

Finally, as the hospital shareholder may like to know how the cost per bed is commonly calculated, a brief statement of the shortest cut to that figure may well conclude this article.

The total sum spent on the items which have been quoted above is divided by the total number of in-patients treated during the year; and the result—which represents the average cost of each in-patient—is again divided by the figure which represents the average number of days each patient was resident. The final quotient—which represents the average cost of a patient for a single day—is then multiplied by seven to show the cost per bed per week. Exactly the same method will show the weekly cost per patient on any of the items which enter into the general calculation of the cost per bed, and it is one of the good features of the revised system of hospital accounts that the cost of all these items and the necessary figures regarding duration of stay and the like are all very clearly displayed, so that any further subcalculations such as those in question can be made if desired. To the ordinary hospital shareholder, however, they are superfluous, though sometimes he may deem it well to break up the cost per bed into two figures, one relating to maintenance and the other to outlay which is only indirectly entailed by the purpose for which he has given his money to the institution, such as the payment of the secretary who acts as the executive officer on the managing body. But it may be stated at once that though the administration of hospitals in these islands is not always efficient, it is habitually so faithful and honest that the subcalculation in question, though sometimes of interest, is very rarely of essential importance. Hence any hospital shareholder who is supplied by the managers of the institution in which he is interested with a single figure representing the cost per bed, may take that figure as his dividend, and, provided that the accounts of the hospital are prepared for publication according to the rules of the revised system of hospital accounts, he may decide for himself forthwith whether that dividend is satisfactory or the reverse by comparing it with that received by subscribers to other institutions of the same character which publish their accounts in the same form. It is better still that the factors entering into the calculation of the cost per bed should be shown likewise. The form which the declaration of dividend should then take is shown in the tables on p. 1503, which with the rules as to drawing them up will be found *extenso* in the report published for the three metropolitan hospital funds at the address already given.

THE
INCOMINGS AND OUTGOINGS
OF
HOSPITALS IN LONDON.

In the following pages will be found an account, in tabular form, of the income, expenditure, and work during the year 1907 of nearly all the important voluntary hospitals in London, whatever their special purpose. In each table the institutions will be found, not in alphabetical order, but roughly classified according to the work which they do. First come the large general hospitals with medical schools attached, and then the general hospitals without medical schools; afterwards follow in succession institutions which cater especially for children; for women and children; for lying-in women; for those suffering from nervous disorders; and from diseases of special regions, such as the eye, the rectum, the bladder, the chest, the throat, nose, and ear. The lists end with a few hospitals which devote themselves to conditions systemic in origin, but accompanied by marked local manifestations, malignant growths, skin troubles, disorders of the heart, and physical malformations. The order followed has, in short, been unconsciously of a pathological character.

The tables have rather a formidable appearance, but are worth study for more than one reason. We are accustomed to tabulation of hospital statistics in annual and other books of reference, but these invariably deal

with expenditures at comparatively remote periods, and thus lack living interest. The tables which are now published cover, however, the most recent completed period of hospital work, namely, the year 1907, and convey the gist of accounts which have only lately been completed. In several instances, indeed, the reports of the hospitals to which the tables relate have not yet been published, and it is only owing to the courtesy of many secretaries, and others concerned, in forwarding advance proofs of their reports, and giving assistance in other ways, that it has been possible to complete this review of the financial position of London hospitals at so early a date. To the statistics, moreover, of the London hospitals for last year quite a special interest attaches, since for the first time their accounts, though kept in different ways, have all been prepared for publication on precisely the same general system, namely, that described in some earlier articles in this issue. Hence they form a convenient object-lesson in the working of that system, and as an illustration of what has been said in connexion with it. One or two published reports show that the secretaries of the hospitals concerned have not interpreted the rules laid down for their guidance correctly, but it is equally clear that no such difficulty has been commonly experienced. Moreover, the readiness with which the system lends itself to the clear demonstration of the essential points of hospital upkeep is proved by the fact that a number of secretaries, besides showing their expenditure for 1907 in the desired form, have cast the expenditure of one or two previous years into the same shape for the benefit of their subscribers.

It is by no means, however, to be concluded that the annual reports of all hospitals in London are now exact counterparts. This is by no means the case. Apart from the written matter there is a certain element of individuality in each of the accounts, and this fact has transformed what would otherwise have been a most fatiguing and monotonous piece of work into quite an attractive study of human character in the guise of figures.

The skeletons of the accounts are in each case the same, but the minds of those who have clothed them obviously differ as greatly as the hands of Esau and Jacob. Indeed, perhaps only a person who has examined carefully the printed reports of these sixty or seventy hospitals one after the other can readily conceive the different appearance which accounts relating to precisely the same items, and constructed on the same essential principles, may be made to assume. Individuality betrays itself so clearly in the treatment of certain points, and in such minor details as the choice of paper and type, that it seems almost possible to picture the character of the compiler of the statement. Anything of the nature of pathos in a business account is difficult to conceive; but even this exists in the devices adopted by some of the secretaries to conceal, so far as the form of account permits, what they obviously consider may prove a very damning fact, namely, that in one way or another they have managed to emerge from the year with a balance in hand. Such attempts, however, are a mistake; they may deceive a few, they will mislead no one who examines the accounts with care; in some cases, moreover, the devices used are of doubtful honesty, and might well annoy philanthropists of the latter-day persuasion, namely, persons who combine philanthropic desires with a good deal of business instinct.

The statistical tables, five in number, each concern a different aspect of hospital enterprise; their contents are, therefore, dealt with in each case separately, and the reader can read all or any of the reviews as he is disposed. The tables practically explain themselves, so little more is said about them in the text than is necessary to explain and emphasize their main points. The aspects in question are as follows: The sources of income of London hospitals, the main items of expenditure; that criterion of good administration—the cost per bed per week; the expense of out-patient departments; and the present position of the London hospitals as revealed by the balance between their incomings and outgoings at the end of the year 1907.

St. Bartholomew's Hospital figures in some of these tables, and next year will probably appear in all, for its present administration being as up-to-date as its new out-patient department, it has adopted the revised account system, though not a beneficiary of any of the funds.

THE INCOME OF LONDON HOSPITALS.

THE tables on pages 1506 and 1507 relate to sixty-nine hospitals in London, and it will be gathered from them that most of these institutions receive their income from at least fourteen different sources. Such income is classed in the tables as ordinary or extraordinary, the former term including every sort of receipt on which hospitals as a body depend for their ordinary upkeep; it is income from sources which, with a few exceptions, every hospital may reasonably regard as likely to prove fruitful year after year. The items combined in Column P, headed "Extraordinary Income," might more properly, perhaps, have been termed "total extraordinary receipts," since no hospital can count with certainty upon legacies falling to its lot year after year, nor upon individuals giving it money for specific purposes—such as the endowment of beds; nor should regard as income the outcome of special appeals to cover capital expenditure—such as new buildings. Indeed, looking down Columns M and P, in which the ordinary and extraordinary incomes are totalled, it will be noted that a good many institutions received last year nothing beyond ordinary income, and that others, on the contrary, were fortunate enough to receive amounts vastly exceeding their ordinary income.

When Column A, the first of the table, is compared with those which follow, it will be noted that in most cases the amount received from annual subscriptions is small as compared with the total, and inquiry shows that nearly all institutions last year suffered diminution in the list of annual subscribers. Even when—as was commonly the case—the shrinkage was made up in other directions, the fact remains regrettable, because in the conduct of any business entailing large outgoings a sum of twenty shillings, if its receipt can be counted on in advance, is more valuable than a donation of twenty-five shillings which cannot, so to speak, be expected until it is actually received.

The column headed "Congregation Collections" covers a very small item as compared with the sums which in earlier days were collected in this fashion for the benefit of individual hospitals. These now tend in London to find their way into the coffers of the Metropolitan Hospital Sunday Fund. The column headed "Workmen's Collections" covers a comparatively new item, which figures in the accounts of only a minority of the institutions. This is perhaps due to the varying opportunities which institutions have for getting into touch with large bodies of working men, and perhaps also to the equally varying energies of managing bodies.

The column showing income from investments includes also interest on moneys lying at the bank, returned income tax and the like, and will be noted to vary very greatly at different hospitals, and to bear as a whole no definite relation to the total receipts. Some institutions which have comparatively large income from invested property will be noted to be much poorer in reality than others which, under Column I, are credited with little or nothing—for example, compare at one extreme St. Bartholomew's and the London, and at the other West Ham and Bollingbroke.

Column J, headed "Nursing Institutions," is also of interest; the figures recorded relate to sums which are profits derived either from training nurses or from supplying them to the public. In several instances the sums are large, and the column, as a whole, throws some light on the desire evinced by certain institutions to keep the control of the nursing world in their own hands.

On the whole, however, the chief interest attaches to Column K, and to most people it will be a revelation to find that as many as forty-five out of these sixty-nine hospitals received payment from patients. It will be observed, too, that in several instances the income from this source constitutes a very large proportion of the total receipts—sometimes a great deal over 50 per cent. The largeness of the amounts is most noticeable in the case of the smaller special hospitals. As to the morality of these payments, it must suffice to say at present that in a good many instances the payments are legitimate, inasmuch as they are derived from openly carried on in-patient wards; but the bulk of the money is undoubtedly made up by moneys which out-patients in one guise or another are forced to offer in exchange for treatment.

