

preted to the staff, so that misunderstandings and misinterpretations do not arise. There should be an adequate number of 'standing orders', so that the staff know what to do even in emergencies.

Service conditions should be known to all staff, so that when they enter service they should know what they are getting into. Working hours should not be too long and transport difficulties should for field work be overcome. In short, provision should be made for every member of staff to have job satisfaction, so that she does not feel frustrated, but is actively able to contribute towards running a successful organization.

There must be in the organization periodic appraisal of the work done, and plans for the future made.

Adequate provision should be made for publicity of the work carried on by the organization. In order to secure full public support, publicity should also be made of the total or urgent needs of the community.

Good budgeting for an organization is part and parcel of the principles of

sound administration. The budget should provide not only for current needs, but also for future requirements. It should take into account both long-term and short-term planning, but once a budget is made, effort should be made to adhere strictly to it.

Co-ordination, direction and control of staff activities will remain the duty of the Chief Nurse of the organization along with her other duties. She will also build up the morale of her staff under her by keeping them happy and inspired and enthusiastic about their own work. Discipline should not be imposed from above, but the attitude of the staff should be so well developed that it will come from within. Above all, humanism should be the key-note of the policy of the administration not only to the community which it is serving, but also to the staff who are under its charge. A successful organization runs on the pooling of its resources and the intelligence of its members, so that when decisions are reached, all share their responsibilities.

Rajani

by

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Iqbal the great poet says :

"Knowledge lights up the path of a way-farer. What is knowledge ? It is a lamp by a roadside. There may be confusion within the house by the road, but little does the roadside lamp know about it."

Man is saturated with wisdom. But what does this so called wisdom know of the emotions, the feelings, the turbulent streams flowing in the underground wealth of that mind unable to communicate with the outside world ? Alas, words cannot convey the beauty of that expression, that innocent face, meaningful looks, those expressive eyes, of the

eleven year old deaf child, *Rajani* whose story I am going to tell you.

Born of a poor Maharastrian family, she lives with her parents, brothers and sisters in our hospital compound. Her father, a *peon* in the Medical College, is a proud and haughty man, who rules the house with his temper. Her mother a down trodden, calm and cool housewife, has no chance of making any decision. Teased and laughed at by her own brothers and sisters and neighbouring children, because of her handicap, *Rajani* passes her time helping her mother to look after the youngest sister, a few months old, washing utensils, and clothes

and bringing her brother Arun, to our Child Welfare Centre daily for milk. Hard household duties have not lessened her eagerness to gain new experiences from this world.

On my second visit to the family I saw her pointing to a *devnagri* alphabet chart and teaching her younger sister and brother, अ and क. The brother is not saying the correct thing and Rajani seeing her brother's lip movements is uttering harsh and meaningless sounds. She is pointing out अ not क. The parents are sitting in the same room, listening and laughing.

This is where my duty as a Public Health Nurse comes in. I had visited this family once before. The father had answered my knock saying "All doctors are my students, I don't need any advice from you". This vain and ill-tempered man is now before me. How was I going to make him understand that his child needed help—that she needed to be educated in a special school? The first thing I did was to let this man express his "greatness." For nearly half an hour I listened to his tale of the great doctors that had been "trained" under him, and finally he told me that some doctors had said that Rajani would be able to speak after a tonsillectomy.

The next thing I did was to take them to an E.N.T. specialist and get the child examined. The E.N.T. specialist explained to him that a tonsillectomy was not going to help her to speak.

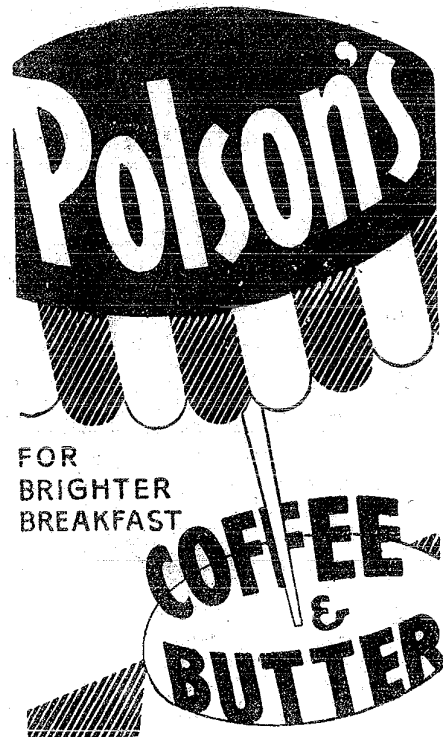
Then I told the father about the deaf and mute school at Nesbit Road, Byculla, which we had visited on behalf of Rajani; and of the Superintendent who had promised to admit the child in spite of the long waiting list of students. Both parents were anxious to get the child educated and they listened eagerly to everything I told them. The father took one day's casual leave, and we set forth with Rajani and the W.H.O. Public Health Nurse. Rajani was looking very worried in spite of the fact she was informed about the school and the tuition she was to get. The superintendent of the school explained to the father what is taught in the school,

namely the three R's in lip reading and articulation; he also called one of his pupils and showed how she was speaking. Rajani was asked to come to the school for admission on Monday.

On Monday when I visited the family, Rajani was at home and not at school. The mother said the family could not afford Rs. 10/- for registration as it was the end of the month, nor Rs. 5/- for monthly fees. So I promised to lend the money, but the child's father came to the Centre the same day and said "of course, I can afford to spend Rs. 10/-. The difficulty is, there is no one to take her to school and bring her back. She is deaf and cannot hear the motor horns."

I asked the Nivayug Club for a volunteer to take the child to school; and also lent Rs. 10/- which they really needed.

Rajani is now going to school every day. An entire new world—a speaking world, is now open to her. She is happy.



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