greater part of the course will be devoted to the management of incipient cases, familiarity with which is so important a factor in the early recognition of the disease and its ultimate conquest. The object of the course is, in general, to prepare women to become teachers or leaders in the campaign against tuberculosis. To fit the graduate nurse for this important work, it is essential that she have the opportunity to become familiar with the disease in its various aspects, and Sea View Hospital is a most ideal place in which she may obtain this experience. The hospital has a capacity of practically 1000 beds, and is devoted entirely to the treatment of tuberculosis in all its forms and stages, so there will be no lack of opportunity for instruction in practical work. The theoretical work is also broad in its scope, and will be handled by men and women who are specialists in the different branches.

The course requires four months of

work, upon completion of which a certificate will be awarded. An allowance of sixty dollars per month will be allotted to each student, and maintenance will be provided during this time. Classes will form February 1 and October 1. Only graduates from nursing schools of recognized standing will be admitted. In states where there is registration, the applicant must be registered in her state. Through the establishment of this course in the nursing of tuberculosis, the Department of Public Welfare hopes to supply, to a degree at least, the great need for graduate nurses in this field of work and to prepare these women to be superintendents and supervisors in institutions for the tuberculous; to be teachers of student nurses and attendants in these institutions and, as public health nurses, to become teachers and workers in the community; finally, to do actual nursing and teaching of personal hygiene in the homes of sufferers from tuberculosis.

THE ALUMNAE ASSOCIATION AND ITS DUTY TO THE HOSPITAL¹

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THE task of writing on this subject seemed well nigh impossible because the opinion of the average administration seems to be that an alumnae association is bound to be a destructive body; that if it criticises at all, it must needs offer destructive criticism; that as a body of intelligent, professional

women it is more powerful, and dangerous than a Bolshevik agitator, and that the best way to deal with them is to conquer them first and then talk business. This is a fine method if the conquest be of the heart and not the head. As the general cry against the alumnae associations of today is that they do not, and will not, coöperate with the administration, I assume that their duty is, to coöperate, and that

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the question of greatest importance is why they do not.

I think it was Emerson who said, "If you go to Europe and bring back much with you, it is because you took much with you," and today, I would like to paraphrase this remark by saying that, if the young woman graduate brings back from her training school much of value, it is because she took much with her when she entered training, aside from the practical requirements; and the *much* referred to is high ideals, sometimes only formed, but always high, and the greater gift of the spirit of service, which is the true spirit of nursing.

These attributes are not demanded of her, because as a woman they should be as much a part of her as the beating of her heart. They are her God-given heritage, that with them she may mother the race, and from the overflow of her soul, minister to the sick and dying.

So it is my belief that what the young graduate has of value is that which she took with her when she entered training,—disciplined, trained, and it may be tried as by fire, and transmuted into purest gold or common ore, according to the spirit she bore, and as no fine gold is ever lost in the process of refining, so no fine spirit is ever lost in our training schools of today or yesterday, all those articles in the *New York Times* to the contrary.

When the young graduate leaves the protection of her training school, it is this refined gold, or common ore, that she brings to her alumnae association. This and the signature of her training school principal on her application indicate coöperation with and a pledge of honor to the alumnae association that this nurse is worthy of membership.

With her application form she also receives a copy of the constitution and by-laws of her association; if she is ready to accept them and abide by them, and there are no Nays among the Yeas in her favor, she is accepted, and takes up the duties that devolve upon her as a member of good standing. In doing so, she agrees to work for the improvement of her profession, to promote good fellowship among the graduates of her school, to advance the interests of her hospital training school, and to coöperate with her District, State and National Associations in the educational advancement of her profession.

She finds that she is a member of an Association of older sister nurses, who by years of experience are prepared to counsel and direct her. They have a system of self-government, they have adopted a full uniform, and wear it too; they have a Grievance Committee of six representative members, three elected by vote, a chairman and two members appointed by the president. (By representative members, I mean nurses trained in the old days, who have not stood still where they were in the old days, and younger nurses having had the advantages of our present day training, but not too young to be practical.) It has its Relief Committee of six members whose duty it is to look after the sick members needing a financial lift over some hard bit of road,—this aid furnished by voluntary contributions, often overlapping the demand. It has an Entertainment Committee of ten members, not because of its greater importance, but because of the vast amount of work involved in its plans and preparations for an annual banquet, for four social meetings alternating with

the regular business meetings (at which, if necessary, important business may be taken up and disposed of, obviating the call for special meetings, and leaving ample time for social intercourse, and entertainment), and the sales, dances, etc., given to replenish the treasury, and last, but not least, Alumnae Day doings—at which time there is a ceremonious flag placing (by the president of the graduating class) where the next class tree is to be set when the nurseryman finds the moon in the right quarter and the stars propitious. This is followed perhaps by an afternoon in the woods, with a Wiener roast, field sports, and other attractions. For if all work and no play makes Jack a dull boy,—it makes Jill a very stupid girl. Upon this Committee depends much of the personal interest and financial success of the association.

