

experience of a Nurse must be taken into account before it is possible to calculate how many patients she is capable of looking after. A Probationer for instance cannot do more than half the work that a fully trained Nurse ought to be able to do, so that it depends whether the Hospital is worked entirely by Trained Nurses or partly by Probationers, whether a larger or smaller number of Nurses must be employed.

In some ways the system of Sisters with Probationers and Assistant Nurses working under them is the best, as the more skilful Nurses usually prefer it, and will therefore offer themselves to work in a Hospital that is so managed, and although the Probationers in a large Hospital will get more varied experience, the Probationers in a small one will get more thorough insight into the cases, and there is no reason why they should not be equally good Nurses.

To satisfactorily work a Hospital of fifty beds no less than twenty individuals would be needed. This, at first sight, seems a large number, but on closer examination we find it is not too large.

By dividing the Staff into their various offices, we find that the following officers are required: one House Surgeon, one Matron, two Sisters, two Assistant Nurses, two Night Nurses, three Probationers, three Ward Maids, one Cook, one Kitchenmaid, one Housemaid, two Laundry Maids, and one Porter. A Hospital is like a little commonwealth, and each one's duties must be definitely defined and conscientiously fulfilled, or general chaos will be the result.

We will consider each one's duties separately, and first of all comes the House Surgeon. Commencing his visits in the Wards about nine o'clock in the morning, he would receive from the Sister in charge a report as to how the patients had slept, and what observations had been made during the night by the Night Nurse. He would then give his instructions as to any changes he wished made in the treatment, and after looking at the various wounds and sores would assist in dressing the more important ones. After having lunch, he would be prepared, about 1.30 o'clock, to attend to the out-patients. If there was a great deal to do in the out-patient department, one of the Nurses would need to assist, probably one of the Probationers, the Sister herself also helping where more skilled aid was needed. When the out-patient work was over the House Surgeon would dispense the medicines required, and give out materials for dressings, &c. (for in a Hospital of fifty beds it would be out of the question to keep a dispenser). When the dispensing is over the House Surgeon's duties for the day should be completed, unless a

new case came in, or he had to be sent for to give some special instructions. In an ordinary way he ought to be free by six o'clock at night or shortly after, and able to go out if he wished to, unless the Matron was absent, for it should be a rule that the House Surgeon and Matron must never be absent from the Hospital at the same time. Another rule which the House Surgeon should observe is to always accompany any of the Visiting Physicians or Surgeons when they visit their cases. And last thing at night he must visit the Night Nurses, and learn, before he retires, that all is going on well in the Wards. In all he would be on duty daily from eight to nine hours.

The Matron's duties are less easy to define, for she, like a housewife, must be everything to every one. She will be applied to in every difficulty, and must be able to give advice both wisely and kindly. The domestic arrangements of the house will be entirely in her hands, and she will inspect the wards daily, suggesting any alterations necessary for the further comfort of either patients or Nurses. It is of course essential that she should be a Trained Nurse, as otherwise she could not possibly be qualified to direct and advise Nurses in matters pertaining to their wards. She should have the supervision both of Nurses and servants, and the power to place them where she thinks best, or to dismiss them when necessary; but she should never dismiss any one if possible without the sanction of the Weekly Committee. She should have charge of all the stores, and supply the Sisters daily with whatever stimulants are ordered for their patients; and before the food is sent up to the Wards, a personal inspection by the Matron is necessary to see that it is of the right quantity and quality. The patients and their diseases should be a matter of interest to her—in short, nothing should be too small or trivial to be beneath her notice, sympathy or help. Her hours on duty are indefinite, but it may safely be said that so long as she is inside the Hospital doors she is never quite off duty.

What the Matron is to the Hospital, a Sister should be to her Wards. Mr. Ruskin tells us that women are queens, and that it is our own fault if we are discrowned; and Shakespeare, when he describes Queen Katherine, that perfect queenly wife, tells us, not only what she was, but also what all good women, and especially what all good Nurses, should aim to be.

"Thou art alone
If thy rare qualities, sweet gentleness,
Thy meekness saintlike, wifelike governance,
Obeying in commanding, and thy parts,
Sovereign and pious else, can speak thee out,
The queen of earthly queens."

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