

Ray (I.)

IDEAL CHARACTERS

OF THE

OFFICERS OF A HOSPITAL

FOR THE

INSANE,

BY I. RAY, M. D.

*Alphabet  
Prox*

READ TO THE ASSOCIATION OF SUPERINTENDENTS OF NORTH  
AMERICAN HOSPITALS FOR THE INSANE, AT ITS  
ANNUAL MEETING IN BALTIMORE, MAY 29, 1873.  
AND ORDERED TO BE PRINTED.

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PHILADELPHIA:

1873.



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## INTRODUCTION.

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PREVENTED by a press of engagements, to say nothing of native indolence, from preparing something pertaining to our peculiar studies, worthy the attention of the Association, it occurred to me that a recent experience of mine involving matters not altogether foreign to our present thoughts, might not be inappropriate to this occasion. Without further preliminary, I will proceed to relate the circumstances and results.

A few Sundays ago, I sought, as usual, the post prandial comfort of my easy chair—the gift of a beloved brother in the craft—and looking around for something suitable for Sunday reading, I lighted upon a volume entitled “*The Holy and Profane State,*” by Thomas Fuller,

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*an eminent divine of Charles the First's time, and soon became absorbed in his sketches of various characters prominent in the social system, such as the Good Merchant, the Good Judge, the Good Soldier, the Good Physician, the Good Wife, the Good Widow, &c., in which he presents ideal representatives of certain classes of persons, endowed with many excellences and no ostensible faults. Much as my interest was excited by these masterly portraits, it did not prevent my falling asleep. Whether this event was attributable to this surfeit of mortal excellences, or, as is more likely, to the principal element of my meal in which, true to my Bay State training, and regardless of the old Greek philosopher who enjoined it upon his followers to abstain from beans, I had freely indulged with a zest heightened by its delicious porcine accompaniment, I know not. It is enough for me to know that I slept and dreamed.*

*I ought to state in this connection, that during the morning a pile of hospital reports kindly sent me by their writers, which had been accumulating unread until it reached a formidable height, raised in me such a pang of self-reproach, that I determined, then and there, to be no longer a stranger to their contents, and so I went through the pile, beginning at the top, and stopping not until I reached the bottom. I mention this incident because persons with a psychological turn of mind may possibly find in it a clew to the subsequent adventure. The first thing of which I was conscious after entering the realm of dreams, was that of rummaging an old chest of drawers just bought at auction for the sake of its antiquity, which seemed to have been a receptacle of all the various family papers that had been allowed for an indefinite period to escape the waste basket. Here, among a confused mass of old bills, diaries*

*of the weather, odd leaves of old almanacs, &c., my attention was arrested by a parcel of manuscript on which, evidently, some unusual care had been bestowed. The sheets were stitched together, and the chirography though stiff and cramped, was perfectly legible, if not elegant. The paper had that coffee colored tint which, by arts best known to themselves, Pennsylvania politicians are said to impart to freshly made naturalization papers to give them the appearance of age. On the first glance at the running titles at the top of the pages, it occurred to me that I had encountered an old manuscript copy—perhaps the very original itself—of worthy Thomas Fuller's treatise. I soon, however, discovered my mistake, for the writer discoursed of a description of characters that could scarcely have been known to him. I had just finished the last page when the tongs fell on the hearth, and my nap and my dream came to an end.*

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*While musing on this curious incident, I determined to reproduce from memory as much as possible of what had interested me strongly, for the edification of my professional brethren. In doing this, I found my memory sometimes at fault, which obliged me to leave frequent gaps that may here and there give a disjointed appearance to the sentences. I am sensible too that I have failed to catch the subtle spirit that characterized the writings of the old divine, and was reflected, as it were, from his pages upon those of this strange manuscript. Every one who has undertaken to recall a dream, must be aware how utterly impotent he is to bring back the brilliant conceptions that made the charm of the scene,—the sallies of wit that set the table in a roar, the triumphant argument that silenced an opponent, the pleasant fancies that elicited the applause of the company. So too my reproduction conveys but the faintest*

