

acy in hospital management. Complexity in detail can be avoided and at the same time have such a perfect system of management that the life of the superintendent may be kept contented and serene.

A hospital superintendent must always bear an important relation to the general public. The patients' friends require no little attention. I know a hospital, more than a thousand miles from here, where excellent medical and surgical work was done and where the patients were kindly and carefully looked after, but, on account of the superintendent being boorish in manner, a totally wrong impression was given to the public, and, in consequence, the financial results at the end of each year were not what they should have been. The visitors at a hospital are so often unreasonably exacting and difficult to control that great overdrafts are often made on the patient forbearance of the superintendent who is called upon to answer their enquiries. Three hours one day in the week should be a sufficient allowance for regular visiting days, but, of course, when a patient is very ill, it should be possible by consent of the superintendent for a patient's friends to be admitted more often.

The design of every hospital architect now is to provide a building that can be readily kept clean. The constant desire of every hospital superintendent is for immaculate cleanliness, and, to maintain that condition with too often an indifferent corps of workers, is a perplexing problem. The extent to which the responsibility for hospital housekeeping depends upon the nurses in training is a question more difficult than I would attempt to solve. While it is necessary to instil into every probationary nurse that one of the foundation stones for success consists in having a patient's surroundings clean and neat, and that it is not a menial task to keep them so, care must be taken to spare, as far as possible, and protect from physical drudgery those who have enlisted for a life work in a calling which demands mental application as much as it does muscular activity. To meet the criticism one hears in these days of the overtrained nurse is an addition to every superintendent's endless duties.

Such an association as you are forming to-day might devise a uniform method of keeping hospital accounts. Some schedule might be prepared and carefully discussed that would lead to the adoption of a method of keeping accounts that might be made common to all institutions. A uniform hospital register is a long felt want in the hospitals of Ontario. It should not be a difficult task for such an association as this to suggest the adoption of a form of register that would prove, not only labor-saving, but one which would provide all information that should be recorded concerning patients admitted. With a uniform system of accounting and recording, the necessary bookkeeping in connection with a hos-