to become, a few years later, the chief executive of your school. From probationer to junior, from grade to grade, she worked her way up until there was no form of nursing within her reach she had not done, no nursing position the hospital had to offer she had not held. Thus year by year she went on with indomitable perseverance, unconsciously training mind and hands, so that when the time came there was no need for the hospital authorities to look beyond their own graduates for a principal for their school for nurses, since they had readily to hand one who was in every way capable of assuming a position of responsibility and trust equalled by few and excelled by none open to members of your profession. And it should be a matter of no small pride and pleasure to all Johns Hopkins nurses that with the exception of the first few years they have held within their own hands the welfare of the nursing department of their own hospital, and at the same time have contributed superintendents for similar positions to other hospitals in a greater proportion for the length of years it has been in existence than perhaps any other school in the country.

But if I recall these facts as affording a sufficient proof of the standard that your school has maintained, if I tell you that the eyes of the hospital world are ever watching with keen interest the progress made by this school, and that the superintendent of your school is an authority on nursing affairs, it is not that you may be puffed up or satisfied with yourselves, but rather realise the burden of the responsibility laid upon you, and that when you have done your best you may say with all humility, "We are unprofitable servants; we have done that which it was our duty to do," and strive to make the future stand for better work than the past.

There is, perhaps, no other outside of Miss Nutting's immediate co-workers who can be so well aware as myself of the steady progress made by this school; while carrying on its everyday work, she has lost no opportunity for its advancement and betterment, and, leaving unmentioned for the moment the many minor but important changes and improvements she has made, it is a great satisfaction to feel that she should have been among the first to inaugurate successfully the three years' course of study, with an eight hours' daily system of practical work, which marks one of the greatest advances in training-school methods. Her last great achievement has been the establishment of a preliminary course of instruction for probationers, the great need for which has given me a subject ready to hand—a subject that one could readily discourse upon under many and various titles, but to-day permit me to speak of it in its relation to "The Quality of Thoroughness in Nurses' Work."

That there is a deep and widespread dissatisfaction felt at the lack of thoroughness in much of the work to-day, and that this deficiency is confined to no particular class of workers and to no particular degree of service, we are all aware. Nevertheless, although few of us escape the discomfort and annoyance attending upon it in some shape or form at one time or another, we find ourselves still able to endure it with a certain amount of patience and equanimity so long as it partakes of the impersonal; but once let it become personal in character, once let it enter the privacy of the home, and we are keenly sensitive and alive to defects in work of any kind and give expression to our feelings and opinions in no uncertain tones. But what worker is brought into more personal and intimate relationship with those with whom she has to deal than the trained nurse? All of us have heard a portion of the public sentimentalise and idealise the nurse with such fulsome flattery that we have sometimes prayed that we might be saved from our friends. On the other hand, we hear daily criticisms upon her many shortcomings, and so often are these latter sounded in the ears of the medical practitioner, whose co-worker she is, that he is impelled to look for some favourable opportunity to appease his patients by laying all sorts of injunctions upon the nurse's manners and morals, and finds it when making the annual address to the graduating class. And despite the fact that these recommendations have been made, almost without exception, in the kindliest spirit, how often have we, who have had much to do with the making of nurses, been deeply embarrassed that such advice should be deemed necessary, inasmuch as we have felt that if such faults lay wholly and entirely within the guild of nurses, we must in common honesty refrain from adding one more member to the list. Graduates of the Johns Hopkins have been favoured beyond their kind in having in years gone by listened in most part to addresses that were an inspiration to better deeds and higher ideals in beginning their professional career. Although you, too, have been besought upon one or two notable occasions to enter upon your duties in the full consciousness of guilt of such sins and frailties, if you possessed them, and had not battled against them and overcome them long before reaching graduation day, the address of warning would have availed you but little. Do not let me be misunderstood. I am not saying that nurses are perfect. What I wish to point out is that it is more than possible that the glaring imperfections of the trained nurse—and she has many—are not in the main attributable to any lack of training in her profession, but are shared by her with her fellows in other walks of life and are the result of imperfect education—and here I use the word education in the broadest sense of the term. In other words, inefficiency, superficiality, and lack of thoroughness belong not to the graduate nurse alone, but are the common property of the modern woman and belong to the average American household.

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