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*idea, I fear, of the shrewd discrimination, of the strong and striking thoughts, of the quaint turns of expression, and of the terse and sententious style, that delighted me so much in the original. All this must be left to the imagination of the reader, while I can only vouch for the substantial correctness of my memory so far as it goes. The first chapter was entitled—*

## THE GOOD SUPERINTENDENT.

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THE GOOD SUPERINTENDENT hath considered well his qualifications for the office he hath assumed, and been governed, not more by a regard for his fortunes, than by a hearty desire to benefit his fellow-men. To become capable of discerning aright the springs of mental disorder, he acquainteth himself with the ordinary movements of the mind by careful study of those famous authors, who, in various tongues, have represented men and women moved by passions, instincts and motives, as in real life; by observation of those around him, less to learn what they know than how they feel and think and act; and especially by noting those waves and eddies of public sentiment, which,

at sundry times, ruffle the surface of the social system. He is aware that without such knowledge he is as liable to mistake as the pathologist would be who should search for the marks of disease on the cadaver, without knowing the looks of the healthy parts. He constantly striveth to learn what is passing in the mind of his patient, by conversation and inquiry of those who see him in his unguarded moments. He also maketh diligent inquiry respecting the bodily and mental traits of his kindred, knowing full well that the sufferer is generally more beholden to them than to himself, for the evil that has fallen upon him. He endeavoreth so to limit the number committed to his care, as to obtain a personal knowledge of every wandering spirit in his keeping. He boasteth not of the multitudes borne on his registers, but rather, if he boasteth at all, of the many whose expe-

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rience he has discovered, whose needs he has striven to supply, whose moods, fancies and impulses he has steadily watched. To fix his hold on the confidence and good will of his patients, he spareth no effort, though it may consume his time and tax his patience, or encroach, seemingly, on the dignity of his office. A formal walk through the wards, and the ordering of a few drugs, compriseth but a small part of his means for restoring the troubled mind. To prepare for this work and to make other means effectual, he carefully studieth the mental movements of his patients. He never grudgeth the moments spent in quiet, familiar intercourse with them, for thereby he gaineth many glimpses of their inner life, that may help him in their treatment. Among them are many sensible to manifestations of interest and good will, and the good physician esteemeth it one

of the felicities of his lot, that he is able to witness their healing influence. He maketh himself the centre of their system around which they all revolve, being held in their places by the attraction of respect and confidence. To promote the great purpose of his calling, he availeth himself of all his stores of knowledge, that he may converse with his patients on matters most interesting to them, and thereby establishing with them a friendly relation.\*

He alloweth not his temper to be ruffled by any storm of passion or volley of opprobrious words, but quietly retires till the storm has blown over and better feelings have returned.

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\* It was this quality of our late associate, DR. BELL, more than any warmth of feeling or charm of manner, which gave him that hold on his patients which left no place for suspicion or distrust. Whatever their experience, whatever their pursuits, whatever their past associations, he was always ready to find in them some topic wherewith to excite their interest, to turn their thoughts away from themselves, and to lay a foundation for their regard and trust.

When importuned for indulgences not fit to be granted, he giveth no dubious answer, but uttereth a prompt refusal if need be, firm, though gentle, knowing full well that a deceptive promise irritates the spirit more than the most emphatic refusal. The unwelcome communication he ever tempereth with soft and pleasant words, thereby verifying in himself that saying respecting a worthy of old, that he made a flat refusal more agreeable than others did the most thorough compliance.

Though ready to avail himself of the discoveries and suggestions of others, knowing that, in the nature of things, more and more light must come into the world, he is not over hasty in accepting new things, not, however, because they are new, for he is aware that all old things were once new, but lest he may chance to waste his strength on what profiteth

him nothing. Nor doth he blindly oppose an idea because it squares not with his own long cherished notions, nor suffer himself to be swayed by pride of opinion or unworthy prejudice. He ever keepeth his imagination in the leash of his reason, and thereby runneth little risk of indulging in vain beliefs or useless practices.