Column N explains itself; but as to Column O it should

be stated that the term used as a heading covers a variety of receipts, that is to say, not only the result of festival collections for special purposes, such as building improvements, but in many instances sums earmarked by their donors, and therefore, not available for purposes of ordinary hospital maintenance.

THE EXPENDITURE OF LONDON HOSPITALS.

THE tables displayed on pages 1508 and 1509 relate to the same London hospitals during the year ending December 31st, 1907, and separate the expenditure of these institutions into two main divisions, which are totalled in Columns M and Q under the headings "Total Ordinary Expenditure" and "Total Extraordinary Expenditure." The first of the two main divisions is divided again into the expenses of the maintenance of patients, the expenses of administration, and rent, rates and taxes. "Maintenance" will be found to include several columns, and the specific items covered by their various headings will be found on reference to page 1491. Most of the headings of the columns explain themselves, but the reason of the position and meaning of one or two may not be very clear. The heading of Column I covers commissions paid to collectors and the cost of appeals for funds for ordinary maintenance. Of the other columns that headed "Interest" is placed among the "Extraordinary" columns because it covers charges to which, fortunately, by no means all hospitals are subject; it of course relates to payments to banks and individuals on account of borrowed moneys. Another of these columns, headed by the letter O, usually covers sums paid for the upkeep of convalescent homes and to convalescent homes which receive patients from the institution in question. Finally the heading "Festivals, Bazaars, etc." usually applies to the expenses of such enterprises when undertaken in the hope of raising funds for new buildings and the like, but has sometimes been made to cover other expenditure which is rightly to be regarded as extraordinary, though not as capital expenditure.

In looking through this table the main point to keep in mind is that none of the sums entered relates to any but the expenditure entailed at the hospitals in question by the work done during the year; it does not cover payments liability to which was incurred at an earlier period, and the expenditure is entered whether actually defrayed or otherwise. Moreover, in accordance with the rules of the revised system, any outlay on new buildings and the like is excluded from the table, such outlay being capital expenditure and, therefore, carried to the balance sheet. The table, accordingly, is an exact account of the expenditure entailed by keeping open the hospitals during the year in question, and includes, with the exception of interest, no item of outlay for which those in charge of the institutions during the year were not directly responsible. If this table were compared with one of the same general character relating to an earlier period at the same institutions, the main difference found would probably be as follows: the expenditure on salaries and wages would be found apparently increased, since sundry items are broken up in the modern account into their component parts. Thus washing, for instance, is accounted for partly under domestic expenditure in the way of material, and partly as labour under the items of salaries and wages. The division, "Total Ordinary Expenditure," would often be found to have decreased owing to interest on accumulated debts being no longer treated as an inevitable feature of hospital enterprise but as "extraordinary expenditure." On the other hand, the total extraordinary expenditure would at some hospitals be found to have diminished in amount, since the old system made it possible for the managers of institutions to treat as extraordinary expenditure any large amount expended during the year on ordinary household repairs, and thus reduce the apparent annual cost of the upkeep of each bed.

Such points apart, the column which should attract attention is Column L, headed "Rates and Taxes." It will be found on adding it up that these hospitals in the aggregate pay to the public authorities considerably more than £26,000. This is a notable fact, and one all the more worthy of attention when it is remembered that by no means all the hospitals in London are included in this table; moreover, it will be seen that the amounts absorbed

The Ordinary and Extraordinary Income of Certain Metropolitan Hospitals for the Year 1907.

Name of Hospital.	A	B	O	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
	Annual Subscriptions.	Donations.	King Edward's Hospital Fund for London.	Hospital Sunday Fund.	Hospital Saturday Fund.	Congregations.	Workmen's Collections.	Entertainments.	Invested Property.	Nursing Institution.	Patients' Payments.	Other Receipts.	Total Ordinary Income.	Legacies.	Festivals, Bazaars, etc.	Total Extraordinary Income.	GRAND TOTAL.
ST. BARTHOLOMEW'S	0	286	0	0	0	0	0	0	68,139	500	0	1,804	70,579	1,025	0	1,925	71,704
CHARING CROSS	2,786	5,637	3,000	1,486	361	4	12	0	2,645	0	13	1,812	17,655	12,829	1,000	13,829	31,484
GUY'S	3,791	4,321	5,000	1,425	289	6	188	62	40,445	1,337	5,583	150	62,820	31,464	1,086	32,550	96,370
THE LONDON	14,886	12,830	10,000	6,510	1,162	5	345	0	28,915	7,723	2,202	3,112	81,628	19,936	0	19,936	101,684
KING'S COLLEGE	2,053	2,902	1,000	1,457	366	23	0	0	2,898	63	37	2,546	13,316	6,855	0	6,855	20,200
MIDDLESEX	2,811	6,822	3,000	2,757	455	0	0	0	5,251	0	0	585	21,680	9,532	0	9,532	31,212
ROYAL FREE	1,445	2,078	2,000	1,370	308	0	0	205	1,370	72	0	191	9,039	9,134	3,744	12,878	21,917
ST. GEORGE'S	4,877	3,131	2,500	2,275	455	0	34	0	12,866	0	0	100	26,031	63,576	0	63,576	83,606
ST. MARY'S	4,710	3,820	3,100	2,546	495	54	12	0	1,872	60	163	108	17,399	8,609	280	8,889	26,238
ST. THOMAS'S	775	697	0	0	150	0	95	0	57,076	1,182	494	182	60,681	13,660	3,000	15,660	76,941
UNIVERSITY COLLEGE	2,161	3,233	3,000	2,167	417	0	0	2	3,478	1,0	59	48	14,715	17,480	362	17,842	32,556
WESTMINSTER	1,450	10,503	3,000	1,625	328	0	0	128	3,388	0	0	19	20,379	6,759	300	9,759	30,138
WEST LONDON	2,339	1,974	3,000	1,224	272	32	535	81	598	110	0	79	10,247	4,700	0	4,700	14,947
GREAT NORTHERN	1,905	5,701	1,200	1,260	289	73	0	0	1,256	0	885	2,179	14,697	4,674	0	4,674	19,371
METROPOLITAN	1,066	5,649	2,500	1,228	301	7	0	0	587	162	0	0	11,500	8,627	0	8,627	20,027
PRINCE OF WALES'S	1,219	1,935	2,500	639	417	92	0	301	69	0	0	563	7,736	952	0	462	8,688
POPULAR	3,180	2,937	0	574	216	0	275	0	1,800	14	231	39	9,316	1,233	28	1,261	10,677
THE SEAMEN'S	4,154	4,092	2,500	1,636	331	0	232	192	3,642	46	865	164	18,783	1,310	930	2,270	20,123
WEST HAM	1,162	2,581	500	594	160	126	287	225	369	0	0	22	6,028	0	0	0	6,028
BOLINGBROKE	701	1,254	500	295	0	30	20	184	135	0	814	59	3,940	25	2,820	2,645	6,425
THE TEMPERANCE	1,247	1,509	1,600	785	189	8	12	2	1,955	173	700	16	6,854	350	265	615	7,469
HAMPSTEAD	960	102	0	314	103	34	0	41	89	4	473	11	2,664	50	36	83	2,750
THE GERMAN	1,553	4,199	200	661	213	0	0	87	3,178	0	636	132	10,977	1,178	0	0	12,156
THE FRENCH	1,065	3,422	200	393	134	0	0	0	57	0	0	0	5,873	2,159	0	2,159	8,032
THE ITALIAN	425	645	500	217	118	85	0	936	361	0	0	0	3,210	0	0	0	3,210
GREAT ORMOND STREET	3,388	1,717	1,775	1,063	281	90	40	164	5,237	366	120	53	14,317	7,810	0	7,810	22,127
THE EVELEINA	801	694	250	271	129	78	0	30	3,795	145	92	31	6,176	4,895	1,000	1,645	11,072
PADDINGTON GREEN	1,162	707	700	352	184	210	0	41	367	6	312	19	4,110	7,384	1,265	8,649	12,764
THE BELGRAVE	453	419	1,500	227	122	3	0	705	66	49	0	425	3,996	500	500	4,996	
THE ALEXANDRA	2,325	477	500	444	210	0	0	0	411	0	503	0	4,871	0	100	100	4,971
THE QUEEN'S, HACKNEY	2,565	4,509	1,000	964	247	33	0	72	288	0	658	5	10,339	497	2,725	3,222	13,561

