18/1/00

5-8-07

sent to Press

Public (1899) Department.

ORDINARY PRINTED.

G.O., No. 1395

DATED 21.12.99.

INDEXED.

[Despatch Abstract.]

General Hospital, Madras. Passing orders ~~for the~~ on revision of the establishment of the Steward's department of the —, and declaring that the new scheme for the distribution of the work of this department will be under trial for one year at the end of which the Senior Medical Officer will report to Govt. on the working of the new system.

21/1/29

18/1/00

BACK PAPERS.

G.O.	No.	Department.	Date.	G.O.	No.	Department.	Date.

FURTHER PAPERS.

G.O.	No.	Department.	Date.	G.O.	No.	Department.	
C	478/00	Transfd to Mil Dept					
Cuo	107/02	(5-9=) 91	27-1-02				

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sent to Pres

Government (1899) of Madras.

PUBLIC.

Recd. } 1899. Enclosures
Regd. Spare copies

G.O., No. 1395, 21st December 1899.

DECEMBER.

General Hospital, Madras.

Passing orders on the revision of the establishment of the steward's department of the —, and declaring that the new scheme for the distribution of the work of this department will be under trial for one year, at the end of which the Senior Medical Officer will report to Government on the working of the new system.

GOVERNMENT OF MADRAS.

PUBLIC DEPARTMENT.

Read—again the following papers :—

G.O., No. 270, Public, dated 4th March 1899.

Abstract.—Passing orders on the report on the audit of the cash accounts of the Generai Hospital, Madras, for the official years 18!6–97 and 1897–98, and the proposals made in connecticn therewith for the revision of the hospital establishment.

G.O., No. 676, Public, dated 17th June 1899.

Abstract.—Sanctioning the scale of charges proposed by the Surgeon-General for the wives and children of persons who have the means to pay for treatment as in-patients in State hospitals at Madras, raising to Rs. 25 the minimum limit of monthly income for paying patients, and investing the Surgeon-General with discretionary power in special cases to reduce the prescribed rates for any class of paying patients.

Read—also the following papers :—

From Surgeon-General C. SIBTHORPE, C.B., F.R.C.P.I., Surgeon-General with the Government of Madras, to the Chief Secretary to Government, dated Camp, Ootacamund, 28th June 1899, No. T.8/319.

With reference to G.O., No. 270, Public, dated 4th March 1899, I have the honour to submit further proposals called for in connection with the audit of cash accounts of the General Hospital necessitated by the revision of the hospital establishment.

2. The Senior Medical Officer, General Hospital, does not acquiesce in the proposal that a cashier should be appointed by relieving one of the existing stewards of his duties as there is no one else available to perform these duties. In fact, he does not see the necessity of a cashier if he should merely be confined to the charge of receipt and expenditure of moneys. The Accountant-General concurs in this opinion anc considers the appointment of a separate cashier in an *hospital* unnecessary. It i now suggested that certain relief should be given to the head steward and his tw assistants, and by re-distributing their duties, one of the stewards, by preference th first assistant, could perform the work required of a cashier without prejudice his other duties, thus rendering the abolition of the appointment of third stewa unnecessary.

3. I enclose, for the information of Government, copy of the statement called fo in paragraph 3 of the order defining distinctly the relative duties of the sever subordinates employed in the steward's department, and consider that, with the aid an accountant, the work, as now distributed, ought to be performed correctly ar efficiently; should experience, however, prove the new arrangement to be defective any respect, it can be modified to suit requirements. I therefore see no objection, fro an audit point of view, to add the duties of the cashier to the first assistant ar designate him as "first assistant steward and cashier," so long as Governme has been pleased to appoint an independent accountant to exercise a check over hi We are all unanimous that the accountant should, as observed by Government paragraph 3 of the order, be required to lodge a security of Rs. 1,000.

4. The further reduction of pay of the head steward contemplated in paragrap of the order will not have the desired effect, and, in my opinion, not tend to

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chance of retaining an efficient steward should it be carried out, as Government is aware that his duties are more responsible and onerous and, as already pointed out, there is less chance of securing good Eurasians or Europeans for the appointment.

5. As regards the failure to recover hospital stoppages pointed out in paragraph 6 of the order, the Senior Medical Officer states that the hospital officials are not able to avoid the false statements of patients regarding their means, and in spite of his having instituted the following written authority and declaration slips to obtain correct statements from the patients, and with all the precautions adopted, he has had very often to dispose of false entries made therein :—

General Hospital,
Madras, 1899.

I hereby authorise my employers to deduct the amount due by me for hospital stoppages from salary.

(Name)————————
(Occupation)————————
Patient No.—— . Ward ————
Monthly pay while in hospital————

General Hospital,
Madras, 1899.

I hereby declare that I hold myself responsible for the hospital stoppages that may accrue on account of (*Here enter name*) who is my (*Here enter relationship*) and of whom I am the guardian.

(Name)————————
(Occupation)————————
(Salary)————————

6. The Senior Medical Officer further states that as patients in general wards of the hospital on poor earnings of Rs. 12 or Rs. 15 a month are unable to advance ten days' payment, he cannot strictly enforce the rule in paragraph 2 of G.O., No. 434, Public, dated 31st March 1896, and there are already, he states, indications to show that the hospital is losing its popularity among the lower grades. I am therefore of opinion that a return to the older custom (*vide* G.O., No. 762, Public, dated 8th June 1875), when patients with salaries or means under Rs. 25 per mensem were treated free, would be a decided advantage to the sick poor.