Every man attaches certain rights to his position, and he cannot see them infringed without sustaining a wound to his self-respect. This feeling our Good Superintendent is careful not to ignore in his associates, but rather endeavoreth to cherish and strengthen it. Having some confidence in their ability, and having clearly made known his wishes, he abstains from frequent interference, being willing to obtain by a fair trial the exact measure of their competence. Men are impatient at feeling the

goad at every step, and under it lose all heart in their appointed work. Towards his subordinates he is equally careful to avoid a demeanor that keeps them at arm's length, and that familiarity which breeds contempt. In dealing with them as with others, he seeketh to accomplish his purpose by no arts of duplicity, but by that faith in them which is inspired by his own sincerity and truth. He maintaineth his supremacy in the little world which he governs, not by perpetually intruding it upon others, as if he should stand up and say "Lo, I am chief and you are the servants of my will," but rather by the manifest wisdom of his arrangements and his constant regard for the rights and comfort of others.

In his intercourse with the friends of patients, he considereth that their hearts are sore and distracted with apprehension, and therefore he

pardoneth their impatience and returneth a gentle answer to their unreasonable complaints. Though he abstain from holding out delusive hopes, he giveth them all the encouragement he fairly can, and by dwelling on every favorable circumstance, he breaks the force of the final shock. The ways of the charlatan he despiseth, and come what may, his feet stray not from the paths of honesty and truth. To visitors and all inquirers after patients, he is courteous and respectful, but he suffers no needless consumption of his time, and terminates the visit when everything has been said which it is proper for him to say at all.

In his intercourse with his Directors or Managers, he never forgetteth that they are his superiors, to whose will he is ever bound to render a ready submission. Precisely as he maketh his inferiors in rank responsible to him,

so doth he acknowledge his responsibility to those who have been invested with power higher than his own. He regardeth it as a duty, if not a pleasure, to make them fully acquainted with all noteworthy incidents of his management. Well he knoweth that to learn from others important facts that should have been communicated by him, would justly lead them to believe that they had been treated disingenuously, if not untruthfully. Their suggestions he willingly receives, and follows if practicable, for though they may be of trivial moment, yet he thereby showeth a deference to their opinions, which will be repaid with four-fold respect for his own.

The Good Superintendent observeth and studieth not for himself alone. He recognizeth the right of his professional brethren to participate in the fruits of those opportunities which

his position affords. Them he looketh upon as a sacred trust of which he is bound to render a strict account. He, therefore, so ordereth his labors as to reserve some time, even if it be but the smallest fraction of the day, for study and reflection. The more he studies and learns, the more deeply is he impressed with the littleness of his knowledge, and the less is he disposed to indulge in any pride of opinion. While his studies and thoughts are, of necessity, directed chiefly to a special department of the healing art, he is not an indifferent observer of what is passing in the larger field of medical science, and therefore he cultivateth friendly relations with his professional brethren, displayeth an interest in their labors, and endeavoreth to inspire them with an interest in his own.

## THE GOOD ASSISTANT PHYSICIAN.

THE GOOD ASSISTANT is never at a loss for occupation, and his constant thought is, not how little but how much he may do. His heart is in his work, and no call to recreation or rest can draw him away from it. To him the hospital is father and mother, brother and sister, sweetheart and wife. He needeth not to be told that its success depends, in no small degree, on him. Seeing the many calls on his chief that prevent his close inspection of the house and minute acquaintance with its details, he needs no bidding to take this duty upon himself. He learneth the circumstances of each particular patient, observeth the conduct of attendants and servants, and watcheth the