	A	B	O	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
VICTORIA	2,916	1,647	1,000	747	198	89	488	56	323	247	159	2	7,927	4,850	1,495	6,356	14,283
ROYAL WATERLOO	1,653	1,534	955	195	125	31	0	20	735	34	921	136	5,639	250	24	250	5,889
GROSVENOR	753	200	250	195	85	0	0	48	160	0	741	23	2,455	180	0	1,650	4,135
THE CHELSEA FOR WOMEN	1,551	985	500	341	133	0	0	0	76	30	775	4	4,376	1,883	0	1,883	6,259
THE NEW	1,058	2,092	750	347	132	8	0	77	348	58	1,673	295	6,937	220	0	220	7,158
SAMARITAN FREE	1,309	1,046	750	471	152	0	0	200	435	0	0	75	4,119	274	831	1,105	5,295
THE SOHO FOR WOMEN	1,349	973	1,040	498	149	0	0	103	315	0	1,102	262	5,749	494	0	494	6,243
GENERAL LYING-IN	567	469	250	16	54	0	0	0	953	2,508	0	5	5,162	0	0	0	6,162
CITY LYING-IN	316	570	250	200	47	1	0	0	1,723	2,146	19	22	5,281	0	0	0	5,284
QUEEN CHARLOTTE'S	2,689	238	500	558	160	4	0	138	853	0	0	28	5,248	530	0	530	5,778
BRITISH LYING-IN	318	1,14	350	89	50	0	0	0	396	510	99	838	2,828	0	0	0	2,828
THE NATIONAL, Queen Square	1,476	3,718	2,000	1,116	279	8	0	0	1,543	8	2,820	109	13,074	7,128	0	7,128	20,203
WEST END NERVOUS	2,834	1,381	250	325	186	0	0	0	2	0	377	87	5,444	2,371	0	2,371	7,814
MAIDA VALE PARALYSIS	355	623	500	179	88	0	0	0	91	0	723	0	2,568	482	0	482	3,050
ROYAL EYE, Southwark	652	276	600	303	105	0	0	112	378	0	443	131	3,001	2,519	300	2,819	5,820
MOORFIELDS EYE	1,823	3,160	2,500	1,192	279	19	0	0	1,018	0	0	84	10,074	6,983	0	6,983	17,067
WESTMINSTER OPHTHALMIC	746	920	0	162	80	0	0	0	990	0	0	81	2,981	1,351	0	1,351	4,332
WESTERN OPHTHALMIC	169	253	150	108	39	0	0	15	150	0	286	26	1,197	2,090	100	2,190	3,387
CENTRAL OPHTHALMIC	374	1,219	100	173	62	0	0	0	0	0	0	4	1,932	2,500	0	2,500	4,432
THE GORDON FISTULA	129	331	25	43	33	0	0	115	0	0	1,177	25	1,938	0	168	168	2,106
ST. PETER'S	844	12	50	114	20	0	0	0	371	0	2,314	29	3,818	460	0	460	4,278
ST. MARK'S FISTULA	73	559	100	276	122	0	0	0	667	0	452	815	3,818	874	0	874	4,692
BROMPTON CONSUMPTION	7,172	1,281	2,500	3,012	420	118	0	0	2,403	0	0	119	17,035	19,291	2,953	22,250	39,885
MOUNT VERNON	3,091	9,443	1,000	1,284	584	31	0	0	3,7	0	0	90	15,889	275	0	275	16,164
THE CITY CHEST	3,363	3,177	2,500	810	621	0	0	0	224	0	0	3	10,858	5,691	0	5,691	16,319
THE ROYAL CHEST	2,112	1,312	0	569	200	0	0	0	226	0	0	26	4,550	2,075	0	3,075	7,655
GOLDEN SQUARE THROAT	420	557	0	16	0	0	0	0	47	0	3,956	45	5,041	500	0	500	5,541
THE CENTRAL THROAT	337	259	0	47	272	0	0	0	33	0	2,202	130	3,279	2,280	0	2,280	5,559
THE ROYAL EAR	152	311	0	43	147	0	0	154	70	0	886	0	1,764	0	0	0	1,764
LONDON THROAT	137	113	0	27	103	0	0	0	381	0	1,179	29	1,590	0	0	0	1,590
THE METROPOLITAN EAR	134	93	0	0	251	0	0	9	0	0	56	0	1,084	0	0	0	1,084
BROMPTON CANCER	2,064	1,163	0	0	183	0	0	0	5,197	0	0	140	8,755	14,588	0	14,588	23,342
MIDDLESEX CANCER CHARITY	924	1,593	0	292	104	0	0	40	1,995	0	0	6	5,321	4,450	0	4,450	9,771
ST. JOHN'S SKIN	963	434	100	54	213	0	0	0	40	0	2,098	62	3,966	1,391	1,686	3,077	7,042
BLACKFRIARS SKIN	151	22	0	0	126	0	0	0	232	0	692	7	1,230	0	21	21	1,251
LONDON SKIN	87	117	0	0	35	0	0	0	5	0	945	0	1,189	0	0	0	1,189
NATIONAL ORTHOPAEDIC	914	892	2,220	119	106	0	0	0	1,980	0	9,5	0	7,226	1,300	0	1,300	8,550
NATIONAL HEART	843	217	0	184	204	0	0	0	100	0	666	29	2,273	1,503	0	1,503	3,779

The Ordinary and Extraordinary Expenditure of Certain Metropolitan Hospitals for the Year 1907.

Name of Hospital.	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
	Provisions.	Furniture and Dispensary.	Domestic.	Establishment.	Salaries, Wages, etc.	Miscellaneous.	Total Maintenance.	Management.	Finance.	Total Maintenance and Administration.	Rent.	Rates and Taxes.	Total Ordinary Expenditure.	Interest.	Contributions to Other Institutions.	Festivals, Bazaars, etc.	Total Extraordinary Expenditure.	GRAND TOTAL.	Notes.
ST. BARTHOLOMEW'S	13,577	8,366	13,372	6,283	26,961	783	63,343	2,756	0	71,089	0	2,422	73,511	144	3,101	0	3,248	76,769	The expenditure on the country Branch of St. Bartholomew's at Swanley is not included in the ordinary expenditure.
CHARING CROSS	3,744	1,921	4,657	1,070	4,496	513	16,402	752	664	17,818	0	591	18,409	3,170	10	0	3,140	21,549	
GUY'S	13,024	7,715	10,125	3,348	21,489	1,012	68,722	2,203	1,113	63,013	355	2,526	64,955	0	0	0	0	64,955	
LONDON	23,108	12,689	15,271	4,400	37,702	1,715	94,784	2,693	1,378	98,855	153	1,498	100,505	1,131	155	0	1,286	101,791	At the London, patients supply their own tea, sugar, and butter.
KING'S COLLEGE	5,100	2,291	4,857	1,034	5,570	326	19,201	698	274	20,173	0	475	20,653	167	407	0	651	21,303	
MIDDLESEX	6,896	2,913	5,932	1,055	10,033	545	26,459	1,301	947	28,706	887	913	30,507	151	2,226	0	2,439	32,946	
ROYAL FREE	4,507	2,109	3,201	331	4,614	205	15,059	741	129	15,170	0	131	16,107	0	137	0	197	16,314	The expenditure of the Middlesex Hospital in its Convalescent Home at Clacton-on-Sea is shown in the extraordinary expenditure, but the Middlesex Cancer Charity is treated as a separate institution in its own place.
ST. GEORGE'S	8,885	4,548	8,451	2,488	13,649	720	33,741	1,928	141	41,742	0	932	42,674	0	0	0	353	43,027	
ST. MARY'S	6,015	3,586	3,454	1,967	8,623	306	25,950	1,146	625	27,721	21	603	28,231	22	10	0	32	28,234	
ST. THOMAS'S	11,181	6,137	15,357	6,473	20,283	573	60,127	1,673	58	61,838	106	2,974	64,937	191	0	0	194	65,131	
UNIVERSITY COLLEGE	6,021	3,436	6,741	1,972	7,677	615	26,562	1,112	322	27,693	0	531	23,527	0	0	0	41	28,567	
WESTMINSTER	5,133	2,366	3,913	911	5,577	331	18,285	861	213	19,363	50	375	19,768	158	10	0	167	19,956	
WEST LONDON	3,076	2,200	3,181	227	3,335	183	12,208	575	316	13,270	135	320	13,725	224	10	25	253	13,984	
GREAT NORTHERN CENTRAL	3,631	2,031	3,510	1,346	4,605	326	15,449	833	880	17,282	94	333	17,759	359	10	0	359	18,117	
METROPOLITAN	3,256	1,827	2,611	353	3,308	256	11,611	1,056	980	13,647	228	176	14,052	350	251	0	601	14,653	
PRINCE OF WALES'S	1,630	1,264	1,224	186	1,920	135	6,359	405	210	7,014	2	76	7,092	314	0	225	732	7,810	
POPULAR	2,303	924	1,220	804	2,847	115	8,226	761	237	9,223	0	33	9,256	0	0	13	9,269		
SEAMEN'S	5,059	2,463	331	3,603	5,329	464	13,201	1,316	1,013	21,529	305	199	22,033	66	0	0	66	22,099	
WEST HAM	1,514	1,014	1,216	84	1,220	72	5,181	398	288	5,876	0	29	5,905	10	0	0	10	5,915	
BOLINGBROKE	1,076	417	920	151	966	45	3,536	118	4	3,715	78	39	3,832	120	0	0	110	3,962	
THE TEMPERANCE	2,504	882	1,983	471	2,971	152	8,931	594	92	13,232	0	230	9,815	350	0	0	350	10,460	
HAMPSTEAD	1,444	442	1,020	53	1,159	77	4,195	447	90	4,103	0	158	4,891	92	0	57	229	5,120	
THE GERMAN	3,527	2,555	1,256	628	2,125	146	10,037	546	374	10,937	0	180	11,137	145	587	0	732	11,839	
THE FRENCH	1,209	386	756	294	1,069	208	3,922	270	287	4,479	0	349	4,828	0	133	0	133	4,961	
THE ITALIAN	1,016	232	555	95	355	61	2,345	163	45	2,559	16	217	2,791	0	3	0	3	2,791	
GREAT ORMOND STREET	3,847	2,432	4,520	373	6,533	596	18,303	774	423	19,500	100	797	20,368	0	1,774	0	1,774	22,171	
THE EVELINA	869	737	1,111	570	2,180	186	6,735	318	231	6,255	0	235	6,570	8	110	0	158	6,728	The ordinary expenditure of the Alexandria Hospital for Children includes its country branches.
PADDINGTON GREEN	643	720	848	211	1,111	170	3,662	363	174	4,200	35	141	4,377	5	535	4	544	4,947	
THE BELGRAVE	684	557	1,163	181	799	99	3,483	408	42	3,951	142	97	4,170	383	0	0	383	4,554	
THE ALEXANDRA	1,339	350	1,231	391	988	98	4,377	767	134	5,077	35	205	5,313	0	0	0	0	5,313	

