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Introduction
TO THE
RED CROSS



*A Course for General Orientation
of Red Cross Workers*

THE AMERICAN NATIONAL RED CROSS
WASHINGTON, D. C.



HENRI DUNANT
1828-1910



FLORENCE NIGHTINGALE
1820-1910



CLARA BARTON
1821-1912



MABEL T. BOARDMAN
1860-1946

Among the many who have labored to organize assistance to those in distress, few have contributed more than those pictured above. They served humanity, and for their work the world remembers them.



Edward Armand Dumaresq's study of Henri Dunant administering aid on the battlefield—Solferino, Italy, June 4, 1859.

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FOREWORD

This *Introduction to the Red Cross* contains the basic facts concerning the philosophy, history, structure, and program of the organization. It is designed to provide an immediate working knowledge and a framework for the classification of subsequent knowledge, whether gained from reading, instruction, or experience. The volunteer worker is given particular emphasis because he is such an important element of all Red Cross work.

**ORIGIN
and
HISTORY**

ORIGIN and HISTORY

1. Development of the Red Cross Ideal of Service 1864-32

As social behavior developed and various fundamental functions of the community were systematized, it became apparent that the relief of suffering ought to be systematized, too. So the movement began that materialized in the Red Cross—a movement that anchored itself in the authority of national governments but was free from the limitations of government control; that was satisfied only with the utmost in efficiency and businesslike methods; that trained its workers, whether volunteer or paid, for their tasks; that accounted scrupulously for every contribution. The principles that characterized the Red Cross at the beginning have persisted throughout its history.

The impulse of mercy is as old as the human heart. "It gave bread to the hungry, water to the thirsty, clothing to the naked, and a ferry to him who was without a boat" is quoted from the Egyptian Book of the Dead, written in 4500 B.C. Accounts of ancient wars recite the ministrations of women to soldiers wounded in battle. Cyrus, king of Persia, foreshadowing the principle of the Red Cross of modern times, commanded his surgeons to aid the enemy wounded. Religious leaders, too, gave emphasis and direction to the humanitarian impulse. Hospitals were established, societies for personal service and the relief of suffering were organized, and individuals sacrificed themselves for the well-being of others long before Florence Nightingale and Henri Dunant appeared to usher in the modern concept of comprehensive organized relief on a world-wide scale.

Florence Nightingale was motivated by compassion for human suffering. She went from London in 1854 with a group of English nurses to help relieve the terrible conditions at Scutari, a suburb of Constantinople, where thousands of soldiers wounded in the Crimean War were crowded into hospital barracks, with scant attention from doctor or nurse. Fever, dysentery, gangrene, cholera, and typhus were taking heavy toll. Florence Nightingale's important contribution was not that her heart bled for them but that she organized what forces there were, instituted strict, efficient methods, and enforced stern discipline among those who served with her. Much of her effort was made in the face of the criticism and even the open opposition of the military authorities. But as a result of her work the death rate was reduced from a high of nearly half of those brought in during one month to only 22 in every thousand. Florence Nightingale, "the Lady with the Lamp," had no direct part in the founding of the Red Cross, but her work profoundly influenced the thinking of her day, including that of Henri Dunant, who was to become a central figure in the creation of a new instrument of effective relief.



Henri Dunant, a young businessman of Geneva, Switzerland, who was on a business trip in northern Italy in 1859, happened to be present at the battle of Solferino. When it was over, he fell to work and did what he could by working himself and recruiting local women to mitigate the horrible condition of a field of 40,000 dead and wounded soldiers who had been left unattended. But much more important was the idea he evolved from his experience, which he proposed in his book, *Un Souvenir de Solferino*, and urged in interviews he sought throughout Europe with kings, princes, churchmen, and generals. He proposed voluntary national societies, "which in time of war would render aid to the wounded without distinction of nationality," adhering

to an over-all neutral organization made authoritative by international treaty and governmental action, with a protective emblem and training for the workers.

Dunant's plea met with a favorable response. A preliminary conference was held in 1863 for a discussion of the proposals he was advocating so ably. This was followed by a convention in Geneva in August 1864 for final consideration and decision. Sixteen governments were represented by delegates, 12 of whom were authorized to sign a treaty, subject, of course, to ratification by the governments they represented.

The United States, then engaged in civil war, instructed George C. Fogg, United States minister to Switzerland, and Charles S. P. Bowles, European agent of the Sanitary Commission, then operating on the Union side in the Civil War, to attend the meeting "in an informal manner, for the purpose of giving and receiving suggestions likely to promote the humane ends which have prompted it." The realistic attitude of the convention was shown by the fact that the experiences of the Sanitary Commission in the Civil War, related by the American representatives, swept aside the objections of certain European representatives that the Dunant proposals were impossible of realization between hostile armies. The treaty was signed, establishing international principles and understandings that have become a part of the law of nations. The United States was not included among the signatory nations at this time; 18 years later this country became an active participant in the international agreement.

The main points of the treaty were that wounded soldiers were to be given humane treatment; military hospitals were neutralized, as were the personnel and material of the medical



services; the symbol of the new organization to mark personnel and material entitled to protection was to be a red cross on a white ground—the Swiss flag with the colors reversed. Later additions to the treaty included protection for voluntary aid societies having the sanction of their governments, extension of the Geneva principle to sea warfare, and the establishment of standards for the treatment of prisoners of war.

The Committee of Five, consisting of Henri Dunant and four other Swiss citizens who had brought about the convention and the establishment of the organization, became the International Committee of the Red Cross. Its purpose was to guide the activities of the newly established world organization, to see to it that the signatory nations lived up to their agreements, to admit new signatories to the Red Cross family of nations, to refine the original plans, and to explore the possibilities of the extension of activities. This committee has continued to function, its membership increased to a maximum of 25. All are citizens of Switzerland. In international understandings and relationships, particularly as they pertain to war, the International Committee is the authority and commands the respect of the world.

PIONEERING IN THE UNITED STATES

For one reason or another the government of the United States let a good many years elapse before signing the treaty that was drawn up at Geneva establishing the Red Cross. But the Civil War, which had almost run its course before the treaty was initiated, had made a very definite contribution to the movement for better treatment of wounded soldiers. Two forces may be mentioned: the Sanitary Commission and the work of Clara Barton. Lacking only the basis of an international convention, they both made history and established precedents along lines similar to those advocated by the group at Geneva.

The Sanitary Commission, like the American Red Cross of today, was a voluntary organization that had the sanction of the government but was without government financial support. It was organized in New York early in 1861, with Henry W. Bellows as president, and concerned itself with the welfare, comfort, health, and sanitary conditions of the Union army. To achieve these ends it undertook to provide cooks, nurses, hospitals, medicines, bandages, clothing, and food for the federal soldiers. Its program of caring for the wounded of both sides was very similar to that proposed by Henri Dunant in his *Souvenir*. The Commission demonstrated to the leaders of the nation that a civilian agency assisting the official medical service was both desirable and practical. Many of the basic principles that were later embodied in the Geneva Convention were recognized and accepted as necessary by the commission. As has been mentioned previously, its experience, as told to the Geneva Convention, contributed to the decision that the objectives the delegates were working on were possible of realization. In spite of this and of good service rendered during the war, the commission did not try to perpetuate itself, although its leadership later made a valiant effort to get the United States government interested in accepting the Red Cross.

The work of Clara Barton in the Civil War stands by itself. At the outbreak of the war she was in Washington working in the patent office. She began to visit the hospitals to which the sick and wounded were being brought in increasing numbers. After the battle of Bull Run she went to other battle fronts, where she spent much time from then on. She took time out, however, to raise money and to make government contacts to arrange for supplies, transportation of the wounded, and the like. She corresponded with the families of soldiers and collected lists of wounded,

lists of prisoners, and burial lists. Her name became a legend as she worked under fire at the front, in hospitals behind the lines, and in the halls of government.

The war over and her health broken, Clara Barton went to Europe to rest and recuperate. There for the first time she learned of the Red Cross. It appealed to her imagination. She saw it at work during the war of 1870; indeed she participated in its operations and returned to America in 1877 determined to secure the participation of this country in the Geneva Convention. She met with many discouragements, but persistence was rewarded when President Garfield promised he would recommend ratification. The American Association of the Red Cross was organized in 1881 with Clara Barton as president, and in March 1882 President Chester A. Arthur, who had succeeded Garfield, secured the ratification of the treaty without a dissenting vote.

2. The Formative Period of the American Red Cross, 1882-1914

The 32-year period from the signing of the treaty by the United States to the beginning of World War I was one of pioneering in several fields for the Red Cross. The membership and the funds contributed seem small compared with those of later years, but in spite of that the achievements of these years were notable. First of all, the structure of the organization was developed into a form that made possible sound relationships with government, with the people who supported it, and with beneficiaries. In addition to the basic activity of service to the armed forces, which had opportunity for exercise during the brief period of the Spanish-American War, foundations were laid in disaster relief, first aid, nurse enrollment, and public health nursing. The organization developed a character during these years that was



to command the confidence of presidents and people when larger opportunities opened before it later on.

During the early years of American Red Cross history the direction of activities was almost wholly in the hands of the president of the organization, Clara Barton. She devoted her energies to disaster relief, which was the chief activity during those years. She appeared in person at many scenes of disaster, and with her amazingly effective operating methods and colorful personality built good will for the young organization. She herself organized the first local chapter at Dansville, New York, from which came the chief support for her first disaster relief expedition, to the scene of forest fires in Michigan (1881).



The first years of disaster experience, including a cyclone in Louisiana and Mississippi in 1883 and extensive floods in the Ohio and Mississippi River Valleys in three successive years, 1882-84, confirmed the usefulness of the Red Cross in fields unrelated to war and led to the presentation and adoption of the so-called "American Amendment" at the international conference at Geneva in 1884. This amendment provided:

That the Red Cross Society engage in times of peace in humanitarian work analogous to the duties devolving upon them in periods of war, such as taking care of the sick and rendering relief in extraordinary calamities where, as in war, prompt and organized relief is demanded.

Thus the young society in the United States made a significant early contribution to the thinking and the practice of the world organization. It was later to assume outstanding leadership in many fields.

Relief was extended in connection with the Balkan War in 1883 and the Armenian massacres in Asia Minor in 1896. But at home a famine in Texas, an earthquake at Charleston, South Carolina, yellow fever in Florida, a tornado at Mt. Vernon, Illinois, the famous Johnstown flood in Pennsylvania, the Galveston tidal wave, a tornado at Pomeroy, Iowa, and a hurricane and tidal wave in the islands off the coast of South Carolina were outstanding disasters in which the Red Cross served and in which more experience was acquired in methods of handling disasters. It was in the disaster last mentioned above, in 1893-94, that a distribution of garden seed was made to assist the sufferers to contribute by their own efforts to their recovery. This was an early example of the rehabilitation phase of disaster relief as it is today.

The need for training specialists for disaster work, the wisdom of using local committees for establishing the need of their neighbors, the importance of a sympathetic approach, understanding, common sense—all these became apparent and were given expression in those early days.

The Spanish-American War gave the young association its baptism of fire. In 1897 President McKinley had asked Clara Barton to head a Red Cross mission to alleviate the sufferings of the Cuban reconcentrados, interned in concentration camps during the revolt against Spain. While this mission was in Cuba, war was declared between Spain and the United States, and the Red Cross immediately concentrated all its efforts on war work.