effect of remedies, amusements and work. He hath no ambition to be independent of his superior in any matters of management, and it is no cross for him to recognize the fact of his subordination. He is slow to assume any duty that properly belongs to his chief, and when obliged by stress of circumstances to act for him, he striveth less to please himself than to obtain his chief's approval. He spendeth much of his time with the patients,—not those only who are somewhat capable themselves of contributing pleasure, but those, less agreeable and more inert, who might derive some gratification from his efforts to entertain. Thus he becometh to them a companion and friend, to whom they can tell their troubles and look for aid and comfort. He inspireth them with confidence in the measures taken for their benefit, and by little attentions and services secureth their good

will. He recognizeth his responsibility for the bodily condition of the patients, and is never surprised by changes which a closer attention would have enabled him to anticipate. Therefore, he learneth by a diligent observation the changes they undergo from time to time, and meeteth them with appropriate measures. By frequent conversation and other intercourse with them, he discovers their varying humors, their predominant desires, their new delusions, their plans and projects—all which might escape the notice of his more occupied chief. When sudden emergencies call for united effort, he is not the last to move nor the slowest to act. Then he needeth no hints nor persuasives to share the common zeal and strive for the common object.

Loyalty to his chief is an animating principle of his conduct, and therefore he escheweth all

self-seeking at his expense, rejoicing rather to strengthen his hands and commend his ways and works than to recommend himself. Not that he ever palter with the truth, or winks at wrong doing. When he cannot conscientiously hold his peace, he either quietly retires from the scene, or frankly and openly brings the matter of complaint before the Directors. To depreciate his chief, to diminish his influence, to lower him in the public estimation, whether openly or secretly, whether by undisguised opposition or covert insinuations, are things as far from his nature as the poles are asunder.

In his intercourse with the friends of patients, he disdaineth to magnify himself, and carefully avoideth any expression of opinion but such as he knoweth to be fully in accordance with those of his superior.

In his intercourse with attendants he never

impairs the respect due to his office by unseemly familiarity, nor does he fail to secure their good will and ready response to his wishes, in consequence of a reserved or haughty manner. He seeketh not to obtain their favor by making light of their transgressions, or countenancing any laxity in the performance of their duty.

The hospital he regardeth as a school of instruction, and he diligently availeth himself of the lessons it is ever ready to teach. In recording the cases, he strives to be full without redundancy, and brief without being meagre. To qualify himself for this duty, he studieth his cases closely, and neglecteth no source of information within his reach, so that the record when completed shall present, truly and faithfully, the rise, progress and termination of the disease. Not unfrequently case-books are used as evidence in courts of justice,

and when his are thus used, neither he nor his chief is ashamed of the manner in which the work has been done, nor does he hesitate to testify to the accuracy of the statements.

To learn most completely the lessons which his cases teach, he studieth in connection with his particular observations, the works of famous writers, whereby he discovereth relations and analogies that greatly magnify the value and scope of his own personal results. To go through his routine duty without manifest fault is not enough for him, for while doing this, the Good Assistant is also preparing himself for a higher field of professional labor.

## THE GOOD STEWARD.

THE GOOD STEWARD always beareth in mind that with the Superintendent he is engaged in the furtherance of a specific end, and he pursueth it with singleness of purpose and the strongest endeavor. Abstaining from other employments, he suffereth no other interest to come between him and that. He is content to discharge his duties acceptably, believing them worthy of the exercise of the highest talent, and fit to gratify any reasonable ambition. They quicken his higher sentiments; and his right to claim a share in the good work going on around him pleaseth him better than any attractions of business. The wishes of his superior, whose duty it is to shape the course of

the enterprise in which they are embarked, are the law of his life. Subduing all petty jealousies, he faithfully executeth the plans of another, and that too with a degree of zeal and satisfaction scarcely less than any private employment would inspire. He endeavoreth honestly and earnestly to execute the designs of his superior, and he taketh no credit to himself except such as may come from success in this. He listeneth to no counsels that would separate him, in spirit or in deed, from him, and he scorneth the idea of seeming to be friendly and faithful, while he is really hostile.

Prominent in his thoughts is that of promoting all exercises of the patients deemed needful to their restoration and comfort, and he rejoiceth more over the good thus conferred than over the fine bargains he hath made, or the outside improvements he hath accomplished.