Enclosure.

Statement defining the relative duties of the several subordinates employed in the Steward's department.

I. Head Steward.

1. He shall be responsible for the regular preparation and submission of the hospital returns and accounts special to his department, and that all correspondence connected with his own department is properly kept and transcribed.

2. He shall receive in deposit valuables from patients to be kept for them during their stay in hospital. Particulars of such receipts are to be entered in the "Deposit register," and he is to obtain the signature of the owners or nurse in charge of ward to the entry, both on the receipt of the articles and on their return.

3. The cashier shall disburse the pay of the establishment monthly in the presence of the d steward.

4. Special attention by the steward is to be given to the cooking and regular issues of diets, ether European or Native. He shall also take care that the several meals are served at the escribed hours, and he shall bring to the notice of the Resident Medical Officer everything juriously affecting the quality or quantity of all diet articles.

5. He shall see that the diet perishable articles required for the day are laid out in bulk for e inspection of the Resident Medical Officer before 7 A.M. daily.

6. He shall see that the storekeeper issues daily to the cooks all necessary ingredients for diets nd extras at fixed hours and in the prescribed quantities, as stated in the indents furnished by he steward.

7. It shall be his duty to see that no loss takes place from neglect or carelessness on the part of the issuers employed in the store, and that the store and its appurtenances are kept clean and in good order; also that all weights and measures are correct in every respect.

8. He shall see that the meals are distributed to the various wards at the prescribed hours.

9. He is also expected to attend to other executive duties that may be entrusted to him from time to time by the Senior Medical Officer.

He is in charge of the following books:—

Deposit register of valuable property of patients.
Liquor account book.

II. First Assistant Steward and Cashier.

(1) Sanitary contingencies.
(2) Departmental purchase book.
(3) Deposit book.
(4) Daily cash receipt and payment book.
} Subject to daily check by the accountant.

Returns—

Medical Officers' pay bill.
Pay abstracts, permanent and reserve establishments.
Acquittance rolls, permanent and reserve establishment.
Requisite vouchers to accompany pay abstract.
Totalling fine books and posting fines in pay abstract.
Annual returns of establishment in May.
} Subject to check by the accountant.

He is in charge of the following books:—

Pay abstract.
Acquittance roll.
Medical Officers' pay bill book.
Leave statement book.
Service books.
Service book register.

III. Second Assistant Steward.

Totalling diet rolls (European and Native)
Preparing abstracts (European and Native) from diet rolls.
Preparing ingredient sheets (European and Native).
Preparing statement of perishable articles of diet.
Posting the ledger of furniture and crockery.
} Subject to audit by the head steward.

Preparing and checking distribution lists of furniture and crockery (half-yearly).
Calling for tenders for hospital supplies.
Submission of approved tender and contract rates to Surgeon-General.
Preparation of contractors' agreement with Government and submission of the same to Surgeon-General for signature.
Annual return of fire-engine stores in April.
} Subject to check by the head steward.

He is in charge of the following books:—

Diet synopsis book.
File of average statement showing cost of each Medical Officer.
Public Works Department requisition book.
Stock book of furniture and crockery.
Repairable articles book.
Condemned articles book.
Breakages recovery book.

IV. Third Assistant Steward and Clerk.

Inking the pencil figures of the previous day's diet sheets (European and Native).
Preparing the steward's statistics, which should tally with the statistics in the apothecary's morning report.
Supervising the milking of the cows.
Preparing indent on storekeeper for bread for breakfast.
Closing the previous day's milk account.
Checking nurses' diet sheets with about 400 bed-head tickets.
Posting figures from nurses' diet sheets after check into steward's diet sheets.
Preparing indents on storekeeper and contractors for such articles as butter, sugar, eggs, plantains, &c.
Working out the ingredients for the several diets and extras.
Giving contractors indents for next day's supplies.
Preparing the liquor account for the day.
} Under the initials of the head steward.

Preparing the milk account.
Preparing indents on storekeeper for evening tea and coffee.
Attending to new admissions during the day as regards their diet.
Attending to extras that may be ordered during the day.
Working out the cost of diets and extras of each Medical Officer issued the previous day.
Posting diet rolls.
Posting the average statement of cost of each Medical Officer.
Assisting the other stewards when required.

Note.—These two men attend respectively one to European and the other to Native and their work is almost similar as regards the procedure of work.

Kitchen Steward

Is personally held responsible for the cleanliness of the European and Native kitchens.

From 6-50 A.M. to 7 A.M. is engaged in having perishable articles of diet ready for the Resident Medical Officer's inspection.

[illegible] 7-5 A.M. to 8 A.M. is engaged in receiving articles of diet, &c., from the storekeeper and [illegible]ctors for breakfast and handing them over to the cooks.