With the authorization of the government, and in close cooperation with the Army, Red Cross nurses and members of the official mission nursed the wounded and worked behind the front lines distributing medical supplies and feeding and evacuating the wounded. It was in this war that graduate

nurses served the military forces for the first time in this country's history. The vision of Henri Dunant at Solferino and the lessons learned in the work of Clara Barton during the Civil War were being put into practice for the first time by an organized group. This experience in furnishing volunteer aid to the wounded in time of war was to prove exceedingly valuable in the years to come.

The activities of the American Red Cross during the Spanish-American War won commendation from the President of the United States. In his message to Congress in 1898, President McKinley said in part:

... it is a pleasure for me to mention in terms of cordial appreciation the timely and useful work of the American Red Cross, both in relief measures preparatory to the campaigns, in sanitary assistance at several of the camps of assemblage, and, later, ... on the fields of battle and in the hospitals at the front in Cuba. Working in conjunction with the governmental authorities and under their sanction and approval, and with the enthusiastic cooperation of many patriotic women and societies in the various States, the Red Cross has fully maintained its already high reputation for intense earnestness and ability to exercise the noble purposes of its international organization.

The Red Cross had no time to rest on its laurels. Demands for its services were steadily increasing, and its leaders were hard-pressed to keep pace with the rate of its growth. Clara Barton, whose name had become almost synonymous with that of the Red Cross, resigned in 1904 at the age of 83. Leadership in the organization was taken up by Mabel T. Boardman, under whose capable and energetic direction the organization continued its steady progress toward national stature.

In spite of the increasing scope of activities, disaster relief was still predominant in the program. Money was collected and sent to various foreign Red Cross societies to relieve suffering caused by famine in Japan, an eruption of Mt. Vesuvius in Italy, and an earthquake in Valparaiso, Chile.

But the San Francisco earthquake and fire of April 18, 1906, provided the greatest challenge to the efficiency and speed of mobilization of the Red Cross. President Theodore Roosevelt issued a proclamation calling upon the people of the United States to contribute to the relief of San Francisco and to send their contributions to the Red Cross. This presidential proclamation gave the society new status. It was not only a guarantee of moral support from the government, but it also singled out the Red Cross as the recognized leader in this country in the field of emergency relief.



As a result of this appeal, the Red Cross received more than \$3,100,000 in voluntary contributions.

The experience gained in this first large-scale operation was of great value in formulating standards for effective disaster relief. Out of the ever-widening fund of Red Cross experience certain basic principles emerged, which served as a guide in establishing definite disaster procedures:

1. Relief must be distributed on the basis of actual need, not in proportion to the amount of the loss.
2. There are two phases in disaster relief—emergency assistance and rehabilitation.
3. Relief must be positive and progressive, with a definite completion goal, and so given that people may become self-sustaining.
4. Relief funds should be given, with no obligation to repay.

The idea of being prepared in advance of disasters began to take form. It was suggested that the Red Cross should cooperate closely with the organized charities of the country so that trained workers of local societies could be drawn immediately into temporary service with the Red Cross in the event of a disaster.

This proposal was given force by the fact that Ernest P. Bicknell, who was sent to San Francisco by the Chicago Bureau of Charities, of which he was general superintendent, to distribute disaster funds raised in Chicago, did such outstanding work that he was given direction of the entire job and finished it for the Red Cross. In 1908 Mr. Bicknell became national director of the Red Cross, which at that time had a membership of nearly 12,000.

Under his capable leadership the Red Cross steadily broadened the scope of its disaster relief activities both at home and abroad. In 1909 Mr. Bicknell went to Messina, Italy, in the wake of a particularly destructive earthquake, to supervise the expenditure of a \$1,000,000 Red Cross relief fund and an \$800,000 relief appropriation voted by Congress. In the fall of the same year he directed Red Cross relief operations at the Cherry, Illinois, mine disaster.

The years 1911-13 were especially busy ones in the field of disaster relief. During this period the services of the Red Cross were requested for 31 disasters, of which 23 were domestic and 8 foreign. They included the shirtwaist factory fire in New York and flood relief in China in 1911 and the Omaha tornado and the Ohio floods of 1913. This latter disaster was the largest relief task for which the Red Cross had assumed sole responsibility up to that time. All relief funds—federal, state, and voluntary contributions totaling \$3,200,000—were expended through the Red Cross.

This early period in the life of the American Red Cross was not confined to disaster relief alone. The program of training people in advance of disaster and of organizing groups from which skilled help could be drawn in time of need became another aspect of the services of the Red Cross to the American people.

In 1908 and 1909 the First Aid Service was organized by the Red Cross to fill the need for a nationwide program of instruction in emergency care of the injured. Launched on January 1, 1910, in cooperation with the War Department, the program was first directed primarily toward teaching first aid to workers in mines and on railroads, but it was soon expanded to reach other industries, civic groups, and the general public.



Growing concern about the high rate of fatalities from drowning resulted in the establishment of the Life Saving and Water Safety Service in 1914 as a companion program with First Aid Service. Acceptance of this program was rapid and widespread.

In 1909, in cooperation with leaders of the nursing profession, the National Committee on Red Cross Nursing Service was organized, with Jane A. Delano as chairman. The committee established a national enrollment of nurses and set up standards of eligibility. As a result, the Red Cross nurse reserve was shortly thereafter recognized by the Army and the Navy as the official reserve from which their nurses would be drawn.

Instruction in home hygiene and care of the sick was added to the nursing program in 1908, and in 1912 the Red Cross Town and Country Nursing Service, which later became the Red Cross Public Health Nursing Service, was instituted.

This era may well be called a period of foundation. To recapitulate the activities of the Red Cross during this period is to list the beginnings of most of the important activities it carries on to this day.

The American Association of the Red Cross was designated by the President to carry out for the United States the provisions of the Geneva treaty, which had been ratified by the Senate. The work in disaster and in other domestic fields of activity was in addition to the duties prescribed by the treaty. These activities were useful in themselves and also served to maintain the organization so that it would be in some measure prepared for war if it should come. Along with the efforts necessary to meet the demands for service, changes in organization were needed to keep the society firm yet flexible and broad enough to cope with requests from all parts of the country and the rest of the world.

In 1900 the organization was chartered by Congress because of the breadth of the activities that were developing. In 1905, largely under the leadership of Miss Boardman, but with the assistance and backing of William Howard Taft (then Secretary of War), among others, a new charter was drawn up and adopted by Congress to establish a closer relationship with the government and the military.

The obligations of the Red Cross as set forth in the 1905 charter provided that "the purposes of this corporation are and shall be:

To furnish volunteer aid to the sick and wounded of armies in time of war. . . .

To perform all the duties devolved upon a national



society by each nation which has acceded to said treaty [the treaty of Geneva]. . . .

To act in matters of voluntary relief and in accord with the military and naval authorities as a medium of communication between the people of the United States of America and their Army and Navy. . . .

To continue and carry on a system of national and international relief in time of peace and to apply the same in mitigating the sufferings caused by pestilence, famine, fire, floods and other great national calamities, and to devise and carry on measures for preventing the same."

It can readily be seen that the new charter did not require the Red Cross to assume any responsibilities it had not already been carrying for some time. The charter did, however, give new importance and new dignity to the organization and promoted the progress so characteristic of this period.

From a little-known association owing its existence almost entirely to the courage and persistence of its founder and president, Clara Barton, the American Red Cross had become a nationally known organization, with the President of the United States as its president. It had been given official recognition as a voluntary society authorized to render aid to our land and naval forces in time of war, and it had achieved quasi-governmental status. Its activities in disaster relief were gaining widespread support from the American people. Its expanding program of services showed an adaptability that was rapidly making the organization an essential element of national life in peace as well as in war.

But the greatest task of all was yet to be faced. During

these same years Europe was moving rapidly toward war. Hostilities began in August 1914, and for the next few years the Red Cross was to marshal all the forces at its command to meet the demands of World War I.

3. The American Red Cross in World War I 1914-18

President Wilson appointed a War Council to direct the activities of the American Red Cross in World War I. The 107 chapters increased to 3,700; the 16,000 members became 20,000,000. An initial call for funds in 1917 produced \$114,000,000. Later calls during the war period increased contributions of money and material to a total of \$400,000,000. The American Red Cross not only followed the Army overseas and performed the prescribed functions of a national society under the Treaty of Geneva, but also acted as a relief agency to many of the suffering peoples of Europe.

As early as 1915 the Army saw the need for organizing its hospitals to be able to render the best possible service to the wounded in the event of war. The Surgeons General of the Army and the Navy had in mind a "triple" system of hospitalization: front-line field hospitals for immediate first aid; behind-the-lines base hospitals where the sick and wounded would find their first beds with mattresses and a comfortable, hospital-like atmosphere; and the army general hospitals in this country for long-term cases.

The Army had its first aid stations and it also had general hospitals in the United States, but the link that was perhaps most important in the hospital chain—the base hospitals—was missing. On January 15, 1916, the Surgeons General requested the Red Cross to begin the organization of such hospitals.

It was an important commission for a privately supported voluntary organization to undertake. Each base hospital was to be staffed by 23 surgeons, 2 dentists, 50 nurses, 25 nurse's aides, a chaplain, 50 administrative persons, and 10 civilian employees—161 in all. All these people had to be recruited by the Red Cross.

The hospital itself, consisting of beds, mattresses, and other necessary furniture, was to be completely equipped to take care of 500 patients. The equipping of each of these hospitals cost the Red Cross \$25,000, plus \$7,000 to \$8,000 worth of chapter-produced surgical supplies, linens, and hospital garments. The hospitals were designed to occupy 19,000 cubic feet of storage space each and were semipermanent units: the equipment could be moved into suitable buildings or, if necessary, set up in tents. Altogether, the Red Cross "created" 58 such hospitals! 54 served overseas and 4 were used in this country.

The Red Cross grew and moved in proportion to the American people's awareness that the United States would be involved in "Europe's war." In the 12 months of 1916, membership jumped from 22,000 to 280,000. In February 1917 national headquarters instructed its 267 chapters to organize committees on finance, surgical supplies, comfort bags, and motor service. In May, President Wilson appointed the Red Cross War Council, with Henry P. Davison as chairman.

Shortly after the United States entered the war, the base hospitals the Red Cross had organized were on their way overseas, complete from staff to thermometers. The nurses the Red Cross had enrolled for duty with the Army and the Navy were ready, too; 20,000 of the total of 25,000



nurses who served with the armed forces were recruited by the Red Cross.

IN THE UNITED STATES

Here at home Red Cross services were quickly established wherever the need for them appeared. The first world war saw the beginning of Camp Service and Hospital Service, with field directors and their staffs, then as now, helping able-bodied men and patients to solve personal problems and family difficulties. These field directors, of course, moved overseas with the armies. Making the link with home complete brought Home Service into being, and it gave assistance to an estimated 500,000 families during the war period.



When it became apparent that the Army could not have army dining rooms at every whistle-stop across the country to feed troops in transit, the Red Cross Canteen Service solved the problem. By November 1, 1918, there were 55,000 canteen workers serving in 700 canteens across the nation. "Canteen" was really a misnomer for this service, for in addition to serving food and hot drinks to the transient soldiers and sailors, these volunteers provided tobacco, magazines and newspapers, shower baths, recreation centers, and medical supplies. They even supplied lodging when it was necessary, and so foreshadowed the clubs of World War II.