	A	B	O	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
THE QUEEN'S	1,937	900	1,999	453	3,851	252	9,393	801	416	10,609	5	301	10,915	32	0	0	32	10,948	
THE VICTORIA	1,408	948	2,204	326	3,101	206	7,183	549	97	7,839	0	250	2,090	0	597	0	597	2,687	
ROYAL WATERLOO	637	765	888	228	1,195	106	3,810	574	126	4,909	98	196	5,203	37	0	271	303	5,512	
THE GROSVENOR...	705	385	592	178	578	69	2,106	186	0	2,693	200	66	2,959	7	0	0	7	2,967	
CHELSEA FOR WOMEN	1,157	702	1,239	767	1,070	142	4,678	458	189	5,356	83	130	5,639	95	0	0	95	5,634	
THE NEW ...	1,888	861	1,681	466	1,230	91	6,326	407	34	6,768	261	92	7,121	0	0	0	0	7,121	
SAMARITAN FREE	894	731	947	407	1,053	90	4,129	379	171	4,679	0	145	4,824	47	0	169	217	5,040	
SOHO FOR WOMEN	1,330	721	1,362	246	1,430	95	5,215	450	112	5,777	0	93	5,870	179	0	214	293	6,263	
THE GENERAL LYING-IN	1,519	370	1,377	39	1,454	0	4,698	162	0	5,260	241	79	5,680	0	0	0	0	5,680	
CITY LYING-IN	968	139	879	338	1,442	73	4,040	443	101	4,584	212	214	5,011	1,254	0	75	1,329	6,340	
QUEEN CHARLOTTE'S	1,395	609	1,644	267	1,689	164	5,767	386	178	6,331	0	120	6,452	0	0	0	0	6,452	
THE BRITISH LYING-IN	987	120	735	277	739	76	2,914	194	81	3,188	0	179	3,368	18	0	0	18	3,395	
THE NATIONAL, Queen Square	3,346	1,818	2,822	450	3,958	168	12,561	1,161	568	14,279	115	747	15,142	52	247	0	289	15,441	
WEST END NERVOUS	1,396	874	1,078	404	1,361	161	5,203	575	420	6,199	733	303	7,235	148	0	0	148	7,382	
MAIDA VALE PARALYSIS	957	311	638	300	652	70	2,928	304	119	3,351	157	94	3,602	0	0	440	440	4,042	
ROYAL EYE, Southwark	805	469	713	302	935	84	3,339	200	0	3,540	251	212	4,003	0	0	0	0	4,003	
MOORFIELDS EYE	2,364	1,272	1,859	962	2,870	269	9,595	803	361	10,762	1,210	745	12,717	2	10	0	12	12,729	
WESTminster OPTHALMIC	682	320	421	178	489	91	2,020	231	73	2,354	0	102	2,457	0	0	0	0	2,457	
WESTERN OPTHALMIC	298	132	173	73	250	55	869	158	38	1,175	0	86	1,880	369	0	61	460	1,721	
CENTRAL OPTHALMIC	447	202	431	90	410	51	1,630	207	34	1,871	40	43	1,953	0	0	0	0	1,953	
THE GORDON FISTULA	533	137	372	244	319	43	1,648	197	43	1,888	90	31	2,039	242	0	0	242	2,301	
ST. PETER'S	811	1,198	868	142	999	72	4,088	363	54	4,535	0	153	4,688	30	0	0	30	4,718	
ST. MARK'S FISTULA	923	475	1,025	181	872	111	3,587	239	396	4,222	0	201	4,423	4	0	0	4	4,430	
BROMPTON CONSUMPTION	10,762	1,632	5,361	1,525	8,663	528	28,481	1,725	684	20,860	0	1,570	22,450	7	10	417	444	22,964	
MOUNT VERNON	4,355	736	2,089	1,845	3,036	232	13,246	1,070	679	15,075	0	941	16,017	95	0	0	95	16,112	
THE CITY CHEST	3,198	1,238	1,771	1,197	2,502	374	10,679	1,271	1,228	13,179	0	220	13,399	0	0	0	0	13,399	
ROYAL CHEST	1,594	818	1,184	114	1,662	111	5,482	407	169	6,057	0	226	6,283	3	0	0	3	6,287	
GOLDEN SQUARE THROAT	835	794	862	287	1,281	145	4,204	311	163	4,683	30	107	4,819	0	0	0	0	4,841	
THE CENTRAL THROAT	435	776	573	215	728	49	2,777	419	8	3,213	150	85	3,448	0	0	0	0	3,448	
ROYAL EAR	403	281	283	85	370	44	1,470	103	24	1,561	0	54	1,615	251	0	0	254	1,870	
THE LONDON THROAT	219	176	198	14	375	20	1,001	151	7	1,160	260	32	1,452	0	0	0	0	1,452	
METROPOLITAN EAR	213	141	149	14	170	53	740	87	1	828	140	28	997	0	0	0	0	997	
BROMPTON CANCER	2,668	1,723	3,283	684	2,709	407	11,985	1,181	583	13,705	0	364	14,069	0	1,417	0	1,417	16,485	
MIDDLESEX CANCER	937	425	1,034	57	719	1,027	4,188	137	428	4,763	177	97	5,037	22	0	0	32	5,069	
ST. JOHN'S SKIN	283	563	499	289	817	119	2,670	652	239	3,661	800	233	4,194	5.0	0	307	817	6,412	
BLACKFRIARS SKIN	0	424	53	14	143	0	634	355	63	1,052	160	54	1,266	—	—	—	—	1,266	
NATIONAL ORTHOPAEDIC	1,226	497	679	132	893	136	3,568	697	60	4,326	2,720	102	7,148	—	0	123	122	7,270	
NATIONAL HEART	653	65	440	35	450	27	2,395	349	10	2,624	229	62	2,916	0	0	0	0	2,916	

The enormous rent paid by Moorfields is the ground rent on the new site on which it built its new building a few years ago.

The ordinary expenditure of the Brompton Consumption and Mount Vernon Hospital includes the upkeep of their country or sanatorium branches.

by rates and taxes at several individual institutions run into thousands. The column, in short, forms an excellent appendix to the article on page 1515, where the question of the position of hospitals as rate-paying institutions is considered in detail.

As for Columns N, O, and P, which make up the total shown in Column Q, these are placed among extraordinary expenditure, because the items covered by them are not necessarily common to all institutions. In nearly all the instances, however, in which extraordinary expenditure at all is shown in this table the outlay in question is almost entirely of a permanent character. For instance, the indebtedness indicated by an entry in the interest column is often so great in proportion to the general income of the institution that it cannot be expected to be wiped out for years to come. Nor again can the convalescent homes, which account for most of the ordinary expenses in other cases, be closed without great detriment to the efficiency and utility of the institutions concerned. In short, in individual cases the sums entered as extraordinary expenditure may usually be regarded for most practical purposes as a permanent charge. Nevertheless, it is not only necessary to keep them apart in order that the table may confirm with the rules of the revised system, but of practical utility, since it is thus possible to compare the "ordinary" outlay of the hospital fairly with that of others, and use it as a basis for obtaining the "cost per bed," a critical figure the value of which is discussed on pages 1502 and 1503. Finally, it should be mentioned that the total indebtedness of any of the institutions mentioned may usually be determined with approximate accuracy by taking the interest as at the rate of 4 per cent. and calculating the capital which at this rate the interest paid represents. This will not, of course, however, always give the true figure, more especially because at some hospitals whatever debt balance exists is covered by temporary loans drawing no interest, or is represented by unpaid debts on which no interest is at present being charged.

In conclusion it may be stated that one or two institutions which were originally intended to appear in this table have been dropped out because, in publishing accounts of their expenditure, they employ a form of statement which fails to convey any real information to subscribers whatever. Their names need not be mentioned on this occasion.

COST PER BED.