From 8 A.[illegible] 5 P.M. is engaged in distributing the various diets as follows:—

	From	To
Distributes bread for Europeans	8 A.M.	8-15 A.M.
Distributes bread for Natives	8-15 A.M.	8-50 A.M.
Distributes milk to Natives on ground floor ..	9 A.M.	9-30 A.M.
Distributes milk to Europeans and Natives on first and second floor	9-30 A.M.	9-55 A.M.
Issues breakfast to Europeans at pantry	10 A.M.	10-15 A.M.
Distributes milk to Natives on east wing first floor..	10-15 A.M.	10-30 A.M.
Issues breakfast to Natives	10-45 A.M.	12-15 P.M.
Is engaged in receiving diet articles for dinner from the storekeeper and contractors	12-15 P.M.	12-30 P.M.
Goes for his meals	12-30 P.M.	1 P.M.
Serves out broths to Europeans and Natives ..	1 P.M.	1-30 P.M.
Distributes dinner milk to Europeans	1-45 P.M.	2 P.M.
Serves out European dinner in pantry	2 P.M.	2-20 P.M.
Distributes bread and sugar to Natives and bread only to Europeans	3 P.M.	3-45 P.M.
Distributes Native dinner	4 P.M.	5-15 P.M.

In the intervals he is engaged in supervising cleanliness of kitchens and kitchen utensils, &c.

V. Accountant.

Hospital stoppages, collection book (or civil bill book).

Bill demand book.

Bill reminder book.

Letters to the Secretary and Treasurer, Bank of Madras, forwarding hospital collections (bi-monthly).

Letters to the Secretary to the Surgeon-General forwarding the bank receipts for hospital collections at the beginning of the month following that in which payment was made to the bank.

Acknowledgment of permanent advance of Rs. 100 in April.

Acknowledgment of permanent advance of Rs. 300 in April.

Checking bills of several contractors of the hospital.

Preparing the comparative statement of issues by the storekeeper with the steward's accounts for the month.

Checking the storekeeper's monthly returns with storekeeper's books.

Preparing the details of contingent bills (virtually true copies of contractors' bills)

Preparing contingent bills from details of contractors' bills for submission to Surgeon-General for countersignature and transmission to Accountant-General.

Preparing contingent bills of departmental purchases and sanitary charges.

Preparing the requisition for cheques.

Preparing details of contingent charges "not payable at the treasury."

Financial statements for calendar year in January.

Financial statement for official year in April.

Budget estimate in August.

Is in charge of the following books:—

Register of bills sent for audit.
Miscellaneous returns (contingent bill book).
Contingent register.

Copyist.

Fair copies all letters and returns, &c., emanating from the steward's office and maintains office copies of letters and is in charge of—

All records
Service postage labels.
Receipt register.
Despatch register.
Delivery books.

Takes duty in turn with other stewards and generally assists in the departmental work when required.

Carpenters' book of work for the day.
Gardener book showing beds watered.
Masalchies' oil account book.
Return of occupied quarters monthly.
} Subject to check by the head steward.

Memorandum No. 1922.

With reference to his letter, No. T. 8/319, dated 28th June 1899, the Surgeon-General is informed that the proposed arrangement under which one of the stewards of the General Hospital will perform the duties of cashier appears to be open to objection. It would be preferable to separate altogether the executive functions of the steward's department from the clerical work, the latter being concentrated in an office in charge of an accountant with a staff of clerks. The officer would then be responsible for the receipt and payment of money, and the compilation of the books. The steward's department would be purely executive, and the members of it would merely hand in notes of receipts and payments and issues of supplies to the office which would compile the books and accounts. Under this arrangement it would probably be practicable to abolish one of the steward's posts, or to reduce the pay of the staff of stewards, in order to provide funds to meet the cost of the necessary office establishment. The pay proposed for the accountant might also be fixed at a lower rate.

2. The Surgeon-General is requested to revise the scheme submitted on the above lines and to submit the revised scheme with his remarks for the approval of Government.

26th July 1899. (Signed) G. STOKES,
Chief Secretary.

To the Surgeon-General.

From Surgeon-General C. SIBTHORPE, C.B., F.R.C.P.I., Surgeon-General with the Government of Madras, to the Chief Secretary to Government, dated Camp, Ootacamund, 24th August 1899, No. T. 8/474.

With reference to Public memorandum No. 1922, dated 26th July 1899, I have the honour to forward letter, No. 2989, dated 9th August 1899, from the Senior Medical Officer, General Hospital, and to request that, for the reasons given therein and in my letter, No. T. 8/319, dated 28th June 1899, the new scheme proposed by him may be given a year's trial after which period the Senior Medical Officer, General Hospital, should be asked to report how far the principles suggested by Government in the memorandum under reference could be carried out.

ENCLOSURE.

From Lieutenant-Colonel W. R. BROWNE, M.D., I.M.S., Senior Medical Officer, General Hospital, to the Secretary to the Surgeon-General with the Government of Madras, dated Madras, 9th August 1899, Ref. No. 2989.

In accordance with your No. R.C. 1268–1, dated 2nd August 1899, I have the honour to report as follows.

2. In paragraph 1 of memorandum No. 1922, dated 26th July 1899, it is stated that "it would be preferable to separate altogether the executive functions of the steward's department from the clerical work," but I have to point out that to do so will entirely alter the method of working the steward's department, and the present method, I need hardly say, is the growth of many years' experience of the needs of the hospital, and should not, I think, be altered without the fullest consideration.

