

"Render to Cæsar the things that are Cæsar's," should be the motto of every worker in a Hospital or Infirmary; and if the Matron should be scrupulously careful not to trespass on the department of the Medical man, he on his part should be equally careful to give her the place and position that should be hers, to see that no information or knowledge that is necessary to her for the proper performance of her duties is ever withheld from her, and that at no time she is placed in the difficult position of having to reprove a Nurse for having obeyed an order from him, which it did not fall within his province to give.

If there is a male head in a Hospital, the Matron should be responsible to him for the proper working of her Staff, but he should never have *direct* authority over the individual members of it. To make him answerable for the female workers, or they individually and personally responsible to him, is a wrong principle, from which evils would be certain to arise. But the arrangements of the Hospital fall naturally into three departments—the Medical, the Business, and the Domestic, which in the present day includes the Nursing. There should, therefore, be three distinct heads in Hospitals, as it is impossible to find anyone equally capable of superintending in detail such varied matters as these involve. The Lady Superintendent of a large Training School can certainly not be the Secretary, and can hardly be expected to give the proper supervision to her department if she has to act as such. The Medical man cannot be a Steward, Housekeeper, or Superintendent of Nurses, without losing some of his professional prestige, and his interest in his scientific department, in the engrossing cares of such details as the Nurses' dirty aprons, the short weight of the latest consignment of butter, or the inferior quality of the last roll of sheeting.

Her relations with her subordinates in their home life, in their time off-duty, may next well deserve consideration. As nothing is more injurious to discipline and good management in the Wards than to divorce the Sisters and Nurses from the control of the Matron, so that she has no real responsibility for their actions; so it is equally detrimental to their comfort and well-being to remove them, when in the Home, from her personal supervision and detailed oversight. The Home Sister or Housekeeper should be directly answerable to the Matron and under her immediate control, for she is considered responsible by the public for her Nurses, and she should certainly, therefore, be entrusted with corresponding powers.

When scandals and troubles arise respecting the dietary, the bed-rooms, the arrangements for the cleanliness and personal comfort of the Nurses,

blame is laid on the Matron for her faulty supervision, or the inefficient Home management, because it naturally falls on the official who is nominally, and should be in reality, the responsible female head; shadowy Home Sisters and Housekeepers are nothing to the public. On that ground alone the Matron should be invested with the entire control of the Nursing Home, and its immediate head should only be responsible to the Committee through her, for the efficiency of her work, as are the Assistant Matron and the Day and Night Sisters. On no other terms will the work be performed in the best possible manner, and with the least possible friction.

When the Matron herself thus arranges and supervises details, she will be in a position legitimately to obviate all unnecessary grumbling, and will have no hesitation in confronting hostile criticism, should occasion arise. When in the eyes of the public she is considered responsible, no Committee has any right to place her in the position of a scape-goat for another's neglect and incapacity. Of course, it is sometimes done, but it is unjust, and therefore unquestionably wrong.

Having made the Nurses' Home comfortable, and arranged, as far as possible, for proper and suitable hours and times for recreation, and for the maintenance of proper discipline when off-duty, Nurses, who are not children, should, as a rule, be left to enjoy themselves in their own way. Constant supervision when off-duty, the Matron's presence—however popular she may be, and a good disciplinarian is seldom universally popular—will probably have a depressing effect on their spirits. The less the Matron interferes in the details of their recreation, the better. She has all dispositions and characters to deal with; and what to one woman is the greatest pleasure, is to another a perfect penance. She should encourage her Nurses, for the sake of their health, to get as much fresh air as possible, but otherwise allow them to spend their off-duty time as they please.

One Nurse flies into her cloak and bonnet, and delights in the noise and bustle of the streets and shops at every opportunity; another is buried in a book directly she has leisure; while a third scours the surrounding districts in search of picture galleries or lectures. Individuality of tastes—when harmless—should never be interfered with, nor repressed.

In the actual training of Probationers, the Matron should take an active part, which will vary with the size of the Hospital; but under all circumstances she should herself assist in their examinations, make herself personally acquainted with their progress and proficiency in those practical Nursing details without which the most brilliant theoretical knowledge is useless, and give

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