This is but an outline of an alumnae association at work and at play and there are a hundred-and-one other features of interest.

When an Alumnae member accepts a call as a private nurse in her community, she goes as the representative of her hospital, her training school, and her profession, and it is her duty to uphold their reputation. If she fails to do so and criticises destructively, she as their representative does them a double injury, and deals herself a still greater blow.

It is well for her to bear in mind that there are a great many very nice people in the world who have an idle curiosity, and that there are a great many more whose curiosity is never idle. When the questioner, of idle curiosity, has heard answered all her idle questions, though she may be harmless in herself, she im-

parts her information to others and the result may be as a torch applied to fagots, that may burn out quickly, or it may kindle such a flame as will destroy much of value, and be rekindled by just a little fanning. In guarding against this disloyalty and in upholding the ethics of her profession, a nurse discharges the duty she owes her hospital in the community.

When the alumnae member goes back to her hospital as a special nurse, she does not go to a place where she will be neglected or uncomfortable, for while working for the best interests of the hospital and community, her alma mater has not been unmindful of her. It has provided her with good food, properly prepared and served. It has shortened the long wearying twenty-four hour duty to twelve, or eighteen. It has provided a rest room, a clothes room and a bath room for her use and comfort.

Clean linen is furnished for her cot in the rest room, if she lives too far away to go and come conveniently. It keeps her in touch with the new methods of the day, and shares with her all the honor and advancement it may have won. It provides a place for her alumnae meetings, business and social; the lecture room is hers for the asking, to be used for sales, dances, entertainments, or lectures, with the services of a porter or maid if needed, and always with the coöperation and interest of the administration. What does it ask in return? Only loyalty and coöperation. And nowhere is this needed more than in the hospital itself, where there is a standard to uphold, and discipline to be maintained.

The room the nurse and her patient

occupy is part of the standard to be maintained. With all its necessary dishes and utensils plainly marked with the room number, and in their own places, (for each one has its own place) she is able to do better work, with less effort and confusion, which represents a standard of efficiency in herself, and in her hospital. If she is careless about her room, leaves her dishes about the pantry, or soiled linen, dressings, or utensils about the utility rooms, and fails to do her part in keeping up the discipline of the school, she is not co-operating, and fails in her one and only duty to the student nurse, *that of a good example*—and leaves upon the minds of her co-workers that which may remain as a blot on her record, never quite effaced during her years of service.

If her offense is a grave one, it brings her before her Grievance Committee. As her association has a system of self-government, the administration presents its grievance, or dissatisfaction to the President or to the Grievance Committee chairman, whose duty it is to call a meeting of her Committee and the alleged offender, place the grievance or dissatisfaction before them as given by the Administration, hear both sides of the story, and after dismissing the alleged offender, act upon the facts obtained, and present their decision at the next meeting of the Association or, if the charge is grave, at a special meeting called for the purpose. It is then settled by a two-thirds majority vote, thus making the decision doubly sure, and as far as may be, perfectly just, else it might grow to be a thing intolerable. When the nurse presents a grievance, she does so before the full

committee, a hearing is granted by the Administration, and the subject is gone over carefully, with the above procedure following.

This is but a sketch of the duties of the Grievance Committee, but it will give an idea of its great importance as a coöperative measure between the Administration and the Alumnae Association. It gives both sides a hearing, and obviates the necessity of a reprimand before doctors, patients, and student nurses. It brings the desired result in a dignified manner, and teaches the nurse that coöperation means working together. And from time to time it teaches an administration that coöperation does not necessarily mean blind obedience.

Years ago, a child was taught to speak when it was spoken to, and to obey when it was spoken to also, simply because it had been commanded to do thus or so, but today a child is given a reason why it should obey, and nine times out of ten, obeys more truly than a child who obeyed blindly, or through fear. All alumnae associations are composed of women of intelligence and high ideals, for our profession, more than any profession in the world, is based upon ideals of the highest type. They come to their alumnae associations as the finished and approved product of their training school, bringing with them its signature of approval. This being true, why are they failing their administrations?

Having heard read that which a majority of our alumnae associations *believe* is their duty to their hospital, surely the administrations must look to themselves for some of the fault, and having found it, they have within their

grasp a key to the solution of the problem. Many times they have adopted and applied new methods in their training schools, but have failed to let their alumnae association grow up, expecting them to work by the methods of twenty years ago, and if you do not think that twenty-year-old methods are obsolete, just talk with one of your own children, or one of your flapper nieces, and you will quickly come to the realization, and that so very quickly that you will be conscious of quite a "jolt."