3. A glance at the tabular statement already submitted defining the duties of the various members of the steward's department will show that much clerical work forms part and parcel of the executive functions and must be done by the steward responsible for the particular duty on which he is engaged. In addition much executive work which cannot be formulated on paper is performed by the three senior members of the steward's department and the result is that they are all thoroughly conversant with the work, and in the unavoidable absence from sickness or leave of one of them the work is carried on smoothly and efficiently by the others. No such provision for effective working of the steward's department at all times and all hours could possibly be arranged for in the scheme outlined in the memorandum under reference. The duties of the steward's department have been arranged and allotted to each member by the Senior Medical Officer from past experience of the working of the hospital. It no doubt appears easy to re-distribute on paper these duties into two separate parts, viz., the "executive" and "clerical," but when it comes to put them actually into practice, it will not be found feasible; *e.g.*, no provision could be made for the proper carrying out of the "night" duty now performed by the stewards in rotation, nor could the relief of the steward on night duty on the following afternoon be arranged for. Then again, supposing that the head steward fall ill or apply for such leave as he is entitled to under the rules, it is not clear how his duties could be managed. The accountant, who is the next best paid subordinate, could not undertake these duties, as I consider that this man should be solely employed on the accounts portion of the work of the steward's department and have nothing to do with the executive work. On the whole, it appears to me, therefore, that the best plan is to appoint an accountant only who will relieve the head steward of his clerical duties without disturbing the present method of work in the steward's office, and I would accordingly beg to suggest that Government will be pleased to reconsider its suggestion in memorandum No. 1922, dated 26th July 1899, and revert to the original scheme in G.O., No. 270, dated 4th March 1899.

4. With reference to the duties of cashier being vested in one of the stewards being objectionable as stated in memorandum No. 1922, dated 26th July 1899, I beg to point out that the duties of a cashier pure and simple in a hospital are very light, and simply consist in the receipt and disbursement of some half dozen sums of money daily, and this may quite safely, in my opinion, be vested in one of the stewards, viz., the second steward, who will deposit tangible security.

5. The Accountant-General is of opinion that the work of the accountant and of the cashier should be performed by two distinct individuals, and with this view I concur.

6. In conclusion, I beg to request that Government will be pleased to revert to the scheme (*vide* G.O., No. 270, dated 4th March 1899), which the Senior Medical Officer from his personal experience of the working of the institution considers the best practicable, or at least not issue final orders on the second scheme without first giving the former a fair trial.

7. The Senior Medical Officer is sanguine that the original scheme will be in the interests of the institution, and therefore strongly recommends its adoption.

ORDER—No. 1395, Public, dated 21st December 1899.

The revision of the establishment of the steward's department of the General Hospital, as described in paragraph 3 of G.O., No. 270, Public, dated 4th March 1899, is sanctioned; the Surgeon-General will be requested to submit the usual proposition statements in accordance therewith.

2. The proposals of the Surgeon-General regarding the security to be furnished by the holders of the several offices under reference, detailed in paragraphs 5 and 6 of his letter read in the above-quoted proceedings of Government, are approved. The new accountant, however, will be required [illegible]sh a security of Rs. 1,000.

3. The scheme for the distribution [illegible]ork of this department, outlined in the statement submitted with the Surg[illegible]ral's letter of 28th June last, read above, will be tried for one year, at [illegible] which period the Senior Medical Officer will report to Government, thr[illegible]urgeon-General, upon the working of the new system.

([illegible]ue Extract.)

G. STOKES,
Chief Secretary.

To the Surgeon-General.
" Accountant-General.

Exd. C. M. Thumbusawmy.

676/99 R.

1 270/99 + papers x C. 1813/99
434/96
[illegible] : Hospl. Stoppages

Public (1899) Department.

CURRENT No. 1841

Order

CHIEF SECRETARY
29 JUN 1899
GOVERNMENT OF MADRAS

From

Surgeon General C. Sibthorpe C.B., F.R.C.P.

Surgeon-General
with the Govt. of Madras.

No. 18/319

Dated the 28th June 99

Received } 29 " "
Registered }

Enclosures 1

Spare copies -

SUBJECT.

Submitting further proposals called for in connection with the audit of cash accounts of the General Hospital necessitated by the revision of the hospital Establishment

BACK PAPERS.

G.O.	No.	Department.	Date.
	670	Pub.	17-6-99 81
	270	"	4-3-99 81 [illegible]
	484	"	81-3-96 81
	762	"	81-75 81

FURTHER PAPERS.

G.O.	No.	Department.	Date.

CS /

Issue
CS
26-7-99

2

94

Public dep[t]

Memo No. 1922 / 26-7-99

With reference to his letter ~~from the Surgeon Genl~~ No. J.8/319 dated 28th June 1899 — S.G. is informed ~~[illegible]~~ that the proposed arrangement under which one of the Stewards of the Genl. Hospl. will perform the duties of Cashier appears to be ~~is not considered~~ open to objection. ~~a good one~~, ~~[illegible]~~

It would be preferable to separate altogether the executive functions of the Stewards' dept. from the clerical work, the latter being concentrated in an office in charge of an accountant ~~with [illegible]~~ with a staff of ~~[illegible]~~ clerks, ~~[illegible] the accountant~~ The office would their be ~~[illegible]~~ responsible for the receipt & payment of money, & the compilation of the books. The Stewards' dept would be ~~[illegible]~~ purely [illegible]

3

4

...ecutive, the members of ~~which~~ it would mostly hand ~~give~~ in notes of receipts & payments & issues of supplies to the Office which would compile the books & accounts. Under this arrangement it ~~will~~ would probably be practicable to ~~reduce~~ abolish one of the Stewards' posts, or to reduce the pay of the Staff of Stewards, in order to ~~[illegible]~~ provide funds ~~for~~ to meet the cost of the necessary Office establishment. The pay proposed for the Accountant might also be fixed at a lower rate.

