

those functions and attributes which made them indeed "Sisters of Charity."

Other schools there are, governed by superintendents who have no voice in the executive affairs of the hospital, but whose interest is concentrated in furnishing to the school clinical advantages for study and observation. This relationship of school and hospital may have items in its favour, but there are evident disadvantages, prominent among which is the effect upon the nurses themselves. It is possible, and altogether probable, that by a training thus given, nurses may be produced who fail to consider that the welfare and comfort of the patient is of primary importance. His welfare may receive due consideration, but his comfort and happiness are of secondary value. He is the means to the end that they be educated, and they unconsciously drift into the belief that all patients were created for their benefit, whereas the reverse is the fact, viz., that nurses were created for patients.

Again the training school may be governed by a superintendent who with the school is employed by the hospital to do the nursing therein. Hospitals and training schools thus associated have been known to flourish and go on to success, and to send out graduates who take and maintain positions in the front ranks of the profession. Furthermore, this association of school and hospital has been one method of solving the problem of political control, or rather of keeping the school free from political influence when the hospital is under its domination. It has also been a method of securing greater freedom for the school, in that it allows the accomplishment for the hospital of what is reasonable rather than the exaction of what is desirable, with the result that the possibilities for the preservation of the health and strength of the nursing body are greatly increased.

Another form of relationship between training school and hospital is exemplified when both are under one administration. Then do we have a form of government which may more nearly meet the necessity for any government, viz., to promote the general welfare, but there are some apparent disadvantages to the school arising from this form of relationship; first, the ability of the board of trustees to at any time abolish the training school and conclude to have the nursing service performed in some other way; second, it seldom calls for a "Ladies' Board," unless it may be that such a body constitutes part of an advisory board.

That training school which has no Ladies' Board doubtless loses many of the influences which tend to stimulate it in the search for high ideals and correct motives. Personal contact with women of a wider and more varied life cannot fail to make strong impressions upon nurses, and when the spoken words convey the

knowledge of experience they carry with them a conviction that supplements the teaching of the school.

The superintendent of the hospital is the nominal head of the training school, under authority of a board of trustees. He, in turn, delegates his authority to a superintendent of nurses, superintendent of training school, principal of training school, or a directress of nurses; one title implies the same meaning, suggests the same routine of duty and the same burden of responsibility as another, and is at the same time representative of some distinctive idea when given. Great power is gained by this combination of offices.

The superintendent of the hospital, whether he belong to the medical fraternity or to the laity, wields a farther extended influence than the average superintendent of nurses, for by reason of his professional and business relations he comes in more immediate contact with men of affairs, and is constantly informed of the public pulse.

In matters of discipline he is the court of appeals, and from his position as head of the training school on the outside of the actual work he should be able to form unbiased opinions and render judgment without prejudice.

If he is the power to whom appeal may be made for direction and discipline, the training school committee of the board of trustees is the final tribunal or supreme court.

He is an adviser not only in matters of discipline, but is to be consulted on those that are educational or that otherwise pertain to the progress of the nursing work. The superintendent of nurses, from her more intimate knowledge of the requirements of the training school gained by her experience while in training and her contact while superintending, should formulate and carry into execution plans for the advancement and betterment of the nursing service within the hospital as well as the elevation and maintenance of standards among pupils who must soon represent the training school in the great world outside, where they will be judged by the efficiency and spirit which characterise their work. In all this the superintendent will advise and consult, and he will doubtless eventually place his seal upon the results; but if he is wise and unselfish he will permit the superintendent of nurses to proceed within limitations that are not narrowed and restricted by his conceptions of expediency, but by those which after full and free consultation, they together conclude will most surely promote the general welfare.

Another element of power in this combination of offices, subject to one authority, is found when the relationship between the training school and other departments is scrutinized. It is impossible for a Matron or housekeeper who is an untrained

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