

in our hospitals that it is not necessary to dilate upon a subject that has been given an attention that has resulted in our hospitals being generously and deservedly commended for prudent management.

The remarkable increase in the number of patients admitted to our hospitals must be taken as an indication that the time has passed when the public looks upon a hospital as a chamber of horrors and considers it a misfortune for anyone to be admitted thereto. This pleasing change in sentiment must be largely attributed to those in charge of our institutions.

The firm determination on the part of a hospital superintendent that everything possible shall be done for the patients will infuse much of the same spirit into all those who are employed in any capacity. Discipline is absolutely necessary, but, with a strict adherence to all the principles supporting good management, a willingness to allow every privilege consistent with proper conduct will always be appreciated. Just administration is generally found to faithfully exemplify "the art of being kind." As Canadians we are blessed with an innate love of fair play and every one conversant with institution life can recall instances in which the practical application of the Golden Rule has afforded a solution for many a difficulty. The supremacy of a hospital superintendent should be held by kindly influence rather than by interference. All the various departments must, if possible, be harmoniously related and be in perfect sympathy with and loyal to the head. There can be only one head to an institution. The value of ladies' auxiliary boards can not be too highly estimated. Ontario hospitals owe a debt of gratitude for self-sacrificing devotion and zeal to such local boards, but none of the members of these should presume to dictate regarding the internal management of an institution. There is nothing to be feared from such a source if the superintendent takes and maintains a firm but dignified stand in regard to her or his responsibilities. On the other hand, a superintendent makes a mistake if the assistants in the hospital are not encouraged to go ahead and develop the different departments over which they are placed. An American hospital superintendent, whose rank is second to none, said to me not long ago, "I hope the day will never come when I shall be unwilling to learn some improved method of doing things from the employee in the most humble position in this institution." Such a remark coming from such a source left an impression on me. Our hospitals are for the care of the sick and the well-being of the patients must be the first consideration with everyone. There is sometimes a danger that the details and necessary formalities of administration may absorb so much attention that the real object for which the institution exists may be occasionally lost sight of. Simplicity may readily be made the helpmate of accur-