2. The Surgeon-General is requested to revise the scheme submitted ~~draw up a scheme on the above lines,~~ & to submit the ~~with his~~ revised scheme with his remarks for the approval of Govt.

Cey 23.7.99. 24.7.99 24/7/99

To the Surgeon-General

Despd 26/7/99

C. 9.899

4

ublic (1899) Department.

CURRENT No. 2355

CHIEF SECRETARY
25 AUG. 1899
GOVERNMENT OF MADRAS

Order 5, with reference to the notes below the Current, & to Memo. No 1922 Public dated 26.7.99, flagged D.

.8.99 28/8/99

H. M.

It will be seen from my note flagged G. that the S.G. fully accepted the principle of the division of executive & clerical functions that he was to call for ... to effect this from the S.M.O. Now he has received ... submit the matter had better ... investigation by Dr. Sinclair.

28/8/99

From
Surgeon General
C. Sibthorpe CB, FRCS
Surgeon-General
with the Govt. of Madras

No. 8/474

Dated the 24th August 1899.
Received } 25 " "
Registered }
Enclosures 1
Spare copies —

SUBJECT.

Forwarding letter from the Senior Medical officer General Hospital regarding the separation of the Executive functions of the Stewards Department from the Clerical work and requesting that the new scheme proposed by him may be given a years trial

10

There is much in what the Senior medical officer supported by the S.G., urges, but the opinion of the new S.G. may be invited before giving Dr. B's scheme the year's trial he recommends

AH 29-8-99.

BACK PAPERS.

G.O.	No.	Department.	Date.

FURTHER PAPERS.

G.O.	No.	Department.	Date.

Order

5

Public (1899) Department.

CURRENT No. 2355

CHIEF SECRETARIAT
-6 DEC. 1899
GOVERNMENT OF MADRAS

From Surgeon General
C. Sibthorpe C.B., F.R.C.S.

No. T8/474

Dated the 24th August 1899

Received } 25
Registered }

Enclosures 1

Spare copies

SUBJECT.

Forwarding letter from the Senior Medical Officer General Hospital regarding the Separation of the Executiv functions of the Stewards' Department from the clerical work and requesting that the new scheme proposed by him may be given a year's trial.

BACK PAPERS.

G.O.	No.	Department.	Date.
	676	Pub:	17.6.99 &c.
	270	"	4.3.99 &c. & m̃d
	434	"	31.3.96 &c.
	762	"	8.6.75 "

FURTHER PAPERS.

G.O.	No.	Department.	Date.

D

1034 of 1899

11/2

Repm No. 2989

6

GENERAL HOSPITAL,
Madras, 9th August 1899.

OFFICE OF SURGEON-GENERAL
9 AUG. 1899
WITH GOVT. OF MADRAS.

Enclosure No. 7 to letter No. 8/474 28/8/99

From
~~SURGEON~~ LIEUT-COLONEL W. R. BROWNE, M.D., I.M.S.
SENIOR MEDICAL OFFICER,
GENERAL HOSPITAL, MADRAS,

To
The Secretary to the Surgeon General
with the Government of Madras
Madras

SIR,

In accordance with your No. R.C. No. 1268/1 dated 2.8.99, I have the honour to report as follows:

In para 1 of G.O. No. 1922 (Misc.) of 20.7.99 it is stated that "it would be preferable to separate "altogether the Executive functions of the "Steward's Department from the Clerical work" but I have to point out that to do so will entirely alter the method of working the Steward's Department, & the present method I need hardly say is the growth of many years' experience of the needs of the Hospital and should not I think, be altered without the fullest consideration.

A glance at the Tabular Statement already submitted, defining the duties of the various members of the Steward's Department will show that much Clerical work forms part & parcel of the executive functions & must be done by the Steward responsible for the particular duty on which he is engaged. In addition, much executive work which

cannot

cannot be formulated on paper is performed by the three Senior Members of the Steward's Department and the result is that they are all thoroughly conversant with the work, & in the unavoidable absence from sickness or leave of one of them the work is carried on smoothly & efficiently by the others - No such provision for effective working of the Steward's Department at all times, & all hours could possibly be arranged for in the Scheme outlined in the (last G.O.) ([illegible] reference)

The duties of the Steward's Department have been arranged and allotted to each member by the Senior Medical Officer from past experience of the working of the Hospital. It no doubt appears easy to re distribute on paper these duties into 2 separate part viz the "Executive" & "Clerical" but when it comes to put them actually into practice it will not be found feasible - Ex. gr. No provision could be made for the proper carrying out of the "Night" duty now performed by the Stewards in rotation, nor could the relief of the Steward on night duty on the following afternoon be arranged for - Then again supposing that the Head Steward should fall ill or apply for such leave as he is entitled to under the rules it is not clear how his duties could be managed - The Accountant who is the next best paid subordinate could not undertake these duties as I consider that this man should be solely employed on the Accounts portion of the work

How is it done now.
25/8

How is it managed now.
25/8

work of the Steward's Department - & have nothing to do with the executive work. On the whole, it appears to me therefore that the best plan is to appoint an Accountant only who will relieve the Head Steward of his Clerical duties without disturbing the present method of work in the Steward's Office and I would accordingly beg to suggest that Government will be pleased to reconsider
D its suggestion in G.O. No 1922 of 26.7.99 and revert to the Original Scheme in
A G.O. No 270 of 4.3.99.

