

other many accomplishments was thoroughly practical, thus rendering her aid invaluable. Single-handed, by her cleverness, wit, and sound common sense, she accomplished many reforms which Miss Darche originated, but was unable to carry through from lack of political knowledge and influence. This lady, a committee of one, kept in very close touch with the school, as she said, to find the Superintendent's limitations and help there. In this way many of the reforms originated by Miss Darche were talked over, and where Miss Darche reached her limit, this lady took her work and in every case put the reform through. By reforms I do not mean matters relating to the internal administration of the school, which a Superintendent should be able to handle herself. In regard to nursing, there Miss Darche was always supreme, because she had no superior in her profession, and that fact was soon recognised, but where money was needed, where influence was needed, or where people were needed to help on the work, there the committee of one was always ready, and after sufficient questioning to understand the subject, her share was cheerfully taken up in every case, and nearly always carried through. This lady, like all other intelligent women, had her political views. She was a Democrat, and as long as Democrats were in power she was unassailable. The possibility of a Republican Board over the school, the possibility of any board of politicians over the school and no committee of one to interview in its interests kept coming up in the future, for life is very uncertain, and Miss Darche began to look to this possibility with the result that a committee was formed, chiefly of women, called "The Advisory Board of the New York City Training School for Nurses." This board, wide in its aims, interests and politics, were united in supporting the Superintendent on all matters pertaining to the discipline and progression of the school. The Committee of one became its chairman, and nobly has she fulfilled her office. In describing the board not long ago she said, "We are here to act as a buffer between the Commissioner and the school, just as railroad cars are furnished to lessen or relieve the jar, should they come together with unusual violence." Her advice to another anxious board is worth quoting, "Choose first your Superintendent on her merits, and of course you will choose the best you can, then let her alone, when she needs help she will let you know, and then help her." The advisory board makes monthly visits, goes over the Hospital and Home, hears the Superintendent's monthly report, talks over new business, and gives any necessary assistance. Some of the work done by the board is as follows. All recommendations for increase of members on staff of Training School or increase of salaries are endorsed by them. All special calls for lecture funds, etc., are met by them, and in any emergencies, connected with the nurses of the Training School, where financial help is necessary, it has been freely given. All disputed points requiring arbitration are turned over to them. Where work is carried on in this way by a board of Lady Managers, good results must be achieved, and the work of the Superintendent cannot be otherwise than lightened, while the moral and disciplinary effect must be to strengthen her hands and uphold her authority over her subordinates."

The President then called upon Miss Louisa Stevenson, of Edinburgh, to speak on this question.

Upon rising Miss Stevenson said in reference to the tragic death of President McKinley, "I desire that my first words to this Congress should be to convey to you an expression of profound sympathy from the President, the Vice-Presidents, and all the members of the National Union of Women Workers of Great Britain and Ireland, which I have the honour to represent today, upon the tragic sorrow which is now weighing this great nation down. I can assure you that these are no mere words. I thank you, Madam President, for permission to give expression to them.

It may be thought that I am an interested supporter of the principle that hospital boards are benefited by the presence of women managers. For many years I was of opinion that there was a great deal of work in hospitals which would be left undone were there no women to attend to it, so about six years ago I came forward and was returned as a member of the Board of Management of the Royal Infirmary of Edinburgh, and served for a term of five years. No member can serve for more than five years, so that this year I am off the board, and so it was within my power to attend this great Congress. I wish it distinctly understood that I come to learn, and not to teach. I believe that there is a great deal of work done in America from which we may learn much. I think also that there may be some things which you might learn from us; that must be left for the future. In the meantime you can visit our country and hospitals and see for yourselves what is going on.

I have no hesitation in saying that after five years experience—for the first year I was alone on the board—there were twenty men and myself, the second year the second woman was appointed—that our work was acceptable to everybody concerned. I have at this present moment no warmer friends in the world than those men on that board. We discussed many subjects which I brought before them which would not have been brought forward in any other way. We were on the most friendly terms. My experience is that there need be absolutely no friction whatever in women and men working together. I was on the most friendly terms with the managers, medical staff, and nurses, and everybody connected with the hospital. I confess that I have not so much confidence in Boards of Lady Managers working apart from the General Committee. I believe that the best work can be done by the women and men working together, and I believe that a large amount of friction is caused by women not having it in their power to carry out their own recommendations and resolutions. There is nothing more irritating than to have to make recommendations in a sub-committee which one knows one has no power to carry into effect. I do not know how it is with you in America, but with us I have always found that there is not such a superabundance of administrative power among the men of our country that we can afford to do without the perception possessed by the women. I do not think this question should be discussed as to the differences between men and women; if a man or woman has the administrative power, and understands what good work is then that man and that woman are the right persons to be put upon a Board of Managers. I think for all public work there must be a certain amount of definite training. No one can do efficient work until they learn how to do it. I do hope from what I have seen in this and other countries, from what I know of

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