In discussing the relative efficiency of hospital administration it has long been common to quote the annual cost of the treatment of a patient as a kind of standard of comparison. This, however, has been a very misleading figure, owing to the very different factors which in each case have entered into the estimate of the cost. Nevertheless, as is demonstrated on page 1502, it is a fact that when the cost per bed is based upon accounts drawn up in accordance with the rules of the revised system, and when in other respects it is properly calculated, it may be regarded as a safe and efficient criterion, subject to certain provisos. This is the case in respect of all the statements as to the cost per bed per week in the present instance. The table, therefore, which begins on this page, and ends on the following, is of much interest, as it shows the cost per bed at all the leading hospitals in London, and supplies information on such essential points as the average number of patients usually present in the hospital, and the average length of time for which each patient is under treatment. Naturally, the latter varies very greatly according to the nature of the work done, so in looking at the table the remarks made on page 1504 as to the sequence in which the names of the hospitals follow should be borne in mind.

When, as in the case of the general hospitals, the nature of the work done is ostensibly the same, it will commonly be found that any differences in the duration of the treatment can be explained by the different proportion of medical and surgical beds, for medical cases, as a rule, last a much longer time than surgical cases. Several hospitals, moreover, have arrangements which render superfluous the admission of patients for small operations, so that they have a far lower proportion than others of cases which come in one day and leave the next; and the average duration of treatment is thus materially increased. In this way hospitals whose arrangements are very com-

The "Cost per Bed per Week."

Name of Institution.	Average Number of Beds Occupied	Average Stay of Each Patient.	Weekly Cost of Maintenance.		Weekly Cost of Administration.	Total Cost per Bed per Week.
			£	s. d.		
ST. BARTHOLOMEWS ...	575	27	—	—	—	—
CHARING CROSS ...	140	23	1 18	9	3 7	2 2 4
GUY'S ...	515	23	1 18	10	2 5	2 1 3
THE LONDON ...	792	21	1 16	7	1 7	1 18 2
KING'S COLLEGE ...	189	27	1 15	7	1 11	1 17 6
MIDDLESEX ...	270	27	1 12	1	3 0	1 15 1
ROYAL FREE ...	138	25	1 11	2	1 10	1 13 0
ST. GEORGE'S ...	319	26	2 3	2	2 4	2 5 6
ST. MARY'S ...	257	24	1 12	6	2 4	1 14 10
ST. THOMAS'S ...	480	26	2 1	11	1 5	2 3 4
UNIVERSITY COLLEGE ...	244	27	1 12	4	1 9	1 14 1
WESTMINSTER ...	180	27	1 13	10	2 1	1 15 11
WEST LONDON ...	144	23	1 5	11	2 1	1 8 0
GREAT NORTHERN ...	148	25	1 15	0	4 4	1 19 4
METROPOLITAN ...	106	21	1 11	6	5 7	1 17 1
PRINCE OF WALES'S ...	81	22	1 3	9	2 8	1 6 5
POPLAR ...	78	21	1 13	11	4 2	1 18 1
SEAMEN'S ...	247	38	1 3	1	3 5	1 6 6
WEST HAM ...	48	33	1 8	10	3 2	1 12 0
BOLINGBROKE ...	30	17	1 18	8	1 5	2 0 1
THE TEMPERANCE ...	87	24	1 13	6	1 7	1 15 1
HAMPSTEAD ...	46	25	1 12	11	4 3	1 17
THE GERMAN ...	115	18	1 6	4	3 0	1 9 4
THE FRENCH ...	52	22	1 5	3	4 1	1 9 4
THE ITALIAN ...	47	20	0 15	9	1 1	0 16 10
GREAT ORMOND STREET ...	182	22	1 12	3	2 2	1 14 5
THE EVELINA ...	54	23	1 11	2	2 6	1 13 8
PADDINGTON GREEN ...	35	19	1 6	9	3 10	1 10 7
THE BELGRAVE ...	28	17	1 19	7	4 8	2 4 3
THE ALEXANDRA ...	94	386	0 19	4	3 9	1 3 1
THE QUEEN'S ...	123	30	1 2	6	3 0	1 5 6
VICTORIA ...	82	26	1 5	11	2 8	1 8 7
ROYAL WATERLOO ...	39	31	1 6	1	4 10	1 10 11
GROSVENOR ...	32	29	1 6	0	1 8	1 7 8
CHELSEA FOR WOMEN ...	41	22	1 16	10	5 1	2 1 11
THE NEW ...	54	26	1 19	1	2 8	2 1 9
SAMARITAN FREE ...	44	24	1 12	3	3 2	1 15 5
SOHO FOR WOMEN ...	58	23	1 9	6	3 6	1 13 0
GENERAL LYING-IN ...	28	14	1 17	0	4 6	2 1 6
CITY LYING-IN ...	27	15	1 7	11	5 10	1 13 9
QUEEN CHARLOTTE'S ...	63	14	2 8	7	3 5	1 12 0
BRITISH LYING-IN ...	22	13	2 4	1	3 2	2 7 3
THE NATIONAL, Queen Square	148	62	1 7	8	4 0	1 11 8
WEST END NERVOUS ...	64	33	1 6	6	5 7	1 12 1
MAIDA VALE PARALYSIS ...	36	76	1 8	1	4 6	1 12 7
ROYAL EYE, Southwark ...	24	17	1 1	3	0 8	1 1 11
MOORFIELDS ...	107	18	2 3	8	2 6	1 6 4
WESTMINSTER OPHTHALMIC ...	28	13	0 18	11	1 7	1 0 6
WESTERN OPHTHALMIC ...	12	12	1 0	2	3 2	1 3 4
CENTRAL OPHTHALMIC ...	18	16	1 4	9	2 0	1 6 10
THE GORDON FISTULA ...	20	23	1 10	4	4 1	1 14 5

The "Cost per Bed per Week" (continued).

Name of Institution.	Average Number of Beds Occupied.	Average Stay of Each Patient.	Weekly Cost of Maintenance.			Weekly Cost of Administration.			Total Cost per Bed per Week.	
			£	s	d	£	s	d		
ST. PETER'S	30	20	1	13	6	2	8	1	17	2
ST. MARK'S FISTULA	41	28	1	10	8	6	1	1	16	9
BROMPTON CONSUMPTION	419	106	1	3	8	1	4	1	5	1
MOUNT VERNON	192	51	1	4	7	3	5	1	8	0
THE CITY CHEST	120	46	1	7	5	6	7	1	14	0
THE ROYAL CHEST	59	30	1	8	9	3	1	1	11	10
GOLDEN SQUARE THROAT	27	14	1	16	2	3	4	1	19	6
THE CENTRAL THROAT	18	12	1	11	7	2	7	1	14	2
THE ROYAL EAR	16	13	1	6	1	1	4	1	7	5
LONDON THROAT	9	7	1	7	1	3	6	1	10	7
THE METROPOLITAN EAR	8	7	1	5	6	2	4	1	7	11
BROMPTON CANCER	92	38	2	13	10	7	7	3	1	5
MIDDLESEX CANCER	45	76	1	16	1	4	10	2	1	0
ST. JOHN'S SKIN	40	35	1	10	1	8	8	1	18	9
BLACKFRIARS SKIN	0	0	—	—	—	—	—	—	—	—
LONDON SKIN	0	0	—	—	—	—	—	—	—	—
NATIONAL HEART	26	60	1	5	2	5	10	1	11	0

plete, or on whose accommodation there is such constant call that they cannot admit any but serious cases, often figure by comparison badly when durations of treatment are considered. Duration of treatment, however, is never a point which should ordinarily be considered, and it is doubtful whether it has any bearing whatever on the question of the weekly cost of maintenance, except so far as it may serve to show that the work done at any two institutions corresponds in character. A full review of other considerations relating to the duration of treatment will be found in the article on Energy and Output.

The table also shows not only the total cost per bed per week, but the way in which this is made up by the two factors—maintenance and administration. This is a point of essential interest, and all the more so because under the revised system the items which enter into the calculation are, in a general way, exactly the same. That is to say, the accuracy of the comparisons is not disturbed by sums such as rent, rates and taxes, and interest on accumulated debts being taken into consideration, nor by payments made on account of previous years. On glancing down the table it will be noted that there are several decidedly curious points in it; thus, it is perfectly easy to understand that there should be great variation in the total cost per bed, but no quite satisfactory reason at first sight suggests itself as to why the weekly cost of maintenance should vary so greatly as will be seen to be the case. On a little examination, however, a possible clue is revealed in the fact that, in a general way, there is considerable correspondence in the weekly cost of maintenance at hospitals of different classes. Thus, there is hardly a shilling difference between the expenditure on maintenance at the three hospitals devoted to nervous diseases. A complete solution of the question would probably be obtained by any one who, on the basis of the number of beds occupied and the average stay, worked out the weekly cost per bed on the classes of expenditure which are shown by the table on page 1508 to make up the total cost of maintenance.