The Motor Corps, too, saw its first service in World War I. Some 12,000 women were enrolled, usually with their own cars, to drive chapter personnel on assignments, to carry personnel and material in disaster relief, and to transport supplies and equipment.

The Production Service, in which thousands of willing volunteers took part, turned out millions of surgical dress-

ings, sweaters, socks, and other articles for the armed forces, as well as supplying the same items, plus made-over clothes for men, women, and children, for Red Cross civilian relief overseas.

Recognition of the problems facing the United States in the rehabilitation of the sick and wounded resulted in 1918 in official requests by the Army and the Navy that the Red Cross utilize medical and psychiatric social workers in Hospital Service. These workers helped the doctors by assembling the social data necessary for diagnosis, treatment, and military disposition; by helping adjust personal and family worries that were retarding the patients' response to medical care; and by helping disabled men in planning for their return to community life. Later the U. S. Public Health Service and the Veterans Bureau asked the Red Cross for the same kind of service in their hospitals.

Recreation activities, too, were seen to have a direct bearing on the welfare of the convalescent man, and Red Cross recreation workers in hospitals worked with the social workers under the supervision of the medical staff. These social services, supported and rounded out by Home Service in the chapters, developed into Hospital Service as it is today. The need for volunteers to supplement the work of the professional staff resulted in the Hospital and Recreation Corps—the Gray Ladies.

The Red Cross was becoming so much a part of the daily life of this country that the children wanted to help. President Wilson issued a proclamation inviting them to form a Junior Red Cross similar to those already in existence in Australia and Canada. Leading educators cooperated in this movement. The junior members made articles for the sick and wounded and participated in local relief projects,

thus contributing to the adult program; in addition they carried on many activities belonging peculiarly to children in their desire to serve in the trying conditions of war. By the war's end the American Red Cross had a junior membership of 11,000,000.

OVERSEAS

The arm of the Red Cross, strengthened financially and supported wholeheartedly at home by the American people, stretched across the Atlantic to unhappy France. There it not only assisted our own Army but helped put new life and heart into the French people as well. Drugs for the French Army, clothes for refugees, food for hungry French and Belgian children, and hospitals, complete with staffs, for the thousand of victims of the "white death" were sent. This brief mention can do no more than indicate what the American Red Cross meant to the people of France. The same story was repeated later in Belgium, Italy, Rumania—wherever the American Red Cross was able to go to bring relief.

At the same time the American Red Cross was in the field with the fighting men—Red Cross field directors worked for the welfare of the men; Red Cross ambulances and nurses supplemented army facilities; Red Cross canteen huts and rest stations could be found all over the fighting zones in mud-drenched France. Nurses and nurse's aides helped over-worked army doctors and nurses in hospitals behind the lines, and Red Cross "visitors" went to the hospitals to read to the men, to give them fruit and cigarettes, or just to talk to them. The Home and Hospital Communications Department in France handled health and welfare inquiries between servicemen and their families at home. When servicemen were killed in action, every effort was made to get information as to the circumstances under which they had died, and such news was forwarded to their families to supplement



"killed in action" letters that came through official channels.

Weekly supplies of food were sent to the 3,600 American prisoners of war held in German and Austrian prison camps. The American Red Cross maintained a mission in Bern, Switzerland, to work through the International Red Cross Committee to get the food into the camps. In addition, the American Red Cross supplemented the prisoners' supplies with clothes, toilet articles, and other comfort items.

NOVEMBER 11, 1918

The end of the war found the American Red Cross at a peak of popularity. "The Rose of No Man's Land" had been sung around the globe. The devotion of Red Cross workers at the front was reported and applauded. Thousands of people, stirred by the war and its significance in their lives, had poured out their money and their volunteer service, using the Red Cross as an outlet for their spirit and enthusiasm. To most Americans it had become a symbol of mercy and of good works efficiently performed. To peoples abroad the American Red Cross stood as a demonstration of the generosity and good will of Americans.

4. Expansion and World Leadership 1918-39

By the end of the war the American Red Cross had spread out into every crossroads of the nation. The organization had grown up, as it were, and had some magnificent achievements to its credit, but it was like a boy who had shot up weed-like and who needed to have his bones hardened, his muscles strengthened, and his voice steadied. The 20-year period that followed provided the necessary experience. The amazing growth in the ability of the Red Cross to render service brought the organization to the second world war with a preparedness and a strength that had been undreamed of when it faced the comparable situation 25 years before.

The War Council resigned in February 1919, and the Central Committee resumed the direction of activities under the chairmanship of Dr. Livingston Farrand. Overseas, the organization remained in Europe to distribute among war sufferers the surplus medical and surgical supplies and food-stuffs that Congress transferred from the evacuating army to the Red Cross.

The Red Cross continued to serve the peacetime Army and Navy, but the biggest task at home was that of helping veterans and their families readjust to civilian life. This whole program was one that could be seen stretching far into the future, and it was one every chapter was expected to carry on. They did carry it on throughout this period, and in 1939 there were still 95,000 servicemen and veterans receiving help from camp, hospital, and claims service liaison workers and 161,000 men or their families being assisted by Home Service in the chapters. Assistance to veterans and their families included, among other things, counsel and guidance in personal and family problems, information about government benefits, help in developing claims for such benefits, and financial assistance.

More than anything else could have, this program held together hundreds of chapters that might otherwise have disbanded at the close of the war. The Red Cross continued, of course, to handle disaster relief, but though disasters were frequent, they were scattered geographically and, except for fund raising, provided activity for comparatively few chapters at any one time. Held together by their services to men in the armed forces and to veterans, the chapters were receptive to ideas of service in other fields, and communities, urged on by various developing needs, began to call on the organization that had served so well during the war days.

John Barton Payne, who had been a member of President Wilson's cabinet, was appointed chairman of the American Red Cross in 1921 by President Harding and reappointed by Presidents Coolidge, Hoover, and Roosevelt. Serving for a period of 14 years, he profoundly influenced the development of the organization, first in the task of reducing its war-connected activities and later in building a broadening program of peacetime activity for the Red Cross.

While the national Red Cross was providing social and recreation workers in government hospitals for servicemen and veterans, and field directors in Veterans Bureau stations to help with claims work, and while chapters everywhere were going ahead serving the veterans and their families, it was disaster relief that again stood out as the dramatic program becoming more and more the special province of the Red Cross. This 20-year period was marked by some of the greatest disasters in history in this country and elsewhere. The Japanese earthquake in 1923, which killed thousands and rendered millions homeless in the Tokyo and Yokohama area, brought forth a wholly spontaneous contribution of over \$11,000,000 from the American people. In 1926 a hurricane in southern Florida occasioned an operation that gave assistance to 40,000 persons at a cost of \$4,500,000. In the spring of 1927 the Mississippi River flood sent 600,000 men, women, and children to the protection of the Red Cross. This operation cost \$17,000,000. In the fall of the same year the organization gave assistance to 22,100 victims of a tornado in St. Louis and the 17,000 sufferers from floods in New England.

The next year, in September 1928, a hurricane in Puerto Rico killed 282 persons, wrecked 155,000 buildings, and left half a million people destitute. Crossing into Florida, the same hurricane broke levees and flooded a great area ad-



jacent to Lake Okeechobee, snuffing out the lives of over 1,800 persons and destroying or damaging 32,000 buildings. Again the Red Cross came to the rescue, with a relief fund of \$6,000,000. But even these calamities were outdone in extent by a drought in 1930 that affected 23 states and used \$5,000,000 of disaster reserve funds and an additional \$10,500,000 contributed by the public to the Red Cross. This disaster served as a sort of introduction to the economic depression of the early and middle thirties. In 1932 Congress authorized the transfer to the Red Cross of 85,000,000 bushels of wheat to be processed into flour and other products and distributed to needy people, as well as 844,000 bales of cotton to be manufactured into clothing, sheets, and blankets and used for relief.

As if all this were not enough, the years 1935, 1936, and 1937 witnessed a series of floods, tornadoes, hurricanes, and earthquakes that invaded new territory as well as revisiting familiar scenes and reached their climax in the Ohio-Mississippi River flood in 1937, which affected 196 counties in 12 states, stretching from Pittsburgh to New Orleans and costing \$25,000,000 in relief funds contributed for the purpose.

During all this time, the number of disaster operations in which the organization was called upon to administer relief ranged from a low of 28 in one year to a high of 218 in another year. Many of these were largely financed from a disaster reserve fund replenished each year from the returns from the annual roll call.

These successive years of frequent disaster experiences enabled the Red Cross to develop techniques in handling them, policies in administering relief and in collecting funds, and procedures in preparedness that had not been used

before. These procedures involved other private agencies, religious and educational institutions, and local, state, and national government departments and agencies. Written agreements were worked out with most of the state governments. Understandings with state boards of health, state departments of education, and other state agencies became almost universal. On the national level cooperation was freely given by the War and Navy Departments, the Coast Guard, the Department of Agriculture, the U. S. Public Health Service, and the financing agencies, all of them placing themselves on occasion at the call of the Red Cross to the extent that their services were needed in disaster. In the 1937 Ohio-Mississippi River flood Admiral Cary T. Grayson, who had succeeded to the chairmanship upon the death of Judge Payne in 1935, presided over daily meetings of a group consisting of high government officials representing all the agencies mentioned above and several others, coordinating all resources and personnel for the one big job.

In addition to service to active servicemen and veterans and disaster relief, during this period between the two world wars a comprehensive program was developed that carried the Red Cross into practically every field of human endeavor—social, educational, industrial, agricultural, governmental.

Great concern had been aroused by statistics brought out during the war on the state of the national health. Believing that education could help in raising health standards, the Red Cross expanded its existing health services accordingly.

First aid instruction, an activity carried on in only 299 chapters in 1920, grew until by 1939 it was conducted by

2,288 chapters. In that year a high point in the peacetime development of this program was reached with the issuance of more than 355,000 certificates to people completing the courses. The highway first aid program, which was originated in 1935 following its introduction in Europe a few years earlier, reached 1,185 chapters with 2,783 stations and 2,579 mobile units. The life saving and water safety program was extended from 75 to 1,610 chapters and rolled up a total of over two million certificates during the 20-year period. The accident prevention program, started in 1935 as a separate effort, became in 1939 a part of the now familiar combination, First Aid, Water Safety and Accident Prevention Service. Indeed, the accident prevention program as it had been developed at that time was participated in by 1,978 chapters.



The Town and Country Nursing Service of prewar days changed its name to Public Health Nursing and was carried by the Red Cross to more than half the counties of the United States as the first effort in that field in those counties. In 1922 the Red Cross was the largest employer of public health nurses. So well did the service demonstrate its value that by 1939 only 360 chapters were still carrying on such programs, most of the others having been taken over by tax-supported or other community agencies. The courses in Home Hygiene and Care of the Sick continued as an effective, growing service that was being carried on by 954 chapters by the end of this period. A total of 927,000 certificates issued was the significant record of 20 years. The organization continued to maintain a reserve list of nurses, which reached the figure of over 44,000, of whom 15,612 were in the first reserve, available to be called to serve in disaster or in war. Special attention was given to preparing some nurses for service in disaster, an activity that presented problems of its own.



June A. Delano (center) and a group of nurses sail for Europe in World War I.



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Jane A. Delano (Center) and a group of nurses sail for Europe in World War I.

