

2. In conjunction with the Director General to select all Nursing Officers.

3. The periodical inspection of the Nursing Department, and of the Domestic arrangements in connection therewith, in Military Hospitals.

#### STANDARD OF TRAINING.

All female nursing officers should be certificated graduates of nursing schools of Hospitals which have a three years' term of training, and to which medical schools are attached. They should be women of education and refinement.

#### HEAD SISTER (MATRON).

There should be in each Military Hospital a Head Sister who should have full authority over the female nursing staff, and should be directly responsible to the Nursing Department for their discipline and efficiency. Such authority is vested in the Matron and Superintendent of Nursing in Civil Hospitals, and has been found to ensure the personal discipline of the nursing staff, and a high standard of nursing efficiency. The duties of the Head Sister in each hospital should be to act as Matron and Superintendent of Nursing, to supervise the Domestic Department, to maintain discipline, and to instruct the orderlies in the theory of practical nursing.

#### NURSING SISTERS.

The Matrons' Council would suggest that there should be two grades of Nursing Sisters, senior and junior.

#### SENIOR SISTERS.

The Senior Sisters should be in charge of wards, preferably containing not more than fifty beds. They should be responsible to the medical officers for carrying out all directions for the treatment of the sick and should be responsible to the Head Sister for the care of the ward linen and for the good order and cleanliness of their wards. They should personally superintend the service of food and should have authority to ensure the strict carrying out of medical directions with regard to dieting. They should also be responsible for the systematic clinical instruction of the Orderlies in practical nursing.

#### JUNIOR SISTERS.

The Junior Sisters should, when the Ward Sister is on duty, work under her direction. They should always be on duty in her absence from the ward. They should also be available for night duty and as special nurses on day or night duty.

The Senior Sister should report on their work to the Head Sister, and reports upon their efficiency and suitability should be forwarded by the Head Sister to the Nursing Department of the War Office. Their appointment as Senior Sisters, as vacancies occur, should rest upon the recommendation of the Principal Medical Officer and the Head Sister.

#### NIGHT SUPERINTENDENTS.

The Night Superintendents should rank with Senior Sisters, and it is desirable that their charge should not exceed 400 beds. Working under the Night Superintendents should be a certain number of Junior Sisters and Orderlies as may be found necessary.

#### INCREASE OF SALARY.

We would venture to suggest that in order to obtain the services of the most efficient nurses the salaries of

Senior Sisters should be considerably raised. The retiring age of Sisters should not be more than 55, and more liberal pensions than at present should be given.

#### ORDERLIES.

The Orderlies should be carefully selected and should be men of fair education and good character. All men selected for service should be subjected to strict and wholesome discipline during their probationary period. Their training should last not less than three years, during which time they should receive systematic instruction. They should attend lectures on anatomy, physiology, hygiene and dispensing from the medical staff, and on the theory of practical nursing from the Head Sister. They should also receive instruction in cookery for the sick. They should be periodically subjected to examination in the subjects in which they have been taught. Upon satisfactorily passing their final examination they should be certificated as qualified male nurses, when they would be eligible for posts of greater responsibility. While in the wards they should be subject to the authority of the Ward Sister, who is responsible to the various authorities for the due performance of their work, and for their personal discipline while on duty. They should be deputed to duty by the Head Sister.

Power of suspension for inefficiency or misconduct should be vested in the Principal Medical Officer, on the Report of the Head Sister.

The Orderlies should be quartered, when off duty, in a home, under supervision which would ensure reasonable discipline.

#### ARMY NURSING SERVICE RESERVE.

In the opinion of the Matrons' Council the organization of an effective Army Nursing Reserve, to be called out in time of war can only be satisfactory if kept up to a minimum standard of efficiency in time of peace. We would suggest that, as a fundamental principle, any such Reserve must be an integral part of the Army Nursing Service, and consequently under control of the War Office both in times of peace and war. Every element of lay control and philanthropy should be eliminated from the constitution of an efficient Army Nursing Service Reserve; it should be organized, and directly controlled, as part of the Army Nursing Department at the War Office. Effective organization can only be accomplished by the hearty co-operation of the Army Medical and Nursing Departments, which conjoint body should draft an efficient Constitution for the Reserve Service, whereby each nurse admitted on to the Army Nursing Service Reserve should (1) hold a certificate of three years' training from a general hospital of not less than 80 beds, and (2) have passed through a short term of training in a military hospital, which should include instruction in ambulance and emergency nursing, both in practice and theory, such as will fit them for nursing in camps and in the field. The Red Cross System has been greatly perfected in the German Army and might with advantage be referred to in this connection.

In conclusion, the Matrons' Council desire to express their willingness to afford any assistance connected with the details of the suggestions made in this Report.

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