For instance, while the expenditure per bed per week on the item of provisions might be found to be much the same at all hospitals, that on "surgery and dispensary" would probably be found to vary greatly according to the work done by the hospital. Similar "domestic charges," which include the expense of fuel and lighting, would usually be found proportionately higher in large institutions, with a great number of corridors and passages to keep warmed and lighted. Differences would also be

found in the salary item, this including payment of pensions, a fortuitous amount which some hospitals, especially the smaller ones, are lucky enough to avoid almost entirely. Meanwhile attention may be directed to the remarkably low figures shown in this and other tables by the Italian Hospital. Its patients are very far from being all Italians, or even persons of any foreign nationality.

Considerable interest attaches to the column showing the amount spent on administration, and the ratio which this bears in each case to the expense of maintenance can easily be seen. It will be noted that the gross amounts vary very considerably, and that in a general way the figures support the view that £1 given to a large hospital goes further than £1 given to a small one, or, in other words, that large institutions are relatively less expensive than small ones, because a secretarial staff which suffices for the needs of an institution with fifty beds will suffice equally well for one with a hundred and fifty. The table, therefore, goes to prove the wisdom of the policy adopted by the King's Fund in trying to bring about an amalgamation between small institutions devoted to the treatment of special diseases. One point not brought out by this table should also be mentioned—namely, that whatever may be the sins and shortcomings of the managing committees of London hospitals, they do not err on the side of undue generosity towards their employees. At a great many hospitals, and more particularly the smaller ones, it is obvious from the detailed accounts that the salary paid to the secretary must be so small that it is difficult to understand how the services of men capable of performing duties such as are thrown upon a hospital secretary can be obtained at the figure.

THE COST OF OUT-PATIENT WORK.

THE table which begins on the first column of the opposite page is of particular interest, since it is the first of the sort which has ever been published. Hitherto all estimates of the cost of out-patient work have been made by multiplying some purely hypothetical sum, such as half a crown or two shillings, by a variously calculated number of out-patients. In this table, on the contrary, all the figures contained are the result of an exact calculation by the institution concerned—first of the cost of its out-patient department and then of the outlay on each patient treated. Moreover, at each institution steps have been taken to ensure that no person is reckoned as a new out-patient more than once in the year. An out-patient, it should be remembered, connotes, according to the revised system, any person who is treated by or at the hospital, but is not admitted to its wards. The table will be found to be divided into four columns, one giving the number of out-patients, a second the average outlay thrown upon the institution by each attendance of an out-patient, a third the average cost of each out-patient for his whole treatment, and the fourth the total cost to the hospital of its out-patient department irrespective of the number of patients.

The estimate of the cost of the department is made up of proportionate amounts of those general expenses of the hospital which come in the table on page 1491, under the headings "Surgery and Dispensary," "Salaries and Wages," "Establishment," "Domestic," and "Management and Finance." On adding up the last column of the present table and dividing the result by the total number of out-patients, the average cost of each out-patient at a London hospital irrespective of the length of his treatment will be found to be about 1s. 10d. Similarly by adding up the figures in the second column and dividing them by the number of institutions, the mean outlay at the same hospitals on an out-patient at each visit will be found to be sevenpence. In any such calculation, however, certain hospitals should be excluded. These are St. Bartholomew's, whose magnificent new out-patient department was only completed late in 1907, and which has not yet effected a separation between in-patient and out-patient expenditure; the Alexandra Hospital for Hip Diseases, which has only a few out-patients whose progress is supervised by nurses of the hospital in their own homes; the four lying-in hospitals, whose out-patients are mainly represented by women confined by midwives of these institutions in their own homes. The Blackfriars

Cost of Out-patient Work.				
Name of Hospital.	Number of Out-patients.	Average Cost of Each Visit.		Total Cost of the Out-patient Department.
		s. d.	s. d.	
ST. BARTHOLOMEW'S...	182,111	—	—	—
CHARING CROSS...	21,647	0 8	2 6	£2,674
GUY'S ...	131,138	0 4	1 0	£6,754
THE LONDON ...	228,279	0 8	1 9	£19,921
KING'S COLLEGE ...	16,378	0 11	2 8	£2,206
MIDDLESEX ...	47,597	0 7	1 8	£4,021
ROYAL FREE ...	36,240	0 9	2 4	£4,125
ST. GEORGE'S ...	43,929	0 6	1 3	£2,747
ST. MARY'S... ..	48,677	0 8	1 9	£4,275
ST. THOMAS'S ...	81,578	0 8	1 10	£7,571
UNIVERSITY COLLEGE ...	50,978	0 11	2 4	£5,955
WESTMINSTER ...	21,175	0 8	2 5	£2,552
WEST LONDON ...	34,652	0 5	1 7	£2,706
GREAT NORTHERN ...	27,363	0 7	1 7	£2,031
METROPOLITAN... ..	37,740	0 10	1 10	£3,475
PRINCE OF WALES'S ...	27,202	0 5	1 4	£1,746
POPLAR ...	47,042	0 5	0 7	£1,451
SEAMEN'S ...	27,188	0 7	2 0	£2,719
WEST HAM... ..	27,380	0 5	1 4	£4,011
BOLINGBROKE ...	7,453	0 5	1 7	£598
THE TEMPERANCE ...	27,538	0 6	1 4	£1,204
HAMPSTEAD ...	4,714	0 5	1 0	£231
THE GERMAN ...	26,564	0 7	1 8	£2,188
THE FRENCH ...	5,532	0 8	1 10	£486
THE ITALIAN ...	12,679	0 3	0 9	£55
GREAT ORMOND STREET ...	72,658	0 6	1 9	£2,901
THE EVELINA ...	13,587	0 10	2 3	£1,150
PADDINGTON GREEN ...	18,751	0 6	1 5	£1,382
THE BELGRAVE ...	12,638	0 6	1 6	£932
THE ALEXANDRA ...	97	0 10	11 10	£55
THE QUEEN'S ...	26,525	0 7	1 10	£2,428
VICTORIA ...	17,638	0 6	1 10	£1,714
ROYAL WATERLOO ...	7,679	0 11	4 6	£1,731
GROSVENOR ...	4,012	0 6	2 0	£401
CHELSEA FOR WOMEN ...	3,350	1 1	3 1	£517
THE NEW ...	7,621	0 5	2 0	£755
SAMARITAN FREE ...	4,501	0 10	2 10	£637
SOHO FOR WOMEN ...	3,700	1 0	4 3	£231
GENERAL LYING-IN ...	1,969	—	8 5	£810
CITY LYING-IN... ..	2,772	1 0	10 0	£1,397
QUEEN CHARLOTTE'S ...	1,996	1 1	11 0	£1,098
BRITISH LYING-IN ...	928	0 9½	7 11	£365
THE NATIONAL, Queen Square ...	7,060	0 11	6 1	£2,147
WEST END NERVOUS..	2,059	0 10	8 8	£892
MAIDA VALE NERVOUS ...	930	0 9	5 11	£288
ROYAL EYE, Southwark ...	27,517	0 5	1 3	£1,744
MOORFIELDS ...	49,776	0 6	1 3	£3,222
WESTMINSTER OPHTHALMIC ...	11,565	0 5	1 6	£945
WESTERN OPHTHALMIC ...	11,040	0 4	0 9	£408
CENTRAL OPHTHALMIC ...	12,803	0 5	0 11	£610
THE GORDON FISTULA ...	888	0 6	2 11	£133

The Cost of Out-patient Work.				
Name of Hospital.	Number of Out-patients.	Average Cost of Each Visit.		Total Cost of the Out-patient Department.
		s. d.	s. d.	
ST. PETER'S ...	3,569	0 9	8 2	£1,460
ST. MARK'S FISTULA ...	1,641	1 1	4 0	£328
BROMPTON CONSUMPTION ...	6,588	1 1	8 0	£2,634
MOUNT VERNON ...	3,002	1 1	5 10	£874
THE CITY CHEST ...	9,493	0 9	5 0	£2,397
THE ROYAL CHEST ...	6,502	0 11	3 9	£1,233
GOLDEN SQUARE THROAT... ..	10,980	0 8	2 11	£1,589
THE CENTRAL THROAT ...	9,993	0 8	3 3	£1,604
THE ROYAL EAR ...	3,024	0 9	3 3	£498
LONDON THROAT ...	3,945	0 6	2 5	£450
THE METROPOLITAN EAR... ..	2,135	0 8	2 11	£265
BROMPTON CANCER ...	1,580	0 8	7 0	£260
ST. JOHN'S SKIN ...	7,160	0 11	4 8	£1,691
BLACKFRIARS SKIN ...	7,589	1 5	3 2	£1,266
LONDON SKIN ...	2,585	1 4	7 10	£1,014
NATIONAL ORTHOPAEDIC... ..	3,097	0 8	2 1	£327
NATIONAL HEART ...	1,943	0 7	6 8	£265

Skin Hospital, whose wards have been closed during rebuilding, and the London Skin Hospital, which, owing to lack of funds, has also closed its wards, should likewise, perhaps, be excluded, since the causes stated naturally exaggerate the expenditure on out-patient work.