Again, in taking up the duties of a new administration, they are so very keen for the best interests of the hospital and training school that they do not ask the alumnae association to coöperate with them; all they ask is obedience. They fail to remember that their interest can not be half as great as the interest of the school's own graduates. To them she is more than a hospital, she is their Alma Mater, to whom they have gone with their youth, their ideals and their years of service. And in so far as she has been true to them, just so far have they come to loving and respecting her purposes. There is mutual need between them, and who is to say which need is greater?

One great cause or lack of coöperation is frequent change in administration, each new administration developing its own theories, standards, and discipline, discarding the work of those gone before, and each sure that his or her method is better than any other. So there follows a radical change affecting the whole hospital at one time, from the Chief of Staff right on down to the porters, creating a condition of chaos from which they hope in time to construct "the ideal method," and this is

done by starving, trying out, accepting, and discarding, until such an ideal is obtained. Hard, hard, upon the administrations; but what of those who work out and perfect the theories and methods?

This of course they owe their hospital and is a price they pay willingly as their part in the progress of their hospital and profession, when lo! a new administration,—old things are put aside, new standards and methods started, tried out, accepted, discarded, until another ideal system is developed, only to be followed by still another, until those who carry out and perfect the new theories, year after year, are tried beyond endurance and rebel or, finding that they have paid too great a price for the advancement attained, fall into a mental attitude of indifference which all too often develops into lack of coöperation. No one feels those changes more than does the graduate nurse in the hospital who, looking back across the years, sees real progress along educational lines, but only occasionally does she see better nursing or a finer spirit of nursing as a result, and so, goes about her own business, or shows her rebellion by criticising, and that not always constructively. Instead of getting together and working for the best interests of the hospital and training school, the alumnae members proceed to fall asleep or sink into a state of coma. If an administration succeeds in conquering such an association by force, they have only a dead body as a result, whereas real victory lies in bringing back a living body. Shame upon your alumnae associations that they lose sight of the "Lady of the Lamp," and lie down to sleep in an age like this.

Then there is always the opposition of a few members who know their power and use it for their own satisfaction and the confusion of others, but they are far less harmful than they look, for many times among this number are found those whose intentions are good, and whose interest is keen, but who lack the greater vision, and this we know is not given to all alike. The reclamation of such members is rapid in a well organized association; and by a system of self government, the harmful members are made to feel that they are unpopular, and this by the attitude of their sister nurses. Losing their coveted satisfaction, they soon subside.

If the alumnae association outlined

in this paper seems not the average association, but rather an ideal, so too is that of the administration rather an ideal. But why should it be rather an ideal? The type of young women demanded by our training schools come in contact with the most serious side of life, and under the instruction of good women and men who love their work, pass on to the world through their pupils, the influence of their own lives,—the great spirit of service. Our profession is full of women big enough to make this ideal a good working possibility, as some administrations and alumnae associations have proven, and in doing this they have found that "Tis a nobler conquest, truly said, to win the heart than overthrow the head."

CLEVELAND HOSPITAL AND HEALTH SURVEY. TWO YEARS AFTER. CLEVELAND HOSPITAL COUNCIL

This is an exceedingly interesting and valuable study of the results obtained in Cleveland as a result of the Survey or "diagnosis" made two years ago. Says the report, "Notable improvements were made in a number of the hospital training schools while the Survey was in progress and many of the following steps have been taken in direct response to the Survey." The steps mentioned include the appointment of new directors for some of the schools, of instructors and supervisors in others, of affiliations for special services, of the addition, in one school, of training in dispensary and social service departments, of the installation of a chemical laboratory and of a central diet kitchen in which thorough scientific training is given by the dietitian.

The suggestion that a complete high school education be made the minimum requirement for admission to schools for nurses has not been subscribed to by all hospitals but, to quote the report, "one result of the gradual raising of the minimum preliminary education requirement for admission to training schools up to full high school education or its equivalent, has been an increasing number of applicants for admission to the schools of several of the larger Cleveland hospitals."

The outstanding result of the Survey was the establishment in 1921 of the Department of Nursing Education in the College for Women of Western Reserve University. This Department is attempting to work out plans for three groups of students as follows:

- (1) A five-year course in the University and coöperating hospitals leading to a diploma in nursing from the hospital and the Bachelor of Science degree from the University.
- (2) A three-year course for central school students who will probably enter the hospitals direct and receive their science and some other class work in a central place under the supervision of the University.
- (3) Courses for graduate nurses which will enable them to advance in their own special fields.

The Department of Nursing Education represents the beginning of what it is hoped will develop into a university school of nursing.