floors has been removed to expand the existing bathrooms and kitchens to allow more spacious accommodation. We believe this was a worthwhile expenditure in order to provide our hard working staff the comfort they deserve.

Successes in Theatre

The ever changing requirements of theatres continue to keep our dedicated and hard-working team of staff on their toes. Headed by Mrs Julie Watts, the Theatre Team has worked exceptionally hard to improve the Department's efficiency of service to ensure that the Hospital continues to provide our patients with the highest standards of care.

One of the key areas of focus over the last year has been to address the 'down time' in theatre to enable more consultants to access regular slots, and therefore more patients the treatment they need with a minimum waiting time. Theatre scheduling in the private sector is like a complicated jigsaw puzzle and a great deal of time is spent moving around the pieces in an attempt to achieve a good fit – all the time with consultants' busy diaries in mind. Over the last year, we are pleased to report that we have put in place a successful structure which maximises efficiency by allowing a greater number of consultants to access theatre time and minimises the ineffective use of facilities.

In line with our advancements in the



Imaging Department, we have had viewing systems for PACS (Picture Archiving and Communication System) installed in two of our theatres. PACS is a digital replacement for hard copy film processing which was installed in our Imaging department in 2008. The equipment allows us to provide a maximum amount of diagnostic information for our surgeons in theatre. Consultants can manipulate the contrast and density of images allowing the highest degree of precision. All images are stored in the archive where they can be retrieved later if necessary, helping to improve the efficiency of the administrative side of procedures. We are very pleased with the added benefit this has brought to patient care.

Over the last year the Theatre Department has invested in a number of pieces of equipment, vital for developing our services. One such piece is our high definition complete Storz stack system with camera and full recording capabilities. This equipment is exceptionally useful in general surgery as well as with orthopaedic work, a field of surgery the Hospital is especially well respected for. Not only does this new

camera system promote the highest quality of pictures, but its compact nature is easy to move and therefore makes for a much more versatile piece of equipment.

As a finishing touch to this year's developments in theatres, the whole length of the corridor has been redecorated and re-floored giving the Department a fresh look which mirrors the standards of cleanliness for which *Sister Agnes* is renowned.

Our Future Plans

We are dedicated to remaining at the forefront of technology, and therefore have committed to a number of capital projects in the next year.

The largest of these schemes is the plan to refurbish the Critical Care Unit. Our Patient Room Upgrade programme has ensured that our rooms match the highest level of comfort and technology and we now wish to bring Critical Care up to this same first class standard.

Under the guidance of a team of senior development and clinical experts we will redesign and upgrade our facilities in order to provide an improved service to our patients. We will offer dedicated, continuous and specialist care to the most seriously ill medical and surgical patients. We will avoid

transferring seriously ill patients to other hospitals, and remove unnecessary stress to our patients. In addition, we will provide new services such as haemofiltration (a renal replacement therapy which uses equipment to allow a patient's blood to be cleaned).

We are committed to ensuring that patient care at *Sister Agnes* remains of the very highest quality. The Hospital's excellent reputation is based on this core principle and must do so long into the future. The reconfiguration and upgrading of the Hospital's Critical Care facilities is the next important step to ensure the Hospital maintains the standards and reputation for which it is renowned. We look forward to this development.



Computer generated images of the new layout.



Report from Fundraising

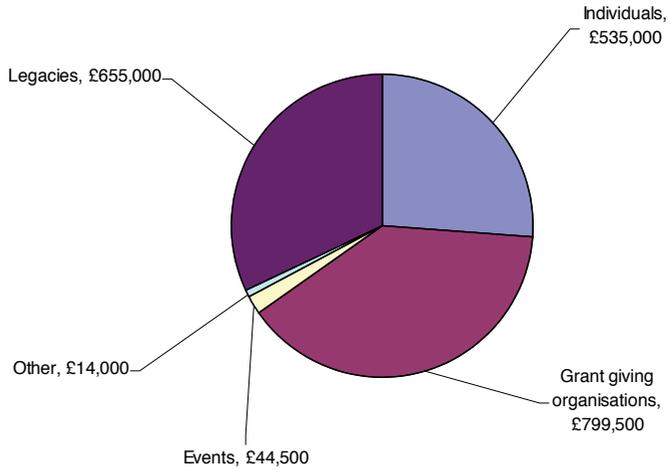
We have been delighted with the progress of the past year, none of which would have been possible without the long standing support of our Friends and many grant giving organisations.

We had a target of £1.8 million, against which we raised over £2 million in restricted and unrestricted funds. We have been all the more delighted with this achievement, in light of the current economic climate. We always appreciate the goodwill of our supporters, but we have been particularly grateful for everyone's continued support in more trying times.



Our President, HRH The Duke of Kent and our Chairman of Trustees, Field Marshal The Rt Hon Lord Inge

Fundraising Income Sources



We have a full strategy in place, a motivated team, and are lucky to appreciate the wider support of our staffing body and volunteers. We are delighted to be able to demonstrate on the pie chart above, the following successes in fundraising.

We were exceptionally pleased that this year's Annual Reception made a surplus of almost £23,000 the entirety of which goes directly to help fund our grants programmes. This is a 43% increase on the previous year. We were ever grateful to the companies whose sponsorship enabled us to cover all the costs allowing every penny raised to be used to support those members of the military community. In addition, our Christmas raffle made a surplus of almost £11,000 This was an 18% increase on the previous year.