The figures placed against each of the other hospitals represent a fairly normal state of affairs, and it will be noticed that there are great variations both in the cost per visit and in the total cost of each patient, the highest and lowest figures in the first case being 4d. and 1s. 1d. At the large general hospitals there is less correspondence in the figures than might have been expected, but in some of the special classes of hospitals the correspondence between the figures is often very close. It will be seen that all the figures for all the nerve hospitals are high both as regards the cost of each visit and the cost of each patient. The explanation as regards the latter point is comparatively simple; the patients attend for long periods, and receive also a large supply of medicine, often of a rather expensive character, to last them between their visits. The converse is seen at the Poplar Accident Hospital, where the out-patient list is constituted for the most part by casualty cases who do not often attend more than once. By taking the figures throughout the table the general character of the out-patient work in each case can be roughly gauged by dividing the cost of each visit into the cost of each patient, for this will indicate the average number of times each patient has attended for treatment. Similarly, if it is desired to know the total number of attendances at the institution, this can be ascertained with approximate accuracy by dividing the average cost of each patient into the total cost of the out-patient department, the quotient being the total number of attendances. The estimate will be not perfectly correct, because in stating the cost of each patient in this table decimals of a penny have been excluded, and the figures raised or lowered to the nearest unit on ordinary statistical principles.

As this is the first year that most of the hospitals have attempted to make a precise financial division between their in-patient and out-patient work, it would be better not to take this table on a basis for final conclusions, but merely to regard it as offering a strong assurance that in the course of a few years quite an accurate standard for expense of out-patient departments may be established for hospitals of different classes.

THE FUTURE OF LONDON HOSPITALS.

THE table headed "Hospital Deficits and Balances," which occupies page 1514 and part of page 1515, is of different character to any of those which have preceded it, and demands special consideration. It might very well have been called "the hospital road to ruin," or "the road to rate-supported institutions." The institutions entered in it are placed in the same order as in the other tables, but in this case is inserted the number of beds available at each of them. This, for those who are not familiar with all the institutions mentioned, will serve as a clue in gauging their comparative size and in some degree their comparative importance.

The object of this table is to bring into relief an aspect of the general question of hospital enterprise on which little light is thrown by any of the preceding tables, and which possibly is even obscured by them. This aspect is all the more important, because a rough examination of the reports of a great number of provincial hospitals shows that the tale told by the table here published could be told not only of London hospitals but of hospitals throughout the kingdom. Among the various columns in the table one shows the gross receipts of each institution and another its net expenditure. The figures in the latter include only items such as properly can be passed into a revenue account or into an income and expenditure return drawn up in accordance with the rules of the revised system of accounts; hence expenditure on new buildings or on the extinction of old debt is not included in it. The column, therefore, in each case represents merely the actual necessary expenditure of the institution for its maintenance during the year 1907.

On the other hand, the first column in question, headed "Gross Receipts," includes in nearly all instances every pound received by the hospital, whatever the purpose for which it was collected or given. Hence in a large majority of cases these gross receipts include sums not legally available for ordinary expenditure, having been earmarked by their donors as to be invested for the maintenance of beds, or having been collected to pay for new buildings or for the extinction of old debt. Furthermore, in the majority of cases these gross receipts include legacies, and it has long been an axiom that legacies should not be regarded as income, but as capital.

For these reasons a third column becomes of particular importance, and is headed "Net Income." In this is entered the income of each institution from sources such as those to which, by general consent, all hospitals may rightly look for their revenue year by year. It is this column, therefore, which represents in each case the true income of the institution, and not the column headed "Gross Receipts."

In view of this essential and important difference between true income and gross receipts the table ends with two other columns, one of which shows the apparent position of the hospitals and the other their real position. The apparent position is that in which the hospitals are left when a comparison is made between their gross receipts for the year 1907 and their net expenditure for the same period; and their real position is that which is revealed when their true or net income is compared with their net expenditure during the same period.

Glancing down these two columns, which are subdivided in each case into surplus and deficit, it will be noted that in a majority of cases they differ very materially. Many hospitals last year were fortunate in the number and amount of legacies they received, and owing to this circumstance they figure in the column headed "Apparent Position" as having in many cases large balances to their credit. When, however, the column headed "Real Position" is examined it will be seen that the great majority of these apparently fortunate institutions had no real surplus, but a deficit, for their net expenditure greatly exceeded their true income.

In addition, it will be noted that at many important institutions even the apparent position is bad, a deficit being shown, and the real position only differs from it in being worse—a greater deficit being entered. Numerically the position is that whereas 50 hospitals out of 67 ended the year with an apparent balance of receipts over expenditure and 17 with an apparent deficit, the real position is just the reverse, the number who ended the year with a

balance in hand being only 14, while the number which ended with a deficit was 53.

Nor is the importance of this fact lessened by the amounts of the deficits, for if the figures in the columns headed "Real Position" are totalled it will be found that in round numbers the savings of the fourteen hospitals in the surplus column only amount together to about £5,000, while the deficits of the 53 hospitals in the deficit column total to little short of £190,000.

In considering the import of this figure and the aspect of hospital maintenance which it reveals, it is to be borne in mind that the 68 hospitals comprised in the table are not the only hospitals in London, although they are the best known and the most important, and that, as has already been indicated, the position elsewhere in the country is not materially different. What can be the end of things if 53 hospitals in London alone exceed their income annually by such a vast amount? It is true, of course, that their actual indebtedness is not increasing by exactly the amount of the sums entered as real deficit, since a proportion of the indebted institutions have been able partly to stem the tide by using up legacies. But this is a practice which, though common, has long been held to be wrong even in connexion with hospitals, and of course in any other relation of life it would be regarded as the height of folly to treat as income fortuitous sums received under the wills of deceased persons.

Furthermore, the proportion of institutions which have exceeded not only their real income but have spent more than the whole of their gross receipts is not small; thus we find that even such an institution as St. Bartholomew's Hospital, which, greatly to its disadvantage, has been credited with being enormously rich, has an apparent deficit of some £5,000 and a real deficit of considerably more than that sum, while it seems probable that next year, when increased expense thrown upon it by its new out-patient department has had time to tell, the deficit will be even greater. Among other hospitals which have spent the whole of their gross receipts, and something over, are such important institutions as St. Mary's, the Seamen's Hospital Society, the Temperance, the City Lying-in, and the Hospital for Paralysis and Epilepsy in Malda Vale. Nor, it is to be remembered, in the case of those institutions whose gross receipts compared with their net expenditure show a considerable balance, are such balances really always available for the extinction of ordinary debt. Many of them have recently undertaken large building operations or are about to do so.

Another point of interest in the column headed "Real Position" is the ratio that the deficit bears to the ordinary annual income of institutions. In many cases the proportion is strikingly large. Thus, the London Hospital has exceeded its ordinary income by 25 per cent.; the Middlesex has exceeded its ordinary income by nearly 50 per cent.; St. George's by about 68 per cent.; the Royal Free by about 80 per cent.; University College by about 95 per cent.; and the same kind of remark might be made of many other important institutions, such as King's College, the Consumption Hospital, Brompton, and the Cancer Hospital in the same neighbourhood.

It can hardly be disputed that these facts are full of the gravest omen for the future. It is not as if last year were one of an exceptional character, for, though most hospitals had to complain of a certain falling-off in the amount of the annual subscriptions, this shrinkage was generally made up in other ways, and most hospitals received in 1907 quite as much in the way of true income as usual. The fact is that it has become a custom to manage hospitals in a fashion which in no other business relation would be permitted. Hospital managers seem to think it meritorious habitually to exceed their incomes. They make a definite trade of poverty, to such an extent that quite a large proportion of those which ever succeed in spending less than they have received take the greatest possible pains to conceal this fact from their subscribers in their published returns. Nor does the fact that they are habitually in debt year after year seem to many of them any reason for refraining from indulgence in ambitious building schemes and in enlarging their accommodation, thus increasing the calls made on their finances for maintenance purposes. [Indeed, there are several important institutions at the present moment which have sunk in buildings

The Deficits and Balances of London Hospitals.