The nutrition program, begun as a part of instruction in Home Hygiene and Care of the Sick and expanded in World War I into a dietitian service both for the armed forces and for communities, developed into a full-fledged Service. It did an outstanding piece of pioneer demonstration of what a nutrition program in a community could do.

A blood donor service in which volunteer donors were enrolled to be available on calls from hospitals and physicians was started in 1937 and was carried on by a number of the larger chapters, helping to lay the foundation for the Blood Donor Service for the armed forces in World War II and for the National Blood Program of today.

Relief to civilian families in individual emergencies was a necessary feature in the programs of most rural and small-city chapters, particularly before the development of governmental relief in the early thirties. Even after the government program came in, there was a great deal of demand for the Red Cross service for families and individuals unable for one reason or another to qualify under the Emergency Relief Act. As late as June 30, 1939, there were 855 chapters with approved Civilian Home Service programs and 2,357 others that gave relief on occasion to civilians.

The Junior Red Cross, which had been set up during the first world war to provide an outlet for the eagerness of the children to help with war work, proved to be acceptable not only as a social asset to community and nation but as an educational device that met many of the needs of both children and teachers. The curve of membership was similar to that of the adult membership, though the extremes were not quite as great. From a low of a little over 4 million in 1922 it progressed by consistent stages to 7½ million in 1939. The junior members were a credit to the parent



Red Cross girls bring a touch of home to an advanced artillery outfit in World War II.

organization, extending their activities into practically every field their elders had entered, not excepting contacts in nearly every nation in the world through school correspondence and Christmas exchanges and through service programs in many lands supported by the National Children's Fund. This fund, started in 1919 to assist in meeting emergency needs in Europe after the first world war, was supported by money earned or saved by the children as individuals or in groups. The funds were used to purchase relief supplies outright and to provide the cartons and pay the shipping costs for school-produced articles and the contents of gift boxes; none of the member-raised money was used for administrative expenses.

The long-recognized importance of volunteers in the work of the Red Cross had been confirmed and emphasized by the enormous amount of fine service they rendered in the first world war. In 1919 a national committee under the leadership of Mrs. August Belmont was appointed to make a special study of chapter activities. One of the recommendations called for the development and stimulation of volunteer interest in peacetime service and the provision of adequate training when necessary. A special committee on volunteer service was authorized in 1922 to direct and guide a program to prepare volunteers for efficient, specialized service. Mabel T. Boardman served as chairman of this committee and as the first volunteer national director. Inspired by her vision and under her leadership, the program of Volunteer Special Services, as it had come to be known, was built on a firm foundation, serving the community day by day but prepared to expand rapidly in time of emergency.

Attention should be called to the fact that the Red Cross pioneered in several fields in which its accomplishments were passed on to others for continuing use and development. Among these was the hospital social work in veterans

hospitals, which began shortly after the first world war and continued until the late 1920's, when it was taken over by the Veterans Administration; the same kind of Red Cross hospital social work began in army and navy hospitals while the war was still on and continues to be a Red Cross responsibility. Public health nursing, previously mentioned, belongs in this list, too; started by the Red Cross as a demonstration, it proved its value so conclusively that many local programs were taken over and continued by agencies supported by public funds. Treatment of pellagra by the use of brewers' yeast, while recognized as effective by the U. S. Public Health Service for a number of years, was first carried out on an extensive scale by the Red Cross during and following the great Mississippi River flood of 1927; for several years the national organization provided free yeast to chapters in the pellagra area, proving its value in the prevention and control of this deficiency disease so conclusively that many counties and states made further provision for distributing it.

Telling the story of the 20 years of peace so largely in statistics has been necessary to present a picture of the growth of the organization and the extent of its service in the space available, but it is not adequate to describe the understanding and good will, the acquaintance and cooperation of thousands of people with each other, meeting in chapter work, in classes, in schools, in institutes, in regional conferences, in national conventions. Nor does it portray the relationship with the rest of the world. For by 1939 the American Red Cross had forged ahead and assumed a leadership that was outstanding among the 61 national societies of the world.

In 1919, after the War Council had been dissolved, Henry P. Davison was asked by President Wilson to carry

out a proposal he had made while chairman of the council and to organize a League of Red Cross Societies that would function in matters other than those covered by the International Committee of the Red Cross. This he proceeded to do and was elected Chairman of the Board of Governors of the League. The primary functions of the League, whose permanent secretariat is in Geneva, are the promotion of new Red Cross societies, the strengthening of weak societies, the encouragement of cooperation and understanding among Red Cross societies, and the development, through trained personnel, of national Red Cross resources and service in various countries. Upon Mr. Davison's death in 1922, he was succeeded by Judge John Barton Payne, who was at the time chairman of the Central Committee of the American Red Cross. Since then each of the successive chairmen of the American Red Cross has been elected Chairman of the League.

One last set of statistics will emphasize the growth of the American Red Cross during this period between the wars. The membership, which had reached a maximum of 20 million adults during World War I, decreased rapidly after the armistice until in 1925 it was down to a little over 3 million. Eleven years later, in 1936, it had increased by slow degrees to nearly 5 million. But then appreciation of the value of the expanded Red Cross services began to be felt in substantial measure, and the membership climbed steadily during the next 3 years, reaching 7,139,000 by the fall of 1939.

So it is apparent that the Red Cross had come to be appreciated and accepted as an instrument of the government and the people for the accomplishment of many civic and humanitarian purposes even before war threatened America.

5. World War II 1939-45

In the second world war the American Red Cross faced the greatest challenge of its career. Its experiences in the first world war and in the great disaster operations of the period following had established faith in its ability to operate effectively on a large scale. It now had to live up to that faith in the face of a world-shattering catastrophe. It moved quietly and with confidence. The services that had been conceived and developed through the years with the possibility of war in mind were found to be adequate in conception. Even Blood Donor Service, though organized and set up on a new basis, was only a development of what was begun in time of peace. The Red Cross recruited nurses for the Army and the Navy; it provided the soldier and the sailor with welfare and other services and established connection with their families through the home chapters; it provided surgical dressings; it sent food to prisoners of war; it helped the war disabled with their claims for government benefits; it gave relief to foreign civilian victims of war; it gave training in first aid, water safety, accident prevention, home nursing, nutrition, the various activities of Volunteer Special Services—sometimes to soldiers and sailors, sometimes to civilians only. In all these fields its activities were guided by the demands of the war.

Even before the invasion of Poland by the German Panzer divisions on September 1, 1939, the American Red Cross was giving relief to refugees in Czechoslovakia and aid to the Spanish refugees who had fled to France; on the other side of the world the suffering of the Chinese in their resistance to Japanese aggression had called forth for several years previously the assistance of Americans through their Red Cross organization.

When hostilities began in Europe, the people of the United States were anxious to help the victims of war. Desirous of rendering aid to suffering Poland, ravaged by the German armies, the American Red Cross requested permission to convey supplies across the soil of Germany itself, and this permission was granted. Thus at the very beginning of the great struggle the power of the Red Cross to command the respect of the warring nations was demonstrated.

But while these relief operations were in process, the leadership of the American Red Cross was planning carefully and intensively for what would happen if war should come. For the Red Cross must be prepared for any eventuality.



The enrollment of nurses for service with the armed forces was greatly accelerated; nearly all the 77,800 nurses who served in the war were certified to the Army and the Navy by the American Red Cross. In addition to this traditional service, the Red Cross in 1940, at the request of the Surgeons General of the Army and the Navy, undertook the enrollment of medical technologists for the Army and the Navy. This project continued until 1943, when the military were able to meet their own needs.

To assist the British in studying and combating communicable diseases, the American Red Cross, in cooperation with Harvard University, undertook a project that resulted in the opening in September 1941 of the American Red Cross-Harvard Field Hospital Unit in England. The American Red Cross furnished the prefabricated buildings that were set up as a 125-bed hospital, recruited a staff of 62 nurses with special preparation in communicable disease nursing, and provided maintenance for the hospital, the

nurses, and the medical staff. Harvard University provided the medical staff for the hospital and also established, maintained, and staffed the other two sections of the unit—the laboratory and the field unit for the study of epidemic disease. The joint project was taken over by the U. S. Army in July 1942.

The "Blood for Britain" project, a joint effort of the Blood Transfusion Association of New York and the American Red Cross, got under way. Partly as a result of this experience in collecting large quantities of blood, the Red Cross, at the request of the Surgeons General of the Army and the Navy, undertook in 1941 the collection of blood on a wholly unprecedented scale. The Division of Medical Sciences of the National Research Council was responsible for the technical aspects of the program: the methods used for collection and the safety measures necessary for the protection of both the donors and the blood. It was the responsibility of the Red Cross to establish, maintain, and operate the blood donor centers, including their financing, and to enroll a sufficient number of donors to supply the vast quantities of plasma needed, and later, serum albumin and whole blood. It was the further responsibility of the Red Cross to make sure that the methods of collection and proper protection as agreed on by the council were carried out in the centers. The services of Red Cross staff assistants, nurse's aides, Gray Ladies, and members of the Canteen Corps and the Motor Corps in the centers contributed immeasurably to the success of the blood donor program, providing an outstanding example of cooperation among various Red Cross Services to achieve a common goal. At the peak of this operation, which was not terminated until the end of the war with Japan, the Red Cross had 35 fixed centers and 63 mobile units. In its 4 years of operation, the Red Cross Blood Donor Service collected a total of

13,326,242 pints of blood for the armed forces and made one of the really great contributions toward the saving of life in this war.

War Relief Production, dormant for 20 years, was revived, and thousands of volunteers responded. Chapters were besieged by people desiring to help. Garments were made for Polish refugees and for the 500,000 citizens of Alsace-Lorraine who had been evacuated from their homes. Tremendous needs arose with the invasion of the Low Countries, and more than a million garments were shipped for refugees of those countries. Almost a million surgical dressings made in chapter workrooms were sent to the French Red Cross, nearly half a million to the British.



Meeting the needs of refugees all over Europe for food and medical supplies was of first importance, and the civilian relief program was expanded to solve this major problem. Ambulances, hospital equipment, drugs, soap, blankets, and dehydrated vegetables, dried milk, and other food supplies were transported across the submarine-infested waters of the Atlantic.

An inquiry and information service to enable people in the United States to find out the whereabouts and welfare of relatives and friends in war-affected countries was set up at the outbreak of hostilities. The service worked closely with the International Committee of the Red Cross in Geneva, which in turn worked with the Red Cross societies of the countries concerned.

The passage of the Selective Service Act in September 1940 and the induction of the National Guard units brought the total strength of the armed forces to about 1,800,000 by June 30, 1941. This growth caused a tremendous upswing

in the Red Cross activities on behalf of servicemen in stations and hospitals throughout the United States and their families back home.

Then came Pearl Harbor. The American Red Cross was already well along in the process of expansion when that attack occurred. It was ready to assume the additional burdens imposed by the war in which our own country was now irrevocably involved.

In December and January a war fund of \$70,000,000 was raised, and a new high in the rate of expansion of Red Cross activities followed during all of 1942 and 1943. The Army and the Navy grew; stations and hospitals covering many thousands of acres were built and occupied. The Red Cross, which had been authorized in World War I to operate on military reservations, carried on its traditional services of communicating with home and family, reporting to the military authorities on home conditions, giving counsel and assistance to servicemen with problems, obtaining social histories of patients for medical authorities, and carrying on hospital recreation programs, in addition to performing many other services.