With reference to the duties of Cashier being vested in one of the Stewards being
D objectionable as stated in G.O. No 1922 of 26.7.99, I beg to point out that the duties of a Cashier pure & simple in a Hospital are very light and simply consist in the receipt and disbursement of some half dozen sums of money daily and this may quite safely in my opinion, be vested in one of the Stewards - viz the 2d Steward who will deposit tangible Security -

The Accountant General is of Opinion that the work of the Accountant and of the Cashier should be performed by two distinct individuals and with this view I concur.

In conclusion I beg to request that Government will be pleased to revert to the
A scheme (Vide G.O No 270 of 4.3.99) which the Senior Medical Officer from his personal experience of the working of the Institution considers the best practicable - or atleast not issue final orders on the Second scheme without first giving the former

a

a fair trial –

The Senior Medical Officer is sanguine that the original scheme will be in the interests of the Institution and therefore strongly recommends its adoption.

I have the honour to be,
Sir,
Your Most Obedt Servt
R. R. Browne M.B.
Lieut Col. I.M.S.
Senior Medical Officer

189 9
Pub Dept.
Enclos. No. 1
2355

+ This will be altered to "Genl" if the Sr. Genl. Surgeon [illegible]. Col. Sinclair & the results of Surgeon Genl before the issue of the D.O.

CHIEF SECRETARIAT,
D. O.
No. 297
Dated 13 Oct 1899 D

Public Dept

D.O. 13. X. 99

Dear Col. Sinclair

Will you please look through the accg. papers & favour me with your opinion as to the plan on which the Stewards' Dept. of the Govt. General Hospital should be worked –

2. The scheme sketched out in this office memo: No 1922 dated 26. 7. 99 was the result of a personal conference between Genl Sibthorpe & myself, but on the matter being referred officially to the former, he contrary to his former strong & expressed view supported the proposals of the Senior Medical Officer Genl Hospl. ~~The papers are forwarded to you demi-officially, because, as above remarked, the plan which the Govt. desire to see carried out was~~

arrived at in personal consultation with Genl. Sibthorpe.

Cr
6.12.99.

[illegible]
7.12.99

Col. D. Sinclair, C.S.I.
Surgeon Genl. with the G. of In.
(with file, keeping here original docket of C. No. 2355)

Despd
13/12/99

[G. / 9]
500—20-4-98.

D. O.

//

(189) Department.

D. O. No. 609

From Surgeon General D. Sinclair,
Delhi.

No. 32a.

Dated 5
Received 6
Registered 7
December 1899.

Enclosures Public C. No. 2355, 1841 etc retd.

Spare copies.

SUBJECT.

Stating that the scheme detailed in Lieut.-Col. Browne's letter dated 9 August should be adopted in the matter of the entertainment of an Accountant for the General Hospital.

Surgeon General D. Sinclair,
[illegible]

320

5th }
6 } December 1899
7th }

Audit G.O. No. 2385, 1891 etc
note

Stating that the scheme
detailed in Lieut.-Col. Browne's
letter dated 9 August should be
adopted in the matter of the
entertainment of an Accountant
the General Hospital

BACK PAPERS.

G.O.	No.	Department.	Date.

FURTHER PAPERS.

G.O.	No.	Department.	Date.

12

D.O. No. 609

E

Gno. 2355/99

SURGEON GENERAL WITH GOVERNMENT MADRAS

SECRETARY GOVERNMENT OF MADRAS
DEC. 1899

No 320

Nungumbaukam
5th December 1899.

My dear Mr. Stokes,

I return the file received with your D.O. note of the 13th October. After several interviews with Lieutenant-Coll. Browne, I.M.S., and two visits to the General Hospital during which the duties of the stewards were made the subject of exhaustive enquiry, I am of opinion that the scheme detailed in that officer's letter dated the 9th of August should be adopted.

The Audit Department considers the entertainment of an Accountant essential

12

D.O. No. 609

BACK PAPERS.

G.O.	No.	Department.	Date.

FURTHER

G.O.	No.	Depart

essential and this view meets with general acceptance. As an Accountant would relieve the Head Steward of much of his clerical work and thus give him more time to devote to his executive functions of which there is pressing need, I also endorse the proposal. At the same time I would point out that the principle to which the Audit office desires to give effect in appointing an Accountant is rarely observed even in institutions where money transactions are far more numerous and important than take place in connection with the General Hospital. On the recommendation of the late Jail Commission every member of the paid clerical establishments in Jails was (in Burma, at all events and probably in other Provinces) graded as a Jailer. In these institutions there are no so called Accountants or Cashiers yet the periodical outside Audit reports are satisfactory and I am informed no serious fault has been found with the accounts at the last audit inspection of this hospital. With careful supervision the accounts will come all right in time and it is of very little moment whether Stewards are called Accountants or Cashiers, or vice versa. As I have already said I approve of the appointment

D.O. No. 609

BACK PAPERS.

G.O.	No.	Department.	Date.