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In matters of business, he looketh altogether to the interests of the institution, not at all to his own, dealing fairly with others, and never permitting them to deal otherwise with him. No man dares tempt him with the offer of a commission, nor beguile him with schemes of private advantage. He is slow to change the chapmen who supply him with goods, knowing that tried honesty and fair dealing are better in the end than any apparent present advantage. As a man is known by the company he keeps, so is the Good Steward exalted by the character of those with whom he habitually deals. In all his outlays, he considereth the means of the institution and the other demands made upon them, in order that things needful may not be wanting because of undue indulgence in such as might have been postponed. This thought he is careful to bear in mind when tempted to

buy some fancy stock, or to enter on costly improvements. He heartily welcomes every attempt to improve, and endeavors to make it a success by whomsoever it may be proposed. From all employed under his charge, he insisteth on correctness of conduct and faithful service. In his intercourse with patients, he abstaineth from all part in their management, though never losing an opportunity to speak an encouraging word, or manifest some interest in their welfare, in all things upholding the hands of the Superintendent.

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THE GOOD MATRON.

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THE GOOD MATRON is deeply impressed with the importance of her calling, treating it as no holiday work, but as one demanding all her attention and all her powers. Upon her,

she well knows, dependeth in large measure the comfort of every inmate of the house, and in the highest fidelity to her trust, she endeavoreth to meet its requirements. With so many to control and direct, she would scarcely look for success without some orderly arrangement of her duties. She not only hath a place for everything and everything in its place, but she also insisteth that there shall be a place for every person within her control, and that such persons shall be in their respective places. She hath also a time for everything, with this proviso, that at all times she is ready for those exigencies that come without appointment. Order is her law, and by it the movements of the house are maintained regularly and smoothly. By forecast and calculation she ever provideth for the future as well as the present; in summer providing for the winter, and in winter for the

summer. Cleanliness she regardeth as next to Godliness. No corner nor cranny escapes her search, nor are the dark places hidden from common view allowed to become receptacles for rubbish that, at last, offends more senses than one. Against all animated pests she wagemeth unremitting war, though at much cost of time and labor and patience. Undaunted by opposition or lukewarmness, she insisteth on the faithful observance of every rule for maintaining the cleanliness of the house, and visiteth every infraction thereof with her hottest displeasure.

Punctuality is another of her virtues, and she not only giveth to all their meat in due season, but she enhanceth the worth of every service by its prompt performance. In her dealings with servants and in her intercourse with all, she secureth their respect by respecting herself.

Under all her provocations and discouragements, she keepeth the even tenor of her way, and bearing in mind her own shortcomings, she expecteth no perfection in others. Drawn, sometimes, into intercourse with the friends of patients, she leaveth a favorable impression of disposition and manners, that reflecteth credit on the house. While dispensing information she keepeth strictly within her own province, putting forth no opinion touching the patient's disorder, and refraining from whatever might excite uneasiness or provoke discussion. She careth especially for the sick and infirm, and thinketh no pains too great in providing for their comfort. For this purpose she relieth not on second-hand service, but seeth with her own eyes and heareth with her own ears. The humors and caprices, the fancies and petulances of the disordered minds, she meeteth quietly

and gently, and with a smooth answer or a discreet silence averteth an outbreak of wrath. She never wearies of devising little schemes for their gratification, and considereth no time as ill spent, no labor lost, which helps to vary and cheer the monotony of their daily life. At all times and under all circumstances, she maintaineth the proprieties of her office—always a lady whether in parlor or kitchen—whether in gay attire or in coarse.

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THE GOOD WIFE OF THE SUPERINTENDENT.

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THE GOOD WIFE OF THE SUPERINTENDENT though holding no office, yet playeth no insignificant part in the economy of the hospital. With her whole heart and strength she sympathizeth with her husband, appreciating the worth of his labors, and upholding his hands.