OPERATIONS OVERSEAS

When the armies began to move overseas, the Red Cross moved with them. The communication-with-home service was carried on through field directors and the chapters in the home community. Needs of this and other types were intensified by the distances involved.

Large quantities of athletic and recreational equipment— from roller skates and baseballs to pianos and fishing tackle—were sent overseas for the servicemen, along with comfort articles and other supplies.

One of the major services rendered overseas was the establishment of the clubs in leave areas where able-bodied servicemen could obtain lodging and meals, some relaxation, and a bit of America while on leave in foreign lands. In both world wars, at the specific requests of the Army, the Red Cross made small charges for food, lodging, and barber and valet service at canteens, hotels, and clubs but not in mobile facilities. The prices varied from theater to theater because local food costs and currency values were different and no standard prices could be set that would apply to all theaters. The Army's request was made because of the relatively high rate of pay given to our servicemen, which, from our Allies' point of view, compared unfavorably with the pay of their servicemen. At the peak of the program the Red Cross was operating 993 such clubs for our troops. In addition there were clubmobiles and trainmobiles that served combat troops, bringing food, cigarettes, newspapers, victrolas, and last but not least, American girls, who almost invariably conducted or accompanied these expeditions to help with the work and to give our boys the pleasure of seeing and talking with feminine representatives of the life they could only feel was very far away.



The Red Cross provided staff for the Army's rest homes for war-weary airmen and convalescent homes for the sick and wounded. In the rest homes the men could relax, read, or take part in a variety of planned activities—fishing trips, hunting trips, swimming parties, sight-seeing.

Social workers, recreation workers, and staff aides were assigned to army hospitals overseas. By the second anniversary of Pearl Harbor 4,500 Red Cross personnel were serving overseas, and at the peak of the war period they numbered 9,400.

The American Red Cross civilian war relief program

continued after Pearl Harbor in all parts of the world. In the enemy-occupied countries relief supplies were distributed under the supervision of the Joint Relief Commission of the International Committee of the Red Cross and the League of Red Cross Societies. When Allied Military Government operations began in September 1943, the American Red Cross provided personnel to assist the military authorities in caring for the liberated civilian populations. All told, the program assisted more than 75,000,000 persons in about 40 countries during the years 1940-46.

IN THE UNITED STATES

While all these activities were going on abroad, Home Service in this country was growing rapidly. Handling the large volume of communications, cooperating with military authorities through the field directors in obtaining social histories and home conditions reports, helping the increasing number of veterans and their dependents with their claims for government benefits, and giving consultation and financial aid necessitated a tremendous increase in chapter personnel. Thousands of workers were employed by the chapters. These were supplemented by many more thousands of volunteers to carry on the work of Home Service on behalf of servicemen and veterans and their families.

Along with providing Home Service and carrying out other charter obligations, chapters were called on to train thousands of additional volunteers to render other important services to the community and to the nation. By agreement with the Office of Civilian Defense the Red Cross was to enroll and train 100,000 nurse's aides to serve in civilian hospitals hit by the shortage of nurses. Actually the Red Cross trained more than 215,000, and they served in civilian, army, navy, and veterans hospitals and in the marine hospitals of the U. S. Public Health Service. Volunteers were

also recruited and trained to serve as aides to hospital dietitians in army, veterans, civilian, and USPHS marine hospitals.

The Canteen Corps and the Motor Corps were greatly enlarged. The first of these served food at docks, airports, and railroad stations to servicemen in transit. The Motor Corps, in addition to its regular chapter duties, transported convalescent servicemen and veterans and on occasion furnished drivers for army and navy vehicles.

The Hospital and Recreation Corps—including the Gray Ladies—found greatly increased opportunities to give their friendly personal service to the sick and convalescent in federal and civilian hospitals and to serve, upon request, in the educational reconditioning and rehabilitation programs in the federal hospitals. Composed of professional artists and craftsmen, the Arts and Skills Unit of the Hospital and Recreation Corps was so successful that in February 1944 it was reorganized as a separate corps. In the latter part of the war this corps was serving in 123 hospitals.

During the war years the Production Corps in chapters throughout the nation turned out a staggering total of two and a half billion surgical dressings for the Army and Navy and for overseas relief; sixty-one million garments; over a million layettes; and more than thirty-one million kit bags and miscellaneous articles for soldiers and sailors.

It was during the period of great activity on behalf of servicemen and veterans and their families that the Camp and Hospital Council Service—later called Community Service to Camps and Hospitals—was organized. This chapter organization provided a channel through which community groups throughout the nation could furnish supplementary supplies, equipment, and services requested by com-



manding officers and hospital authorities for the welfare of servicemen and women on army posts and naval stations and in federal hospitals all over the country. For this purpose chapters and community organizations supplied recreation equipment, musical instruments, comfort articles, books, Christmas and birthday gifts, garden tools, seeds, and furnishings for recreation rooms and for dayrooms in barracks; arranged for fishing trips, picnics, tours of industry, and visits to museums and places of local interest; and provided tickets for concerts and athletic games, instructors for photography, stamp collecting, music appreciation, archery, and golf, junior hostesses to serve at dances and parties, amateur and professional entertainment, and name bands. Altogether 5,000,000 volunteers representing 52,100 community organizations participated in the Service through 2,221 chapters.

Our entrance into the war greatly accelerated the demand for first aid instruction. The service was considerably broadened and during the war years the Red Cross issued nearly 9,000,000 first aid certificates. Many of the classes were conducted in the armed forces by instructors qualified by the Red Cross. The high accident rates in homes, on farms, and among children, together with the shortage of doctors and nurses to care for civilians, led to the further strengthening of the accident prevention program in 1942 by the introduction of courses of instruction in Home, Home and Farm, and Junior Accident Prevention. The water safety part of this triple service—First Aid, Water Safety and Accident Prevention—was greatly expanded, both to continue teaching swimming skills to civilians and to instruct servicemen in combat swimming, where the ability to take care of oneself in the water might well mean the difference between life and death. Convalescent swimming, too, was taught to the war-disabled.



The Nursing Services extended the home nursing program to meet a real public need. The shortage of doctors and nurses plus the lack of hospital facilities made it imperative to spread home nursing knowledge as widely as possible. More than a million and a half persons were taught home nursing skills by the Red Cross during the war period. Another service provided by the Red Cross in this same field was the war-born Camp Community Emergency Nursing Service, which gave public health nursing services to the wives and children of servicemen in communities near army posts and naval stations, as well as to war workers and their families in industrial communities that had grown up almost overnight.

In response to the specific request of the administrator of the Office of Defense Health and Welfare Services, Nutrition Service had begun to expand its activities even before Pearl Harbor. Special emphasis was laid on cooperation in the government's wartime nutrition program to keep America strong through the wise use of available foods. Housewives were taught through regular courses and in other ways how to provide balanced meals without using scarce items. Demonstrations in home canning were featured. At national headquarters Nutrition Service also provided technical advice as to the contents of the food packages sent by the Red Cross to prisoners of war.

Although there were mercifully few major disasters in this period, the Disaster Service of the Red Cross was far from idle. Working in close cooperation with the Office of Civilian Defense, disaster workers in chapters all over the country took part in preparations to protect the civilian population in the event of bombing or other enemy action in this country. In addition, chapters on the coasts gave assistance to evacuees and rescued seamen, victims of the disaster of war.

The children were as eager to help meet the challenge presented by war-created needs as were their elders, and the activities of the Junior Red Cross were greatly expanded. Its members fought the "war on waste" by collecting tremendous quantities of paper, metal, textiles, and fats. They served members of the armed forces by producing millions of comfort articles, hundreds of thousands of Christmas menu covers, and enormous quantities of Christmas decorations for military outposts. For children overseas, the members of the American Junior Red Cross produced clothes and soft toys and sent thousands of gift boxes containing educational and health supplies.

The Red Cross had a special responsibility to the 115,000 American and 1,300,000 Allied prisoners of war in Europe and the Far East. Through the International Committee of the Red Cross, the American Red Cross shipped nearly 200,000 tons of relief supplies, including more than 27,000,000 eleven-pound food packages, which were packed by volunteers in packaging centers in five cities, as well as thousands of tons of clothing and medical and comfort supplies. Most of the food and clothing was paid for by the governments of the prisoners; the American Red Cross paid for the medical supplies, the capture parcels, and some of the comfort articles for American prisoners. In an effort to get some news of the outside world to our prisoners, the Red Cross, with the assistance of the War Department, published the monthly *Red Cross News*, which the International Committee of the Red Cross distributed in the camps. To inform families and friends of prisoners of the conditions within prison camps, the Red Cross also published the *Prisoners of War Bulletin*, which was sent free each month to all next of kin.



It was necessary to add only a few services not already

in operation to meet special war needs. Of these, the blood donor program and preparing packages for prisoners of war have been mentioned. College units were authorized toward the close of 1942 to provide an opportunity for the nation's college and university students to participate more directly in the Red Cross program through the local chapters. This development laid the foundation for a continuing peacetime program between the campus and the community.

The work of volunteers has been mentioned in connection with the various services rendered by the Red Cross in World War II. An average of 4,246,000 volunteers gave their time and energy without remuneration in each year of the war period; the largest number serving in any one year was 7,500,000. The ratio of volunteers to paid workers was about 250 to 1. Most volunteers were trained for their work, and they gave magnificent service.

A few statistics will serve to indicate how wholehearted was the support given to the Red Cross by the American people in this period. Adult membership rose from 5,700,000 in 1939 to 36,600,000 in 1945, and the junior membership grew from 7,500,000 to 19,900,000. Funds contributed to the Red Cross between July 1939 and June 1945 reached an overwhelming figure of approximately \$735,000,000.

VE DAY AND VJ DAY

The fighting ended in Europe in May 1945 and in the Pacific in August of the same year. As the armies were withdrawn, leaving only the occupation forces, the Red Cross reduced its personnel but continued to serve the armies of occupation. Gradually many of its war activities and the units that had carried them on were demobilized. But new responsibilities presented themselves. The problems of the veterans now began to loom larger. Health and safety

are as important in peace as in war. Disaster continues to stalk the race. Another era confronts the organization. It must face the new era with earnestness, courage, and preparedness.

6. The Challenge of Today

With the end of hostilities the world was confronted with the challenge of making itself a safe place to live in. It dared further to hope it might go forward cooperatively to greater triumphs in human achievement. The Red Cross, which came into being as a result of just such a world challenge and a hope in an earlier day, shared in them both now. In international and domestic spheres alike, new and greater opportunities for service to humanity were open to the organization. The League of Red Cross Societies, with a record of nearly 30 years of satisfactory cooperative peacetime operation, moved forward with confidence to attack new problems. Here at home the American Red Cross faces the future with equal confidence as it lays its plans to give increasingly greater service to this country and to the world.

The American Red Cross had been the moving spirit in establishing and maintaining the League of Red Cross Societies. The League's program was to assist in the development and strengthening of Red Cross societies throughout the world, to encourage cooperation and understanding among Red Cross societies, and to improve health conditions through the development of comprehensive health programs.

