

greater perfection, and of course we all wish for increasingly excellent results, the Matrons who do it must be exceptional women, with a clear aim before their eyes and a deep sense of the enormous responsibilities of the work. Have you ever watched a shepherd driving a large flock of sheep into a field? His work is not unlike the work of a Matron. He presses here and coaxes there, drives some with the bite and bark of a dog, and with great patience, unwavering firmness, and by the exercise of the necessary severity, one sheep goes in and all follow.

The goal we aim at is the production of many good nurses and women, the elimination of the impossible, and the cultivation of a few great women, out of what is sometimes most unpromising material. To make a skilful nurse is not difficult, given a probationer with intelligence, clever hands, and some ambition; we want only careful supervision, good theoretical teaching, and a sufficient variety of work. But we want more than that; we have the girl in the raw, and besides skill at her work, we want to give her a sense of loyalty, a sense of justice, a sense of proportion, an appreciation of the importance of the moral and ethical aspect; and a professional feeling. As no one can pour out of a jug what is not in it, you must bear with me while I say just a few words on the importance of those points in Matrons.

LOYALTY.

Let us begin with loyalty. Nothing hurts a Matron so much, deep down in her soul, as to find that her nurses are not loyal to her, that they are discussing her failings and criticising her orders. It does not always occur to her, however, when she is detailing the failings of the Committee, of the Secretary, or of the Chairman, that her disloyalty is greater than theirs, for she is a trusted official. Nor does it occur to her, as she discusses the failings of her nurses collectively or individually, that she is only doing what they do. Until she gives absolute loyalty she has no right to expect it, and even then it is no use expecting it, for she will not get it. She must remember that she looks at her staff with two eyes, even if well-trained, observant eyes; but her staff, if it only numbers fifty, watches her with a hundred eyes; which, however little they may observe in the wards, never miss a failing, an inconsistency, or peculiarity of hers. Loyalty, real loyalty, is a very rare thing, and can only come from the very highest and finest natures. The curious tendency to grumble, which seems inherent in the English race, and is much more apparent in women than in men, comes, I think, from having limited interests and the habit of looking at life through a microscope.

JUSTICE.

When a woman becomes a Matron, her first stumbling-block is a very natural love of popularity. It would, no doubt, be nice, if whenever our names

were mentioned someone rose up and cheered. Popularity is one of the good things of this world; it is too dear to buy, the price is too great, and if we do buy it it has a nasty habit of disappearing when paid for. It is only worth having when it comes unasked and unexpected, and that is mostly when one is dead or superannuated. The first thing a Matron should do is to put the desire for it behind her, the last thing she should do is to put it behind her, and between those two times she should still be putting the desire for popularity behind her. The only respect that is worth having is what comes from an unfailing, unflinching justice, and that is wonderfully unlike popularity. Let the nurses feel that the Matron will give them justice, and they will give the Matron their confidence. Justice is a hard road to travel, and there are pitfalls on each side, the temptation of popularity on one side, the danger of too great severity on the other, for justice is always greatest when tempered with mercy.

A SENSE OF PROPORTION.

A sense of proportion is one of the qualities which, like a sense of humour, men think belongs exclusively to the male mind. I do not know how common it is with men, but I know it is curiously uncommon with women. It consists in seeing each person and event (including ourselves) as they stand in relation to each other, as they might appear if we looked through the wrong end of a telescope. No woman can have it who is always watching other people, and no woman can have it who is always watching herself. It is a peculiarly difficult quality for a Matron to develop in her own hospital, it is really practically impossible. There she is deferred to in every particular, her wish is law, everyone rises when she goes into a room, and naturally she is apt to get to think herself a little god, and she is perhaps the only person who does not see the tin wheels. She can really only acquire this quality by going out into the world and rubbing shoulders with men and women of other, and, if possible, larger interests. This she should do as a duty, both to herself and to the hospital, for no one can be either just or generous who cannot see the relative positions and values of persons and events. I have heard Matrons praised who almost never went out: "Think of the devotion to her work," say they. Heaven help the hospital, say I, for vain is the help of man.

THE IMPORTANCE OF THE MORAL AND ETHICAL ASPECT.

I should say that one of the greatest rulers, perhaps history will say the greatest ruler of to-day, is Mr. Roosevelt, President of the United States, and I take it that his greatness, his power, and his influence come from the fact that in national and international affairs he never fails to push the moral side into the front of the question. "It must be because it is right," and in ninety-nine cases out of a hundred it wins the day. The Peace which

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