FURTHER

G.O.	No.	Depart

-ment of an Accountant and see no objection to the Cashier's duties being conducted as recommended by Lieut-Colonel Browne; but whilst clearly defining the more important responsibilities and duties of these officers, so far as they relate to accounts, cash, property &c, it should be distinctly understood that their work is not to be limited by their designations and that their services may be utilized in other capacities if required. These remarks apply more particularly to the Accountant whose designation implies no collateral duties.

Yours Sincerely,

D. Sinclair

[G/24.]
0—25-3-99

c 19.7.99
R 19.7.99. / 3

Public DEPARTMENT.

Subject

Revision of the Hospital Estabt
(Steward's Department).

HM

C. No 1841 From the Surgeon General, No 78/319, dated 28.6. 1899.
" , " , " 189 .
" , " , " 189 .
" , " , " 189 .
" , " , " 189 .

For Orders

In para 3 of G.O. No 270, Pub., dt 4.3.99 the Surgeon General was asked to submit, in consultation with the Acctt General, a statement showing clearly the duties to be performed by each member of the proposed Stewards estabt in the General Hospital.

2. With the Current read above the Surgeon General submits the statement referred to above and makes certain further proposals in connection with the audit of Cash accounts of the General Hospital necessitated by the revision of the Hospital Estabt; he says that the Senior Medical

officer is not in favour of the proposal to appoint a Cashier by relieving one of the existing stewards as there is no one else ~~dispos~~ available to perform these duties, and as there is no necessity for a Cashier if his duties are merely confined to the charge of receipts and expenditure of money. The Accountant General concurs in the Senior Medical Officer's opinion and considers the appointment of a separate Cashier in an hospital unnecessary. "It is suggested," the Surgeon General says, "that certain relief should be given to the head Steward and his two Assistants, ~~to~~ and by redistributing their duties one of the Stewards, by preference the first Assistant, could perform the work required of a Cashier without prejudice to his other duties thus

C^d not the accountant be required to do this work with a staff under him as in Govt. Treasuries to receive & count the money and to pay it out.
17.7.

The pay of one of the asst. Stewards ~~might~~ ought to be or of the staff of Stewards seems to be high if [illegible] they [illegible] the [illegible] men.
17.7.

This is not apparent.
17.7.

rendering the abolition of the appointment of 3^d Steward unnecessary." The Surgeon General adds, that he sees no objection from an audit point of view to add the duties of the Cashier to the first Assistant and designate him as "First Assistant Steward and Cashier" & that they (the S.G., S.M.O. & the A.G.) are all unanimous that the Accountant should be required to lodge a security of Rs 1000.

A A 17.7.98

3 The original and the proposed staff of the Stewards establishment is shown below:-

Original ~~Present~~ Staff	Proposed by Surgeon Genl vide para 2 of G.O. No. 270, Pub. d/ 4.3.99. Flag A	Proposed by the Surgeon General in the present letter. No 1841 of 99.
Rs	Rs	
(1) Head Steward 200-10-250 237½	(1) Head Steward 150-10-200	(1) Head Steward Rs 150-10-200
(2) Assistant Steward. Rs 60-8-100 90	(2) Cashier 75-5-100	(2) First Asst. Steward & Cashier " 75-5-100
(3) " 30-4-50 45	(3) Asst. Steward 50-5-75	(3) 2^d asst. Steward " 50-5-75
(4) " 19.	(4) " 19	(4) 3^d " & clerk " 19
	(5) Accountant 100-10-150	(5) Accountant " 100-10-15
mean Total Rs 391½	mean Total Rs 506½	mean Total - Rs 506½

4. ~~In the statement forwarded as an enclosure to the present letter the Surgeon General defines the duties to be performed by the~~ several ~~subordinates~~ member of ~~employed~~ in the Steward's department.

5. The further reduction of ~~the~~ pay of the Head Steward contemplated in para 3 of the order will not, the Surgeon General ~~says~~, have the desired effect, and in his opinion not lead to the ~~chance of~~ ~~retaining~~ retention of an efficient Steward, as Govt is aware that his duties are responsible & onerous & as there is less chance of securing good Eurasian European for the appointment.

As regards the failure recover hospital stoppages sted in para 6 of the order te Surgeon General says tat in spite of all

G.O. No $\frac{676}{17.6.99}$ E

possible precautions the hospital officials are not able to avoid the false statements of patients regarding their means.

7. Lastly the Surgeon General says that it will be a decided advantage to the sick poor if patients with salaries or means under Rs 25 p.m. were treated free. But it is submitted that this portion of the Surgeon Genl's letter calls for no remarks with reference to the recent G.O. ~~where~~ in which the minimum limit of monthly income for paying patients was raised to Rs 25.

8. The only change suggested by the S.G. in the staff proposed in G.O. No 270 Pub dated 4.3.99, is that instead of substituting a cashier for the 1st asst. Steward, the two offices be combined & the incumbent be called "First Asst. Steward and

KM 13/7/99

Cashier". This description was a good one; for a man employed solely as Cashier would not have enough to do, while the Stewards would have too much. // The pay proposed ~~[illegible]~~ for the Accountant in para 3 of G.O. No 220 Pub dated 4.3.99 from Rs 100-5-125, & the Surgeon Genl has not raised any objection to this rate. The total mean cost of the new establt. will therefore be Rs 487 3/4, not Rs 506 1/2 as shown in para 3 *supra*, & the net increase per mensem will be Rs 96 1/4 - Orders are requested as to whether this increase may now be approved. If so, the usual Prop. Statement will be called for -

9. The securities to be given by the several officers will be as follows:-

Head Steward - Rs 2000
1st Asst Steward & Cashier - 2000
2nd Asst Steward - 500

16 18

I think it is not a good suggestion as it will tie down the Steward in a very undesirable way.