Through the biennial meetings of the Board of Governors of the League and through regional conferences bringing together representatives of national societies, progress was made in cooperative understanding and effort. Of necessity, these meetings had to be abandoned during the war, but they were resumed as soon as practicable after the cessation

of hostilities. At the meeting of the Board of Governors in Paris in 1945, the Chairman of the American Red Cross was elected chairman of the Board of Governors of the League, and at this same meeting a delegate was appointed to act as observer for the League at the United Nations meeting in London, to study the possibility of a working relationship between the League and the United Nations. In November 1946 the General Assembly of the United Nations unanimously approved a resolution stating that all member nations should encourage and promote the establishment and cooperation of national Red Cross societies; respect the independent, voluntary nature of such societies at all times; and take the necessary steps to insure that contact between the national Red Cross societies of all countries may be maintained to enable them to carry out their humanitarian task. Today, as in the past, the solution of the problems facing the League and its member societies will be sought through cooperative action.

Relief and rehabilitation of peoples of war-torn countries is one of the most vital and urgent needs in the international field. All national societies that are able to do so have been participating in this program in proportion to their resources. Because of the favored condition of this country compared to others when the war ended, the American Red Cross was in a more fortunate position than its sister societies and took the lead in providing assistance until the needs could be met by other agencies. The distribution of all such supplies was handled by the national Red Cross societies and other local agencies, under the supervision of trained personnel furnished by the American Red Cross.

The reestablishment of Red Cross societies in occupied countries is regarded by the military authorities as a vital force in furthering the growth of democracy. National

societies in other countries need strengthening and revitalizing. The American Red Cross is providing its sister societies with both material and advisory assistance to help them make their programs effective. It must continue to exercise leadership in the international organization while going forward realistically with its domestic program.

The domestic program, too, presents a series of challenges. The most immediate of these is the successful discharge of responsibilities generated by the war.

The largest military establishment in peacetime history looks to the Red Cross for continuation of its traditional service at home and abroad. Field directors serve with the occupation troops overseas and provide the same Red Cross service to the men and families there as in the United States. The wartime club program overseas has been discontinued. In this country a new service has been inaugurated in the field of recreation for the able-bodied. Red Cross volunteers now assist army recreation officers with their programs.

Services to veterans had to be greatly augmented as the number of veterans increased. Chapters must continue the traditional services rendered to veterans and their families. Red Cross representatives attached to Veterans Administration offices must assist as always with the filing and processing of claims.

A new Red Cross activity known as Service in Veterans Hospitals was organized at the close of the war to coordinate the services given in Veterans Administration hospitals by Red Cross volunteers from nearby chapters. These services have been greatly increased because of the emphasis placed by the Veterans Administration on assistance of volunteers in its hospitals, not only to augment hospital personnel and supplement government equipment but also to bring about a healthful association of patients with community people.



The Red Cross has utilized many wartime developments and techniques to strengthen its program of disaster preparedness and relief. Many of the thousands of doctors and nurses who had been organized into emergency medical units under the Office of Civilian Defense have been integrated into disaster preparedness and relief committees. Cooperation with the U. S. Weather Bureau and other agencies continues to provide warning of impending hurricanes, floods, and other conditions, enabling the Red Cross to make advance preparation for disasters. Scientific developments such as plasma, helicopters, and two-way radio communications are being utilized in relief operations.

An average of 340 forest fires occurs every 24 hours in the United States. Most of them could be prevented. The Red Cross cooperates with the U. S. Forest Service in a nation-wide campaign to make the public conscious of the need for preventing forest fires. Fire prevention and conservation of resources are part of the programs of Disaster Preparedness and Relief; First Aid, Water Safety and Accident Prevention; Junior Red Cross; and College Units.

Peacetime has not yet served to relieve the widespread shortage of medical services. In approximately 40 percent of the nation's 3,000 counties, in which 15 million people live, there are no registered hospitals. At the same time, approximately 6 millions of the total population are ill during the winter months, and the majority of these are cared for at home. In cooperation with other health and educational agencies, the Red Cross Home Nursing Service offers instruction in care of the sick in the home to all persons who need and want this training. With the establishment in 1947 of permanent nurse corps for the Army and the Navy, the primary reason for the Red Cross nurse reserve

as originally constituted was removed. However, the Red Cross continues to enroll nurses for service in communities and keeps a roster of those who can be called on to serve in emergencies such as disasters and epidemics. It also stands ready to assist the Army and the Navy in the recruitment of nurses upon request.

World-wide food shortages have emphasized the need for conservation and proper use of basic foods in this country. In addition, the fact that one man in every seven was directly or indirectly disqualified by Selective Service because of nutritional deficiencies stresses the importance of proper nutrition information as an aid to national health and safety. The Red Cross Nutrition Service is strengthening its program in the schools and enlarging its adult education activities in an effort to combat widespread inadequate diets and resulting nutritional deficiencies.

Accidents rank fourth among all the causes of death in this country; more children die from accidents than from any other single cause. The total number of persons killed in accidents every year is around 100,000; the number injured is around 10 million. Yet people as a whole are strangely unmoved by these distressing facts. All this means that the preventive and remedial programs of the First Aid, Water Safety and Accident Prevention Service face a continuing challenge in these times. Moreover, public opinion needs to be aroused to the point where preventable accidents will be outlawed and made a matter of general and individual concern. There are constant and growing opportunities for working with other agencies and for community leadership training in the particular phases of safety in which the Red Cross is engaged.

The blood plasma that was surplus to the needs of the Army and the Navy when the fighting ceased was returned

to the Red Cross, which has been making it available to state departments of health for distribution to physicians and hospitals for use without charge for the product in civilian medical practice. Immune serum globulin, the most valuable agent known for preventing or modifying measles, has been distributed in the same way. The distribution was initiated in 1944 when it became available as a by-product from the wartime processing of serum albumin. The present plasma fractionation program continues to make the product available for distribution. Realizing that a continuous supply of blood and blood derivatives for civilian use is a vital peacetime need, the Red Cross, after consultation with leading medical and health authorities, in 1947 launched its National Blood Program, which will in time provide whole blood and blood derivatives, without charge for the products, to all who need them. It is expected to take from 3 to 5 years to bring the program to full operation.

Volunteer Special Services and Community Service to Camps and Hospitals have been combined under the name of Volunteer Services to provide a better integrated program of services in which volunteers engage. The need and the opportunity for such services are as great now as they have ever been.



The Canteen Service must be ready around the clock to feed disaster sufferers and provide refreshments for workers at the scenes of accidents and disasters, in addition to giving its regular service to the chapter and the community. Workers in Production and Supply Service are busy making garments, comfort articles, and surgical dressings for hospitalized servicemen, veterans, and civilians and for overseas relief, as well as serving as a channel through which community organizations can provide recreation supplies for nearby hospitals and institutions. Members of the Entertainment and Instruction Service are helping to lighten the

long hours of convalescence in hospitals and institutions by providing entertainment and teaching hobby groups. Many civilian hospitals are requesting that the services of the Gray Ladies be given to them, as well as to army, navy, and veterans hospitals. Nurse's aides are serving in federal and civilian hospitals and various community agencies and are always on call in disaster emergencies. Members of the Social Welfare Aide Service are helping Home Service in its work with servicemen and veterans and their families and may accept other assignments to assist social workers. The Motor Service provides transportation for chapter activities, drives patients for medical attention and on outings, and has many missions in an emergency. Staff aides provide clerical and secretarial assistance to chapters, hospitals, and other agencies. They act as receptionists, operate telephones, and are invaluable in disaster operations. As long as there are hospital patients and some facilities for the use of artists and artisans, there will be work for the members of the Arts and Skills Service. Nearly all the Volunteer Services will take part in the operation of the blood centers as the National Blood Program is extended across the nation.

The fact that Junior Red Cross membership has more than doubled since 1939 and has for a number of years included around 70 percent of the total school population in elementary and secondary schools enlarges the opportunity and the obligation for the Junior Red Cross program. Members certified in first aid, water safety, and accident prevention serve in schools, on playgrounds, and at pools. They carry on fire prevention work and are on call in disaster emergencies. The Junior Red Cross is also taking an active part in overseas relief by means of shipments of educational supplies and gift boxes to boys and girls in war-torn countries. Its prewar program of international correspondence has been resumed on a much larger scale, and special assistance

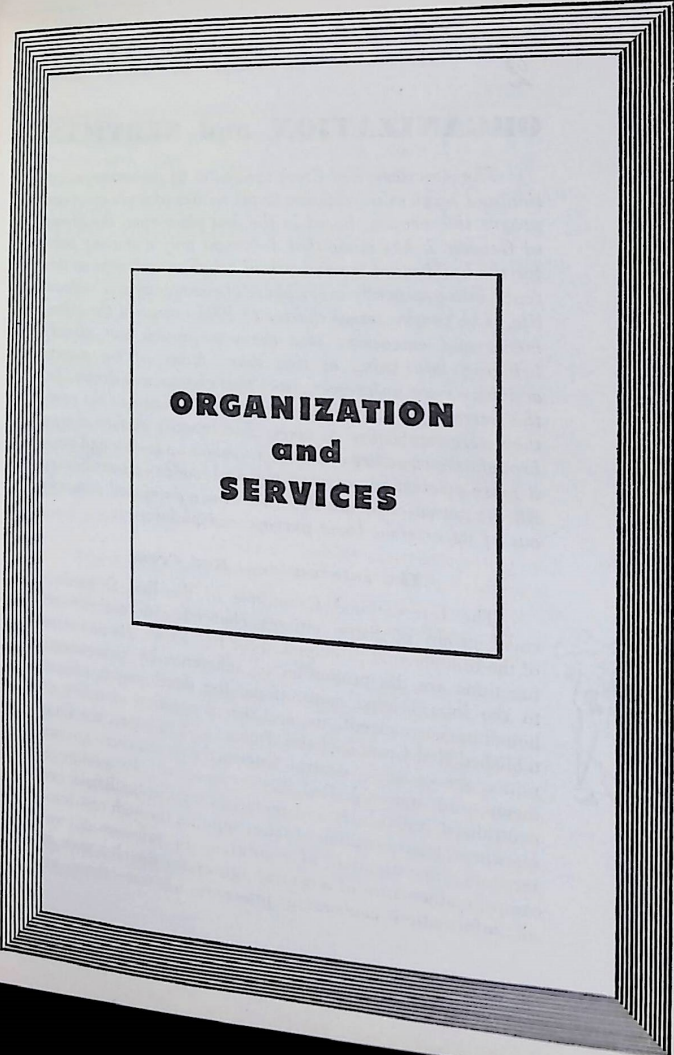


is being given in reorganizing and revitalizing Junior Red Cross groups in the former occupied countries.

The large number of veterans attending colleges has had a great effect on the peacetime projects of college units and the programs of College Activities generally. More men students are now participating, and the activities connected with services to veterans' families and veterans hospitals have tended to place more emphasis on community service.

To make the organizational structure of the American Red Cross more effective in handling its present-day program both at home and abroad, a study was undertaken shortly after the war to examine the changes that had taken place since the organization's congressional charter had been granted in 1905. The recommendations for charter changes were incorporated into a bill that was passed by the Congress and signed by the President of the United States on May 8, 1947. Among other things, the revised charter provides for a larger governing body with increased representation on it for delegates chosen by the chapters. The national organization has always been responsive to the wishes of the chapters, but the new charter provides more direct channels for the exercise of the democratic process that is fundamental to the successful operation of the Red Cross.

Today the Red Cross prepares for the future, a future whose problems and opportunities cannot all be clearly foreseen. Sixty-six years of service have established the Red Cross in the minds and hearts of the American people. They have also established the fact that, next to vision, the most essential element in any Red Cross program, in peace or war, is flexibility. The Red Cross must be responsive to change, mobile, prepared to meet any emergency that may arise. It is an instrument of the American people, and its activities must be an expression of their desires and an answer to their needs.