Name of Hospital.	Nominal Number of Beds.	Gross Receipts.	Net Income.	Net Expenditure.	Apparent Position.		Real Position.	
					Surplus.	Deficit.	Surplus.	Deficit.
ST. BARTHOLOMEW'S	670	71,704	70,679	76,769	0	5,065	0	6,090
CHARGING CROSS	150	31,484	17,655	21,549	9,835	0	0	3,834
GUY'S	608	96,370	62,820	64,955	30,415	0	0	2,135
THE LONDON	914	101,584	81,628	101,791	0	207	0	20,163
KING'S COLLEGE	224	20,200	13,346	21,303	0	1,103	0	7,957
MIDDLESEX	297	31,212	21,680	32,946	0	1,734	0	11,266
ROYAL FREE	165	21,917	9,039	16,314	5,603	0	0	7,275
ST. GEORGE'S	350	89,606	26,031	43,027	46,579	0	0	16,996
ST. MARY'S	281	26,238	17,399	28,224	0	2,046	0	10,885
ST. THOMAS'S	561	76,341	60,681	65,131	11,210	0	0	4,450
UNIVERSITY COLLEGE	179	32,556	14,715	28,567	3,989	0	0	13,852
WESTMINSTER	213	30,138	20,379	19,956	10,182	0	423	0
WEST LONDON	160	14,947	10,247	13,984	963	0	0	3,737
GREAT NORTHERN	167	19,371	14,697	18,127	1,244	0	0	3,430
METROPOLITAN	113	20,027	11,500	14,653	5,374	0	0	3,153
PRINCE OF WALES'S	100	8,688	7,736	7,680	1,008	0	56	0
POPLAR	103	10,577	9,316	9,269	1,308	0	47	0
SEAMEN'S	300	20,123	18,783	22,099	0	1,976	0	3,316
WEST HAM	60	6,026	6,026	5,915	111	0	111	0
BOILINGBROKE	32	6,425	3,940	3,952	2,473	0	0	12
THE TEMPERANCE	100	7,469	6,854	10,460	0	2,991	0	3,606
HAMPSTEAD	60	2,750	2,664	5,120	0	2,370	0	2,466
THE GERMAN	120	12,156	10,977	11,869	187	0	0	892
THE FRENCH	70	8,032	5,873	4,961	3,071	0	912	0
THE ITALIAN	50	3,210	3,210	2,794	416	0	416	0
GREAT ORMOND STREET	360	22,127	14,317	22,171	0	44	0	7,854
THE EVELINA	76	11,072	6,176	6,727	4,545	0	0	551
PADDINGTON GREEN	46	12,754	4,110	4,947	7,807	0	0	837
THE BELGRAVE	38	4,498	3,996	4,554	0	58	0	558
THE ALEXANDRA	100	4,871	4,871	4,701	170	0	170	0
THE QUEEN'S	110	13,661	10,339	12,111	1,450	0	0	1,772
VICTORIA	101	14,283	7,927	8,687	5,596	0	0	760
ROYAL WATERLOO	46	5,888	5,639	5,512	376	0	127	0
GROSVENOR	36	4,135	2,455	2,967	1,168	0	0	512
CHELSEA FOR WOMEN	50	6,259	4,376	5,634	625	0	0	1,258
THE NEW	60	7,158	6,938	7,121	37	0	0	183
SAMARITAN FREE	51	5,295	4,189	5,040	256	0	0	851
SOHO FOR WOMEN	60	6,243	5,749	6,263	0	20	0	514
GENERAL LYING-IN	33	5,162	5,162	5,680	0	518	0	518
CITY LYING-IN	60	5,234	5,294	6,340	0	1,046	0	1,046
QUEEN CHARLOTTE'S	69	5,778	5,248	6,452	0	674	0	1,204
BRITISH LYING-IN	28	2,828	2,828	3,385	0	557	0	557
THE NATIONAL, Queen Square	160	20,203	13,074	15,441	4,762	0	0	2,367
WEST END NERVOUS	70	7,814	5,444	7,382	432	0	0	1,938
MAIDA VALE PARALYSIS	40	3,060	2,568	4,042	0	992	0	1,474
ROYAL EYE, Southwark	42	5,820	3,071	4,003	1,817	0	0	1,002
MOORFIELDS	133	17,267	10,074	12,729	4,338	0	0	2,655
WESTMINSTER OPHTHALMIC	40	4,332	2,981	2,457	1,875	0	524	0
WESTERN OPHTHALMIC	35	3,281	1,197	1,721	1,666	0	0	524
CENTRAL OPHTHALMIC	28	4,432	1,932	1,953	2,479	0	0	21
THE GORDON FISTULA	26	2,106	1,938	2,301	0	195	0	363
ST. PETER'S	32	4,278	2,818	4,718	448	0	0	900
ST. MARK'S FISTULA	48	4,692	3,818	4,430	262	0	0	612

The Deficits and Balances of London Hospitals (continued).

Name of Hospital.	Nominal Number of Beds.	Gross Receipts.	Net Income.	Net Expenditure.	Apparent Position.		Real Position.	
					Surplus.	Deficit.	Surplus.	Deficit.
BROMPTON CONSUMPTION ...	446	£ 29,285	£ 17,035	32,904	£ 6,381	£ 0	£ 0	£ 15,869
MOUNT VERNON ...	220	16,164	15,889	16,112	52	0	0	223
THE CITY CHEST ...	176	16,319	10,628	13,399	2,920	0	0	2,771
THE ROYAL CHEST ...	83	7,655	4,580	6,297	1,358	0	0	1,917
GOLDEN SQUARE THROAT ...	31	5,541	5,041	4,819	722	0	222	0
THE CENTRAL THROAT ...	24	5,559	3,279	3,448	2,111	0	0	169
THE ROYAL EAR ...	20	1,764	1,764	1,870	0	106	0	106
LONDON THROAT ...	14	1,190	1,190	1,452	138	0	138	0
THE METROPOLITAN EAR ...	13	1,084	1,084	997	87	0	87	0
BROMPTON CANCER ...	110	23,342	8,755	15,486	7,856	0	0	6,731
MIDDLESEX CANCER ...	45	9,771	5,321	5,069	4,702	0	252	0
ST. JOHN'S SKIN ...	40	7,042	3,966	6,412	900	0	0	2,446
BLACKFRIARS SKIN ...	10	1,251	1,230	1,266	0	15	0	36
LONDON SKIN ...	8	1,189	1,189	1,014	175	0	175	0
NATIONAL ORTHOPAEDIC ...	87	8,550	7,226	7,270	1,280	0	0	44
NATIONAL HEART ...	26	3,923	2,273	2,916	1,007	0	0	643

huge sums which for all practical purposes are at present wasted. The new wards remain closed because the hospital's credit for all but inevitable needs is exhausted, and their managers, rash as they are, do not dare to admit patients to these wards.]

The leading and most successful exponent of this method of hospital administration is the London Hospital, which, thanks to the energy and qualities of the officials whom it is at present fortunate enough to possess, is able to carry it out with comparative success. But it is a dangerous game, which obviously cannot be played with anything like the same freedom by other institutions; and even the London Hospital, which in the last ten years or so has added to its liabilities by increase of its beds and multiplying its departments, is not unlikely to find itself in extreme difficulties should its present managers give place in a year or two's time to others less capable of conducting affairs on the present principles.

The net result, therefore, is not only that nearly all hospitals are spending every penny they receive from every source, and for whatever purpose intended, and exceedingly few are adding anything to their invested capital, but the aggregate annual deficit is constantly increasing. It looks, therefore, as if within a measurable number of years a large proportion of the hospitals in the metropolis, and indeed of those throughout the kingdom, will find themselves in the most serious difficulties, being burdened with a hopeless load of debt. In that case the State will certainly step in, and rate-supported institutions will take the place of voluntary hospitals. The present position of the London hospitals and the future before them is all the more regrettable because it has not been brought about by any tightening of the public purse strings; on the contrary, the sums received last year, by way of ordinary and extraordinary income, special donations, legacies, and the like, by many institutions were exceedingly large, and, as was shown by Sir Henry Burdett recently, the flow of money towards the hospitals during the past ten years has in no sense slackened.

The exact sums that each institution received in the way of extraordinary income last year will be found on reference to page 1506, but even the table at present under consideration reveals to a considerable extent what large sums the London hospitals have received. Thus, the gross receipts of many hospitals exceeded their net expenditure by very large sums; at Guy's, for instance, by £30,000, and at St. George's by £46,000, and other institutions in proportion. It is in this direction that salvation lies. If all the London hospitals with a deficit on their year's working reduced forthwith their annual expenditure to the sum which they may fairly expect to receive in the way of ordinary income, the surplussage of gross receipts would in

most cases and in a few years' time render them comparatively independent.

Such a step would no doubt mean that none of them could indulge in further luxuries in the way of new buildings, and in most cases a greater or fewer number of beds would have to be closed for the time being. This would in many ways be regrettable, but the net outcome would make the step thoroughly justifiable, for each hospital would end its period of restricted work free of debt and with an assured income from investments behind it. This is all the more desirable, because even of the sources of income on which hospitals may rightly depend for their annual maintenance many are of the most fortuitous description, and the probability is that in the early future the income from them will be much less than has hitherto been the case.

HOSPITALS AND TAXATION.

A WIDESPREAD belief exists in this country that hospitals are exempt from taxation. The origin of this belief is probably to be traced to the natural feeling that charitable institutions ought not to be taxed; and this sentiment, coupled with the knowledge that some exemptions are in fact enjoyed by charities, has resulted in a good deal of misapprehension as to the true position of hospitals and similar institutions in relation to the revenue. In this article it is proposed, after some preliminary general observations, to deal separately with the different taxes that directly or indirectly affect hospitals, and to consider the extent of the exemptions from each tax enjoyed by these institutions.

PRELIMINARY OBSERVATIONS.

In order to obtain a clear view of the question to be examined, it is necessary to refer briefly to equitable considerations as well as to the strictly legal position. The claims of a hospital on grounds of equity to exemption from taxation are the claims of all charities. It is asserted that the property and revenues of charities, being devoted to the relief of the poor, or other philanthropic purposes, and producing no profit to individuals, except those who are themselves the objects of charity, their funds, which are too often insufficient to meet legitimate calls upon them, should not be depleted by the exactions of the tax-gatherer. Or, to put the matter more briefly, public institutions which benefit the community generally should be freed from public burdens. On the other hand, the arguments for taxing hospitals are not without weight. These arguments were stated with great force by Mr. Gladstone, in 1863, when he was proposing to charge with