17.7.99.

* The present first ~~head~~ Assistant Steward draws Rs ~~75~~ 60-5-100. It is doubtful whether we will consider it proper to make him receive Rs 75-6-100 (that depends on how long he has already served), with cash responsibilities, & a large security to give -

AK
16.7.99

19 7

3rd Asst Steward - Rs 250
Accountant - 1000

10 - In the statement of duties, the Head Steward is to receive in deposit valuables from patients during their stay in Hospl. Apparently such valuables are to remain in the custody of the Head Steward, but as the Cashier will presumably have a cash chest or safe, it would seem safer if all valuables were deposited with the Cashier. The Head Steward might collect the valuables & obtain the owners' signatures in the register, & then deposit them with the Cashier.

11. The Cashier is to keep the "Daily cash receipts & payment books", but it might also be clearly stated that he is to receive & be responsible for all daily collections -

Ch
15.7.99.

AK
16.7.99

R 20

Cashier's. I am that this punishing a good extension is a mistake. Solely at the Est: ought to be organised into a Treasury and Account Section & an Executive Section which is what I understand to be the characteristics of the Stewards. If necessary I w^d take away one Steward and convert him into a [illegible] clerk. In an establishment like this the proper organisation seems to me to be to have a man who w^d discharge duties like those of a Taluk H.Q. Acc^t and to have under him low paid men who w^d do the posting up of books & payments of money. The Stewards seem to me to be Executive men who w^d give in notes of receipts & payments & issues of supplies to the office who w^d compile the books. I think the Accountant [illegible] to higher as already noted to the Accountant Gen^l

17.7.

8/20

Will the C.S. please discuss the matter with the S.G. & see if he can arrange matters as he proposes.

19.7.99.

I recommend with it his note above. I have seen the S.G. He accepts my view, viz that the Executive functions sh^d be separated from the clerical & that the latter sh^d be concentrated in an office which might consist of lower paid men. He says however that the matter can only be dealt with by the S.M.O. of the Hospital & on the spot and he thinks a scheme this issue calling for a scheme ~~worked~~ the worked out [illegible] in the first instance [illegible]

C. 14.12.99
R 14.12.99

(D/O No 609)

(No 297 d/ 13.x.99)

A.M.

X 21

Rs. 250

Pabr 1000

With reference to the [illegible] of Arundel's Note on page [illegible] of these Notes a D/O from [illegible] new S.G. on the subject of the S.M.O.'s proposals relative to the audit of the Cash A/cs of the Genl Hospital is subm^d for orders. This D/O is a reply to that at E¹.

J.W.E. 9/xii/99

A.M. 9/xii/99

My view was that if the power of disposing of property or money and of accounting for it are in the hands of the same man fraud may easily and must ultimately prevail. My object therefore was to centralise the accounting and to leave the ~~money~~ dispensing of stock to the Stewards. The Madras Club is a very complicated but not very dissimilar institution to the Hospital but there the accounting is centralised and is done by a few men. The however the responsibility is with the medical officer & the I.G. recommends it. I think the system might be tried for one year as originally proposed.

Very well. This can be done.
14.12.99

Dept.

Public - DEPARTMENT.

[G/24]
500—17-10-

GO No 270 Pub d/ 4-3-99 } = p.
" " 676 " " 17-6-99 }

C. No. 1841 From the S.G., No. S/319, dated 28-6-1899 = A
with A of Enclosure
" Memo No 1922 d/ 26-7-99 = A " 189
" 2365 " " S.G., " S/474 " 24.8-1899 = A
with A of Enclosure.
D/O " 609 " " S.G., " 320, " 5-XI-1899 = B.

Order No. 1395 d/ 21.12.99.

P.S.

The ~~[illegible]~~ revision of the establishment of the Steward's Dept of the General Hospital, as described in para 3 of GO No 270 Pub d/ 4 March 1899 is sanctioned; the Surgeon General will be requested to submit the usual proposition statements in accordance therewith.

A

2. The proposals of the S.G. regarding the security to be furnished by the holders of the several offices under reference, detailed in paras 5 & 6 of his letter read in the above quoted proceedings of Govt are approved. The new Accountant, however, will be required to furnish a security of Rs 1000/.

(page 2 of the GO @ A)

3. The scheme for the distributio

of the work of this department, outlined in the Statement subm^d^ with the S.G.'s letter of 28th June last, read above, will be tried for one year at the end of which period the Senior Medical Officer will report ~~thereon~~ to Govt ~~through the~~ S.G. upon the working of the new system ~~in view to a further considera-tion of the principles proposed by Govt in its Memo No 1922 dated 4th July 1899~~.

(flagged II in Cts)

(~~Issue~~ Orders.)

F.W.S.
18/12/99

19/xii/99

21/12/99

Despd
9.1.1900

To the Surgn Genl —
" " Acc^t^ Genl.

NUMBER OF COPIES REQUIRED.

Letter only.

Order consists with Let

Pub.
30

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patched in print.

G.O., No.

DATED

189

Date.

A = Print in full.
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Q = Print heading only.