

PERSONAL OPINIONS.

THE SCIENCE AND ART OF SANATORIUM MANAGEMENT.

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A SUCCESSFUL sanatorium depends not only on a suitable site, pure air, and costly buildings, but also on capable management by a staff educated in sanatorium methods, guided by a medical superintendent who has special and intimate knowledge of the disease, and who is endowed with complete control and disciplinary powers. Loyalty, interest, and efficiency in all departments, are absolutely essential. No slackness is permissible from top to bottom of the institution, and the most perfect regularity and discipline is necessary in each department. If management is defective, treatment is difficult ; and sanatorium treatment consists not merely in leading an open-air life, but in correlating and utilizing all known measures for increasing the specific resistance of the patient, both medical, physical, and hygienic, under the most promising climatic conditions.

Sanatorium management differs largely from that of other institutions, in that the patients generally feel so well and are of so hopeful a temperament that they do not realize that the restrictions are really instituted for their bodily good, and this sometimes makes them difficult to control.

Whether the sanatorium be a public or private one, strict discipline must be maintained. In every sanatorium, from time to time, there arrives the patient who regards his or her sojourn there as a pleasant holiday, rules simply made to be broken, and who, by "showing off" before the patients, creates a spirit of dissatisfaction and insubordination which rapidly infects others. Whether paying patient or not, if this conduct does not cease after a timely warning, this patient must go, or in the long run the reputation of the sanatorium will suffer and its utility be impaired.

It cannot be too strongly emphasized that, in addition to fresh air, a great deal depends on the regulation of the rest and exercise for

each patient, and the skilled administration of tuberculin in suitable cases. The tendency in many sanatoria is to run them too much on the lines of a hydropathic establishment ; amusements are taking too prominent a part in the régime ; patients are too much inclined to take things too lightly, and to forget they have entered the sanatorium to try to avoid the clutches of a deadly disease.

The stethoscope should take a more prominent part in the daily routine ; the mere monthly examination is inadequate, and supplementary examinations of the diseased area keep one in touch with the patient's progress and strengthen their feeling that a personal interest is taken in their welfare.

Visitors as a rule are discouraged ; but so long as their visits do not interfere in any way with the patient's routine, and are only permitted at convenient hours, their visits do not seem as harmful as is generally imagined. An exception to this, perhaps, is the visits of children, who undoubtedly do more harm than good, and who also often disturb other patients who need quiet.

The nursing and kitchen departments should be quite separate, and a room with sink and hot-water supply must be provided for the nurses to fill hot bottles, deal with sputum receptacles, and attend to those duties which belong to the nursing department alone. No food brought out of a patient's room should be utilized a second time, and the washing of crockery and knives and forks must be done with the greatest thoroughness and with ample water-supply. The entire staff should, in addition to this, have their separate utensils, and should not use those allotted to the patients. As regards the disposal of sputum, if receptacles lined with paper are used which contain a little disinfectant, these must be collected and burnt in the hottest part of a furnace, the mugs being boiled with soda before being used again. This furnace should be away from the kitchens, and the work of combustion entrusted to some quite reliable person. Muslin or paper handkerchiefs must be used, and collected periodically for burning ; while for outdoor use every patient should be provided with a flask. The muslin or paper handkerchiefs should be used indoors, and kept in a tin attached to the bedpost. On no account should these handkerchiefs be used to receive sputum, nor should they be kept under the pillow nor in the pocket. The contaminated pocket will sooner or later find its way to the "wardrobe dealer," and serve as a focus of dissemination.

In every sanatorium the nursing should be under the charge of at least one fully-trained Sister, who should instruct those under her in the practical elements of their duties, and weekly classes should also be held by the medical officer on the application of general nursing to sanatorium treatment. By this means a special class of sanatorium

nurse will grow up, with a special knowledge of the requisite routine of the nursing of such cases. Complications frequently turn up, most often hæmoptysis and diarrhœa; the work may then suddenly become heavy and a tax on the resources of the staff. For this reason the practice of employing nurses or medical men who are themselves "touched" with the disease is strongly to be deprecated, as unfair to both themselves and patients.

The culinary department is one which needs constant supervision in a sanatorium. Food tends to chill quickly, and care must be taken, by means of hot-water plates and covers, etc., with quick service, to present the food in an appetizing way. Also, special diets have to be arranged for those unfortunately afflicted with laryngeal tuberculosis.

When diarrhœa has been present in more advanced cases, and a bedpan is in use, the entire bedding should be disinfected by stoving before again being used. On discharge, it is good to fumigate the patient's clothing, however slight the case, and all bedclothing and body linen must be disinfected before sending it to the laundry. Wards and private rooms should be periodically disinfected by means of a formalin lamp, and the walls washed down with formalin solution.

The above are a few of the practical points concerned in the management of a sanatorium. The question of treatment has been purposely avoided, but the great principle involved is that "sanatorium treatment" as carried out nowadays is not the "open-air" treatment of consumption, but the treatment of consumption in the open air—a very different matter!