

Chart II

We all know, and I suppose we have all had experience with some exceptionally strong, aggressive personality on the Board of Trustees who by very reason of this aggressiveness is able to put over anything which he wants in a selected group. Let us assume that that individual is made Chairman of the Nursing Committee. Can you not visualize the nursing activities of the organization being developed far in excess of the ability of the rest of the hospital to follow? This is one of the things that will happen if you permit the line of instructions to be direct. If on the other hand you secure the approval of the board to recommendations of the Nursing Committee, you will find the latter toned down so that the development of the institution as a whole will be more uniform.

Ladies Auxiliaries

There have been a great many things said about ladies auxiliaries, and again I should not like to be

misunderstood. I think that any board of trustees of a hospital should have the influence of women on it, for I believe that woman brings to the board a point of view than man never can bring. I do not say this in a spirit of flattery; I mean it. But I do say that the organization of a ladies auxiliary as now set up in most of our hospitals is one of the most trying problems that a hospital administrator has to contend with. When you set up a subservient group of people, you violate the principles of organization. If you give them policy-forming authority, you are creating a sub-government. If you give them administrative authority you are creating a potentiality for trouble that will become ever-present; and if you give them no authority, they have nothing to do. If your principles of organization are sound, and your board of trustees is functioning, there is no logic in their existence as they are constituted today. On the other hand, there is no debating the

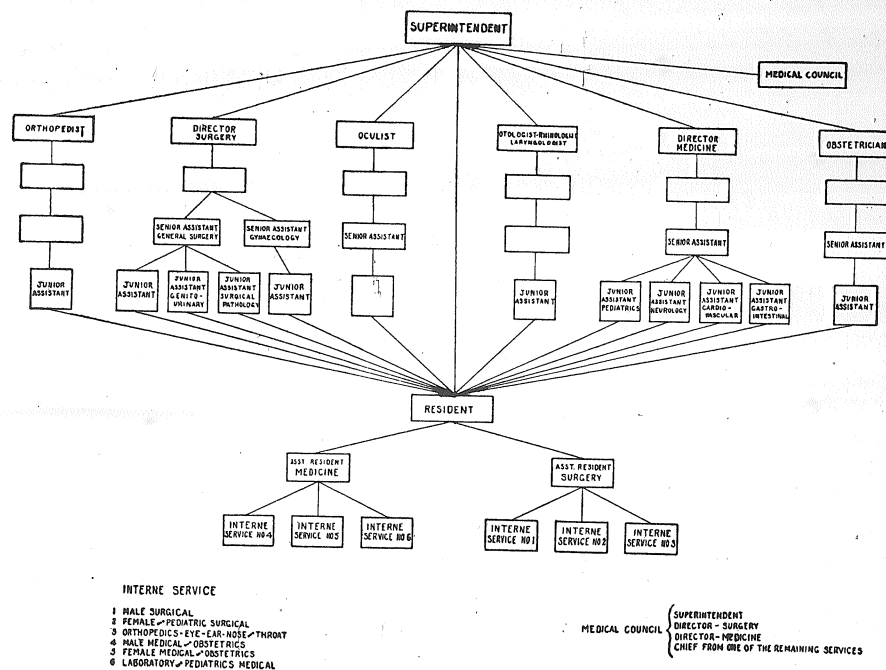


Chart III

INTERNE SERVICE

- 1 MALE SURGICAL
- 2 FEMALE PEDIATRIC SURGICAL
- 3 ORTHOPEDICS-EYE-EAR-NOSE-THROAT
- 4 MALE MEDICAL-OBSTETRICS
- 5 FEMALE MEDICAL-OBSTETRICS
- 6 LABORATORY-PEDIATRICS MEDICAL

MEDICAL COUNCIL (SUPERINTENDENT, DIRECTOR-SURGERY, DIRECTOR-MEDICINE, CHIEF FROM ONE OF THE REMAINING SERVICES)

statement that a group of women organized into an auxiliary is the greatest potentiality for spreading the gospel of the hospital they serve, that I know of. I do not mean by this that they talk more than men do, but I do mean that those little intimate things about which the public are interested will be disseminated around the community by those having a sympathetic interest, and after all one of our prime jobs is to sell our hospital to the community it is serving.

Superintendent

So much for the organization of a board of trustees. In a discussion of organization, I am going to violate the discussion in the abstract in but one instance, and that is in the discussion of the Superintendent. If there is accepted the fundamental principle of centralized control, then the keynote to the whole structure is the administrative officer. We have often heard it said that no hospital is stronger than the staff that serves it, and

I think that it is true; but I will carry this still further and say that no staff, no matter how strong its members, can function without the right kind of an administrative officer. To my mind the Superintendent should be responsible to the Board of Trustees for the entire activity of the institution. He should be the medium of expression of the Board of Trustees to the various personnel, and in turn he should be the medium of expression of the personnel to the board. I am assuming, of course, that at all times he will be honest, and when I say honest I mean fair in his dissemination of information from every source. His primary responsibility is the correlation of all of the problems of administration; to see to it that there is an articulation of the activities of the various departments—and please remember that, with the complexity of this organization, it takes some one with a very thorough understanding of a great many of our social problems to properly administer the