To her as to no other he can reveal his plans, his trials and his hopes, and from her he obtaineth support and encouragement that no one else can give. In many ways which feminine ingenuity readily suggesteth, she helps to promote his work, and the opportunity therefor she regards as a sacred trust to be faithfully administered. To this all other objects have become subordinate, and henceforth to her the question of life is, not how much she can achieve for herself, but how much she can do for those afflicted ones appealing incessantly for help. Untrammelled by the requirements of an office, she appeareth among them simply as a friend, ready and willing to serve them by such friendly ministrations as their respective circumstances may indicate, and her own opportunities will allow. Her gentle ways and cheering words are often balm to the troubled soul, and they

may prove to be the foremost of those regenerating influences which lead on to perfect recovery. She promoteth social gatherings, where the images and expressions of a disordered imagination give place, for the time, to healthier thoughts, to ordinary ways and to natural feelings. Even her mere presence in the little circles that gather within the wards is a benediction, for then the voice of complaint is hushed, and the burden of sorrow bears less heavily on the distracted spirit. When all the contrivances of skill and the arts of kindness prove to be of no avail, she is not dismayed, but waiteth and watcheth for a more favorable season. She delighteth not in gossip, and is careful how she alludes to the delusions, fancies or crazy acts of those around her. Their history, if she know it, is to her a sealed volume, and no vulgar curiosity tempts her to learn

what may as well remain within the lids of the case-book. She avoideth interference with other people's work, seeing that harmonious coöperation dependeth on a strict observance of rules and a thorough respect for one another's rights. She thinketh not, because of her domestic relation, to set herself above all rules and be a law unto herself. In her bearing towards those in the humbler spheres of employment, she avoideth the extremes of undue familiarity and a distant reserve. To maintain the position she may rightfully claim, she relieth not on forward airs or a stately demeanor, but rather on the daily beauty of her life.

THE GOOD ATTENDANT.  
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THE GOOD ATTENDANT never shirketh his appointed work, and it is not in him to be satisfied with just that measure of performance which will enable him to keep his place. He elevateth his employment by the manner in which he performeth its duties. Though offensive to the senses, or trying to the temper, or exhaustive of patience, as many of them are, yet he meeteth them all faithfully and promptly. Like every true man and true woman, he findeth that dignity inherent in every good work, that ennobles even the meanest service. As the good artizan rejoiceth over some choice specimen of his craft, wrought by his own hand, so doth the Good Attendant re-

joice when, after much toil and trial, he seeth the mind of his patient coming out from under the cloud. To hasten this blessed consummation, he spareth neither time nor trouble, rendering every attention needful for the bodily comfort, and by unceasing arts of kindness soothing the troubled spirit. The Good Attendant is ever gentle in his words and ways, and under no provocation will he return a blow or an abusive word. Unlike the people of former times who believed that the insane must first be made to feel that they have a master in their keeper, and for this purpose resorted to threats and blows, he seeketh to obtain the desirable control by gaining the patient's respect, and this he well knoweth will not follow angry words, or harsh measures, or any form of intimidation.

The Good Attendant never attempteth to

reason his patient out of his false beliefs, and, as far as practicable, he preventeth him from conversing about them. He knoweth that argument giveth them additional strength, besides exciting and souring the temper. He refraineth from joking on the notions or circumstances of his patient, for he hath learned that the disordered mind is impervious to a joke, but rather construes one into an insult. He is careful to observe every change, bodily or mental, for better or worse, and maketh due report thereof to the physicians. His constant presence with the patients giveth him opportunity to see and to hear much that may escape the attention of the officers in their casual visits, and his eyes and ears are ever open for this purpose. Especially doth he endeavor to inspire his charge with confidence in the physicians, always holding them up as his friends

and protectors, who will never see him wronged or injured. When abroad he refraineth from entertaining company with the fancies or conduct of his patients, nor is he swift to pour into itching ears the gossip of the house. The rules made for the government of attendants, he faithfully follows, bound thereto by a sense of respect for himself and of fair dealing with his employers.