ORGANIZATION and SERVICES

ORGANIZATION and SERVICES

The American Red Cross arrived at its present organization and services in response to the wishes of a generous and progressive people. Based in the first place upon the Treaty of Geneva, it has made that document only a starting point for the building of the network of activities and services that reach into practically every phase of community and national life. The congressional charter of 1905 expressed the refinements and extensions that the organization was already bringing into being at that time. Many of the present activities were unforeseen when that charter was drawn, but the warrant for all of them was found in it and in the needs they were established to meet. The recently revised charter brought the structure of the organization up to date and made it more efficient in carrying out its broader responsibilities. All the activities of the Red Cross have developed naturally out of its original basic purpose and philosophy.

The International Red Cross

The International Committee of the Red Cross is a small group of Swiss citizens charged with maintenance of the fundamental principles of the Red Cross. Its peacetime functions are the promotion of adherence by governments to the international conventions, the development of new humanitarian conventions, and the recognition of newly established Red Cross societies. In war and in peace, the Committee serves as a neutral intermediary between governments and national Red Cross societies. Protection of neutralized individuals and materials on the battlefield and elsewhere, transportation of relief supplies through restricted territory, investigation of conditions in prisoner of war camps, maintenance of a central agency for the clearance of all information concerning prisoners of war—these are



among the matters coming within the province of this body. The International Committee is not subject to the control of the national societies nor does it control them except to commit them to the practices of neutrality and service that the Treaty of Geneva was set up to establish. The Committee's headquarters are in Geneva.

The League of Red Cross Societies, on the other hand, is a federation of the national societies, formed to encourage and promote the activities of these societies for the relief of suffering humanity and to facilitate their international cooperation. It also acts as a representative of the national Red Cross societies in their relationships with other international groups. World-wide movements in health, safety, and other civic or social interests may be promoted through the League. Altogether, 65 nations have Red Cross societies holding membership in the League; the American Red Cross has been outstanding in its support of it. The permanent headquarters of the League are in Geneva.

The International Red Cross Conference is a regular meeting, quadrennial in principle, of delegates from national Red Cross societies, the League of Red Cross Societies, the International Committee of the Red Cross, and governments participating in the Red Cross conventions. The Conference is the highest deliberative and policy-making body of the Red Cross world. It elects five delegates from national societies, who, together with two representatives of the League and two representatives of the International Committee of the Red Cross, form a Permanent Commission to carry on the business of the Conference when it is not in session.

These three organized groups, together with the national Red Cross societies, form the International Red Cross—a term used to describe the whole concept of Red Cross or-

ganization, relationships, and conventions on an international scale. The International Red Cross is the means by which the Red Cross ideal is transformed into action toward better human relationships.

The American Red Cross

The American society is a corporation chartered by Congress and operating throughout the United States, its insular possessions, and in other parts of the world wherever our armed forces go. The congressional charter is one of the things that give the Red Cross its quasi-governmental status; others are the appointment of eight members of the Board of Governors, including the principal officer of the corporation, by the President of the United States, the audit that is made of its books by the Department of the Army, and the fact that it represents the government in carrying out the provisions of the Treaty of Geneva.

BOARD OF GOVERNORS

The governing body of the American Red Cross is the Board of Governors, which has all powers of government, direction, and management of the corporation. It consists of 50 members, 8 of whom are appointed by the President of the United States, 30 elected by the chapters at the national convention, and 12 elected by the boards as members-at-large. Of the 8 Governors appointed by the President, one is designated by him to act as the principal officer of the corporation; the others are officials of government departments dealing with matters that touch on the Red Cross program. At least one but not more than three of them are selected from the armed forces.

The members of the Board of Governors serve without compensation. A salary is provided for the principal officer

of the corporation, but usually, as at present, he serves as a volunteer. The Board is composed of citizens who have proved their worth by making outstanding contributions to the life of the nation in business, philanthropy, social work, education, industry, government, or other fields. In a real sense they represent the *people* of the United States.

HONORARY OFFICERS

The President of the United States becomes Honorary Chairman of the American National Red Cross upon his acceptance of the office. The Attorney General and the Secretary of the Treasury, upon their acceptance, become respectively Honorary Counselor and Honorary Treasurer of the corporation.

EXECUTIVE AND ADMINISTRATIVE OFFICERS

The principal officer of the corporation, who is appointed by the President of the United States, is the President of the corporation and serves also as Chairman of the Board of Governors. With the approval of the Board, he appoints the secretary, the counselor, and the treasurer of the corporation, who perform the duties customarily associated with such offices.

In addition, the President of the American National Red Cross appoints the other officers of the corporation, including the executive vice president and general manager, the vice president and assistant general manager, nine vice presidents (five of whom serve as managers of the areas), and the comptroller.

The diversity of the activities of the Red Cross is shown by the following list of responsibilities of the four vice presidents at national headquarters and the comptroller:

Social Welfare Services, including Services to the Armed Forces, Services to Veterans, and Disaster Preparedness and Relief;

Health Services, including Medical Services, Nursing Services, Nutrition Service, First Aid, Water Safety and Accident Prevention Service, and the National Blood Program;

Public Relations, including Public Relations, Publicity, and Fund Raising;

School and College Activities, including the American Junior Red Cross and College Activities;

Office of the Comptroller, including finance and accounting, comprising Accounting Service and Office of the Budget; operating facilities, comprising General Supply Office, Office and Building Administration, Office of Reference, Statistics, and Publications, Office of Insurance, Office of Telecommunications Services, and Office of Machine Records; and the Office of Organization, Methods, and Procedures.

Reporting directly to the executive vice president are three administrators, with responsibility for:

Foreign Operations, including International Activities and administrative responsibility for Services to the Armed Forces outside of continental United States;

Volunteer Services, including Arts and Skills Service, Canteen Service, Entertainment and Instruction Service, Gray Lady Service, Motor Service, Nurse's Aide Service, Production and Supply Service, Social Welfare Aide Service, and Staff Aide Service;

Personnel Services for the national organization and the area offices.



THE SERVICES

Under the administrative supervision of the four vice presidents are certain other administrators and the national directors of the various Services of the Red Cross, with staffs of professional workers. All services rendered by the Red Cross are authorized by the Board of Governors. Some are given at the national level and are directed from national headquarters. Others are given at the chapter level, where they are directed by the chapter's board of directors.

In any given Service the national director and his staff recommend for the approval of the President or the Board of Governors the objectives of the Service, the scope of the program, and the policies under which it is to operate. They have responsibility for professional techniques and standards, relationships with other professional agencies, qualifications of workers, courses to be given, and credits to be allowed. On the other hand, the administrative officers must decide such questions as relative emphasis to be given as compared with other Red Cross Services, budgetary allotments for carrying on the work, and methods of promotion in the chapters and communities.

Once decided upon, the program (unless it is one to be administered directly by national headquarters), with its objectives and policies, is given to the area office to be carried out. Here are to be found the machinery of promotion and administration, facilities for correspondence with chapters, a general field staff to serve chapters, publicity channels open to newspapers, radio, platform, and theater. Here also are area directors of Services, corresponding to those at national headquarters and reporting professionally to them to safeguard the standards that have been set up and to give professional and technical guidance in the promotion and administration of the Services in the chapters. Special

field staffs cover the chapters to provide professional guidance in Home Service, Disaster Preparedness and Relief, Nursing, Nutrition, First Aid, Water Safety and Accident Prevention, the National Blood Program, and the Junior Red Cross.

But not all Red Cross Services are carried on in the chapters. Certain of them are administered directly by national headquarters at Washington, D. C., or by the area offices, which are part of the national organization and were set up to facilitate administration.

The area offices, five in number, cover continental United States and are defined territorially as follows:

North Atlantic Area—New York, N. Y.: Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont.

Eastern Area—Alexandria, Va.: District of Columbia, Indiana, Kentucky, Maryland, Ohio, Pennsylvania, Virginia, West Virginia.

Southeastern Area—Atlanta, Ga.: Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee.

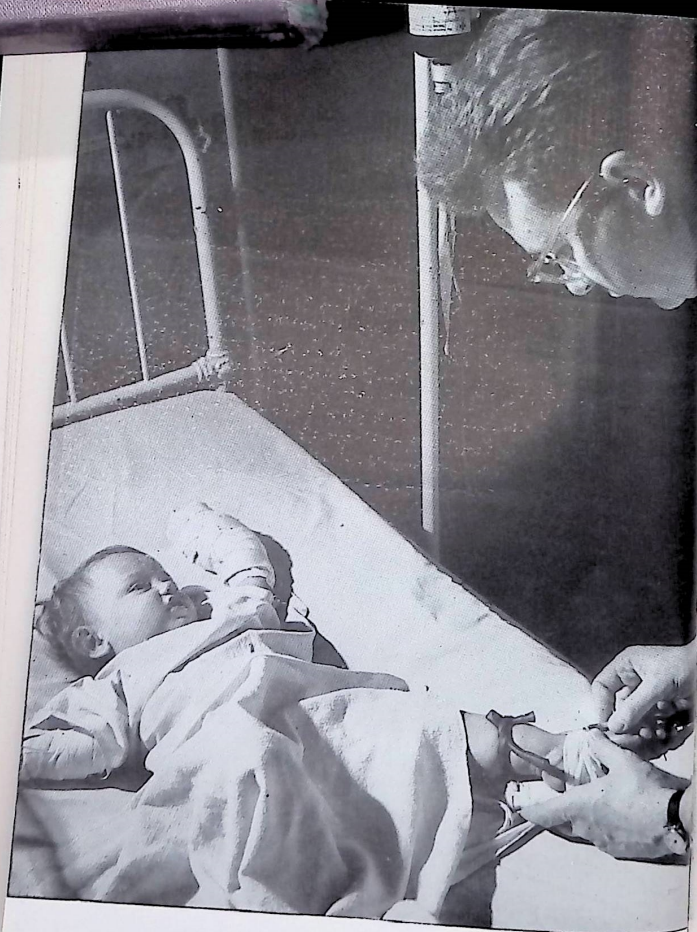
Midwestern Area—St. Louis, Mo.: Arkansas, Colorado, Illinois, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Wisconsin, Wyoming.

Pacific Area—San Francisco, Calif.: Alaska, Arizona, California, Idaho, Montana, Nevada, Oregon, Utah, Washington.

Each area office is under a vice president, manager, who acts as the representative of national headquarters within



A little Finnish girl opens a Junior Red Cross gift box.



Blood can save lives.

his area and reports to the executive vice president and general manager. He has a twofold responsibility: (1) to see that the national Red Cross program is carried out within his territory; and (2) to guide the local Red Cross activities administered directly by the chapters within his jurisdiction.

The chapters, of which there are 3,751 (8 of them in insular possessions), are the local units. The county is the most common unit of chapter organization. As will be seen below, relationships vary somewhat among national headquarters, the areas, and the chapters according to the various activities in which the Red Cross engages.

SERVICES BY THE NATIONAL ORGANIZATION. In one type of activity national headquarters assumes direct responsibility for administration and for actually doing the job. This is the case with *Foreign Operations*, which includes *International Activities* and *Services to the Armed Forces outside of continental United States*.