Thank you to all our supporters for this continued support!

Report from Finance

The Hospital felt the impact of the recession during the first 6 months of the financial year when both patient activity and income were significantly below both budgeted and prior year levels. The recession had a particular impact on the number of self paying patients that used the Hospital's facilities. However, patient activity levels recovered from the autumn

onwards and the second half income figures were far more positive which is a trend that has continued into the start of the new financial year. This trend was mirrored in our outpatient services where we started to see the benefits of our recent capital expenditure in our Imaging and Endoscopy Departments in the latter part of the financial year.

Summary Statement of Financial Activities

For The Year Ended 31st March 2010

£'000s	Unrestricted Funds	Restricted Funds	2010	2009
Incoming Resources from Generated Funds	1,546	734	2,280	1,657
Activities in furtherance of the objects of the charity	16,421	0	16,421	18,112
Total Incoming Resources	17,967	734	18,701	19,769
Cost of Generating Funds	(223)	(14)	(237)	(242)
Charitable Activities	(17,934)	(329)	(18,263)	(18,695)
Governance	(36)	(2)	(38)	(34)
Other Resources Expended	(498)	0	(498)	(146)
Total Resources Expended	(18,691)	(345)	(19,036)	(19,117)
Net (outgoing)/incoming resources for the period	(724)	389	(335)	652
Gains/(losses) on investments and actuarial adjustments to pension scheme	1,857	175	2,032	(2,149)
Net Movement in Funds	1,133	564	1,697	(1,497)
Funds Brought Forward	22,127	3,343	25,470	26,967
Funds Carried Forward	23,260	3,907	27,167	25,470

£'000s

Balance Sheet as at 31st March 2010

	2010	2009
Fixed Assets	26,899	24,287
Net Current Assets	1,195	1,445
Pension liability	(927)	(262)
Total Net Assets	27,167	25,470
Unrestricted Funds	23,260	22,127
Restricted Funds	3,907	3,343
Total Funds	27,167	25,470

Trustees' Statement

The Trustees confirm that these summarised accounts are a summary of information from the full accounts which were approved by the Trustees on 21st July 2010. A copy of the full accounts of the charity, upon which the auditors have reported without qualification, will be delivered to the Charity Commission. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of King Edward VII's Hospital *Sister Agnes*.

Further information and the full accounts are available by contacting the Fundraising Team on 020 7467 3920 or by downloading them from our website www.kingedwardvii.co.uk.

King Edward VII's Hospital *Sister Agnes*
Beaumont Street
London
W1G 6AA

Signed on behalf of the Trustees



C LA Irby

Trustee and Deputy Chairman of the Council

21st July 2010

Auditors' Statement to the Trustees of King Edward VII's Hospital *Sister Agnes*

We have examined the summarised accounts set out on page 16.

Respective responsibilities of the Trustees and auditors

The Trustees are responsible for preparing the summary accounts in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" (the Charities' SORP).

Basis of opinion

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the charity's full annual accounts describes the basis of our opinion on those accounts.

Opinion

In our opinion the summary accounts are consistent with the full annual accounts of King Edward VII's Hospital *Sister Agnes* for the year ended 31st March 2010 and comply with the requirements of the Statement of Recommended Practice "Accounting and Reporting by Charities" (the Charities' SORP).

Buzzacott LLP
Chartered Accountants and Statutory Auditors
12 New Fetter Lane
London
EC4A 1AG



In Recognition of Support

King Edward VII's Hospital *Sister Agnes* is very fortunate to benefit from donations from a number of grant-giving organisations. We would like to express our sincere thanks to all of them, and have listed some of our most recent major donors below.

CHK Charities Limited

GC Gibson Charitable Trust

Ofenheim Charitable Trust

Orrin Charitable Trust

Paravicini Dyer Charitable Trust

Sandra Charitable Trust

Scott (Eredine) Charitable Trust

Seafarers UK

Simon Gibson Charitable Trust

Sir Edward Lewis Foundation

The Anson Charitable Trust

The Bernard Sunley Charitable Foundation

The Freemasons' Grand Charity

The Mike Gooley Trailfinders Charity

The Gosling Foundation

The Muir Family Charitable Trust

The S Peake Charitable Trust

The Swire Charitable Trust

The Michael Uren Foundation

The Worshipful Company of Grocers

Last year we treated an ex-member of the Queen's Royal Lancers with 40 years experience. He received a subsidy towards partial knee replacements at *Sister Agnes*. When we asked him about the benefits of receiving the subsidy he told us it meant that "I got my life back in much quicker time!" It also benefited him financially since "At 63 the NHS would not help me and I had to pay". When we asked him about his treatment and experience at the Hospital, he was clearly impressed; "[The Hospital was] absolutely brilliant! [The] staff were caring and informative [and my] operation and treatment were excellent... Now I have my mobility back. I left the Hospital without crutches after 5 days [and I'm] now skiing and playing golf after 7 months!"





VII



King Edward VII's Hospital *Sister Agnes*

Registered Manager

Miss C A Cassels MVO RGN DMS, Matron

Responsible Individual

John Lofthouse Esq. BM PGCE DipHSM MHSM MBA

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