The Good Attendant avoideth all vulgar ways in language, dress, or demeanor, as well as all familiarities which he would never venture upon outside of the hospital. He beareth in mind that the people who have fallen to his charge, however perverted or degraded by disease, were once as good as himself, if not better, and have done nothing to forfeit their claims to his respect and protection. For deficiencies of culture and of good breeding, he more than

maketh up by gentle words, acts of kindness and little attentions. Especially is the female attendant careful not to add fresh poignancy to the sorrows of her charge by coarse expressions, untidy ways, and manners utterly devoid of refinement.

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#### THE GOOD DIRECTOR.

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THE GOOD DIRECTOR hath accepted his office, not solely as a token of honor or of kindness, or to be an ornamental appendage to a list of other names, but as a field for active, intelligent, useful work in the service of humanity. He taketh its duties upon him, determined to discharge them to the best of his ability, and to allow no flimsy excuse to turn him from their regular performance. He is deeply interested in the welfare of the unfortunates for

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whose comfort he hath made himself in some measure responsible, and is distressed by none of those delicate sensibilities which are offended by the sight of misery. While he patiently listeneth to their complaints, he formeth no judgment and maketh no promise, until enlightened by farther inquiry; because he is sure there is a reason for whatever is alleged in spite of appearances, and he is bound to know what it is. However reasonable the patient may appear, he never forgetteth that circumstances may render compliance with his requests prejudicial to his best good. His protestations that he was never insane, but only the victim of malevolence; or that he is ill used by attendants and doctors, and subjected to all manner of hardship, disturbeth not the even balance of the Good Director's judgment and feelings. He declineth to carry messages

or letters to or from patients, as well as invitations to this or that person to visit them. He maketh no promises hastily or incautiously, but when once made he faithfully performs them.

His stated visits are never omitted except for the most imperative reasons. He would sooner allow his note in bank to go to protest than to let such an omission appear on the records of the hospital. He confineth not his visits to stated periods, but maketh many informally and without notice. In this manner he seeth the hospital in various aspects, and extendeth his knowledge of its operations. He thus learns to distinguish what is accidental and temporary from that which is habitual and systematic. He seeth in some degree how its results are obtained, as well as the spirit which guides and governs its movements. In this way he learns to appreciate justly the labors of the officers, the

difficulties they are under, and the trials they sustain. He thus learns also how far their apparent short-comings proceed from incompetence, and how far they may be attributed to the peculiar nature of their duties. He entertaineth a higher notion of his office than to suppose that its sole object is the discovery of faults or occasions of criticism. And so his visits are not made in the spirit of a detective on the track of an old offender, but rather of an earnest and judicious friend prepared to discriminate wisely, and to commend and encourage whatever is indicative of zeal, industry, intelligence, high aims and steady progress. He esteemeth it a privilege and a blessing to aid by all the means in his power in this signal service of humanity, and yieldeth no grudging support to the Superintendent in his plans of improvement. He regardeth it as no part of

his duty to interfere with any work that properly belongs to the Superintendent, well knowing that such interference is sure to create ill-feeling, to impair responsibility, and frustrate the object sought for.

When the public is alarmed by stories of wrong-doing, he is ready to say, on the strength of his own personal knowledge, that such stories are without any other foundation than that of a distorted reason or depraved imagination. And so when the wrath of men is kindled and the public clamor is loud, he is never led by lack of knowledge or of honesty to cast off all responsibility and make a scape-goat of the Superintendent. He resteth on the conviction that the latter is right, and waiteth serenely for the better judgment of the future.

Much as he is attached to the hospital, he never persuadeth himself that it is exempt from

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deficiencies and in all things worthy of imitation. On the contrary, he believeth that no work of mortal hand or head is beyond the reach of improvement, and so thinking he visiteth other establishments, in the hope of finding something that may be profitably adopted at home. All *nil admirari* feeling is left behind, and whatever meets his notice is viewed in a teachable disposition.