International Activities is the part of the American Red Cross that maintains relations with the International Committee of the Red Cross, the League of Red Cross Societies, and the other national Red Cross societies. It also gives material and advisory assistance to sister Red Cross societies in helping them rebuild their organizations and care for their people, and it gives assistance in foreign disaster relief. Supplies produced by the chapters contribute to the assistance given in these latter activities.

Services to the Armed Forces outside of continental United States are the same Services the Red Cross provides for servicemen in this country (described below). Accompanying the Army and the Navy wherever they may be sent, the field directors and their staffs give support and the feeling



that he has a friend to the serviceman who is so far from home.

The other type of activity in which the national organization engages on its own is giving services in this country designed to complement or complete services given by the chapters. While closely related to the chapters' services, they are independent of them and are supervised by national headquarters or the area offices, depending on the type of service. Such services include *Services to the Armed Forces*, two of the three parts of *Services to Veterans*, large-scale *Disaster Relief*, and the over-all aspects of the *National Blood Program*.

Services to the Armed Forces consists of *Military Welfare Service* (formerly called Camp Service) and *Service in Military Hospitals* (formerly called Hospital Service). However, both of these Services use Home Service to provide the contact with the man's family in the home community. *Military Welfare Service* is the phase of the Red Cross program that provides direct service to the able-bodied men and women in the armed forces and to patients in station hospitals not staffed by specially trained hospital workers. A Red Cross field director and his staff, usually stationed on an army post or at a naval station, provide welfare services for military personnel and communicate with Home Service in the Red Cross chapter when some emergency arises that affects the serviceman's family. The field director also assists with military programs of recreation for the able-bodied and is the liaison between the adjacent chapter and the military or naval authorities in all chapter-related activities on the installation. Military Welfare Service staff members report directly to the area office. *Service in Military Hospitals* provides medical and psychiatric social case work services and recreation activities for sick and convalescent



military personnel, in addition to welfare services similar to those given in camps. All the activities of the Red Cross hospital executive and staff in a military hospital in behalf of patients and other hospital personnel are subject to the approval of the commanding officer of the hospital. Among their duties are the supervision and direction of the volunteers from nearby chapters who work in the hospital. The Service in Military Hospitals staff is frequently in communication with Home Service in the chapter when it is necessary to request or relay information concerning a military patient from or to his family. Service in Military Hospitals staff members, too, report to the area office.

Services to Veterans comprises *Home Service*, *Claims Service*, and *Service in Veterans Hospitals*. Of these three components, the last two are in the category of services rendered by the national organization to complement or complete services given by the chapters. *Claims Service* field directors are stationed in Veterans Administration offices to assist chapter Home Service workers in presenting and following through the claims for government benefits made by veterans or their dependents living in the chapter's territory. These field directors report to the area office. *Service in Veterans Hospitals* field directors are assigned to Veterans Administration hospitals by the area office upon request of the hospital authorities. The field director in each hospital coordinates the services of Red Cross volunteers from nearby chapters, working with the hospital authorities to fit these services into the hospital program. The effectiveness of Red Cross volunteer activities is thereby increased, and duplication of services provided by other organizations is prevented. (For a description of Home Service, see p. 85.)

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Ohio-Mississippi River flood in 1937, or when a community has been so paralyzed by disaster that the chapter needs help, as in the Texas City explosion in 1947. In such situations national headquarters or the area office assumes control, with the cooperation of chapters on the scene and the backing of other chapters as they forward personnel and supplies into the operation. Red Cross responsibility in disaster relief, which is a charter obligation, includes emergency care and rehabilitation of families and individuals who are unable to meet their minimum disaster-caused needs. Emergency care is frequently given on a mass basis, but this is discontinued as soon as needs can be met on an individual family basis. Rehabilitation assistance is given after careful investigation shows that the family needs assistance from the Red Cross to enable it to resume its normal standard of living. The Red Cross does not assume responsibility for governmental functions, such as maintenance of law and order, public health and sanitation, establishment of morgues, cleaning debris from streets, or repair of public property.



The *National Blood Program*, which will make whole blood and blood derivatives available to the nation's entire population without charge for the products, has four aspects: collecting the blood; processing it for use as whole blood and blood derivatives, including packaging and storage; distributing whole blood and blood derivatives; and supporting continuous investigation into the uses of blood and the quality of the products. The program will be developed through Red Cross chapters throughout the country, which will work closely with local medical societies, official health agencies, and hospitals. All technical aspects of the operation, including processing, distribution, and research, will be under the direction, control, and supervision of the national organization. In the conduct of the nontechnical phases of the program, such as the recruitment of blood donors and

the nontechnical operations of the blood center, a greater measure of responsibility will be given to the chapters, but these phases too will be supervised by the national organization. In general, the national organization will be financially responsible for the technical phases of the operation, and the participating chapters for the nontechnical phases. For the blood centers, Volunteer Services will furnish a large part of the staff, particularly for the nontechnical operations.

SERVICES BY THE CHAPTERS. The chapters provide funds and support for all the services performed by the national organization in addition to rendering their own particular kinds of services. The chapter services include those programs of the Red Cross that are directed to the community life of the nation. This is the normal program of peacetime, and it includes by far the largest number and the greatest diversity of services in which the Red Cross engages. Described more fully in the section on the chapter, the chapter services may be grouped as follows:

In Social Welfare Services are Home Service and Disaster Preparedness and Relief.

In Health Services are Nurse Enrollment; Public Health Nursing; Home Nursing; Nutrition; First Aid, Water Safety and Accident Prevention; and the National Blood Program.

In School and College Activities are the Junior Red Cross and College Activities.

In Volunteer Services are the nine specialized Services through which trained volunteers serve their chapters and their communities.

NATIONAL CONVENTION

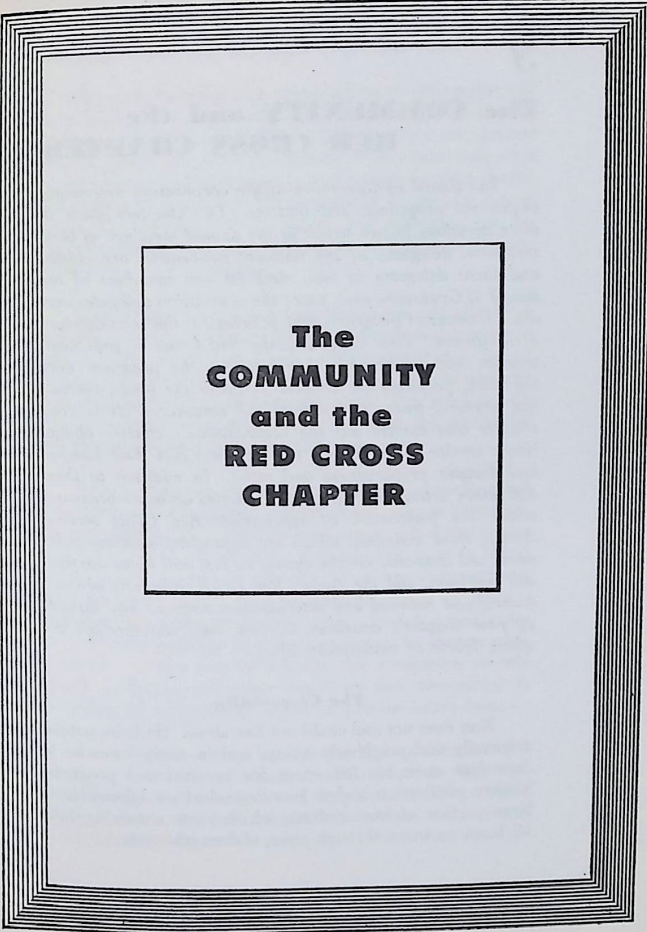
A national convention of chapter delegates is held in

June each year. The chapters elect 10 of their 30 members of the Board of Governors at each annual convention, the term of office being 3 years. The convention delegates also share in the direction of the organization by recommending programs and policies for the consideration of the Board of Governors.

CONCLUSION

The organization and machinery of the Red Cross cannot by any means be described as simple. On the contrary, by the very nature of things it must be complex. Each of its major programs, as illustrated by Services to the Armed Forces, Services to Veterans, Disaster Service, First Aid, Home Nursing, Nutrition, and others, operates in a field of its own. Each of these fields of operation has its own professional standards, each its own interest groups in the community, each its own objectives and nomenclature. All these activities operate side by side on all levels. At the same time, they are promoted, supervised, and financed by an administrative setup that is projected through all the levels. All of them have relationships with other private agencies and most of them with government at all levels.

The measure of success the organization achieves from the standpoint of consistent and economical administration is due in large part to the devotion of its workers and to their conviction that its work must be done regardless of any sacrifice that may be required of them.



The COMMUNITY and the RED CROSS CHAPTER

The COMMUNITY and the RED CROSS CHAPTER

The Board of Governors of the corporation determines objectives, programs, and policies. The chapters share in these decisions in two ways: at the annual meetings of their members, delegates to the national convention are elected and these delegates in turn elect 10 new members of the Board of Governors each year; the convention delegates may also recommend programs and policies for the consideration of the Board. Your chapter is the Red Cross in your community, and is the unit that activates the program, does the work, performs the service. It raises the funds, recruits the workers, trains and directs the volunteers. It is your chapter that carries out the organization's charter obligations: service to servicemen and veterans and their families and disaster preparedness and relief. In addition to these obligatory activities, your chapter carries on other programs within the framework of appropriate Red Cross service. Among these activities, which are dependent on community needs and interests, are the classes in first aid, home nursing, and nutrition, and the Junior Red Cross programs of community and national and international service. The threads of your chapter's activities, in fact, may run through the whole fabric of community life.

The Community

Man does not and could not live alone. He is by nature a friendly and neighborly being, and in many ways he is dependent upon his fellowmen for survival and progress. Modern civilization makes him dependent on others for a large portion of his comforts, which come streaming into his home on wires, through pipes, and on ether waves.

But he is dependent, too, upon others whom we may call his neighbors for many other precious possessions. For his interests are not confined to the boundaries of his own private domain. There are many things that he can have only on a sharing basis—public roads, lines of communication, health and sanitary conditions in the community he lives in, opportunity for worship, for recreation, for education for his children, protection against lawlessness, and in large measure opportunity for employment.

Community life did not come into being by chance or accident. Under the leadership of individuals and groups with a vision of better things, agencies, societies, organizations, and government grew out of the desire and tendency to work together for the common good. The need for the very necessities mentioned above provided the motivation for the growth of community life.

Initiative in community improvement is usually taken by private individuals and organizations. The activities developed may be taken over by government when their value has been sufficiently proved. Officials are slow to spend public money on untried projects, so groups with sufficient faith and with ability to find sufficient funds to make a beginning must pioneer in new fields. Even law and order were the responsibility of private vigilantes in pioneer communities. In like manner schools, fire companies, certain health activities, and other functions now recognized as belonging to government began as private enterprises.

Even though it may be expected that government will take over many more community enterprises as they win the full support of a majority of the people, it will probably always be true that many important services will continue to be privately supported.

The necessary basis of all community work by the individual is real interest in and concern for people and for the community as a whole. And the job must be approached with intelligence and with a willingness actually to put something worth while into the effort. Some of the necessary elements are given below.



1. The worker must know his community. Its history from the very beginning is important, including the people who founded it—often a group with a common nationality or perhaps one with common industrial experience or religious convictions. Developments from the beginning to the present will have created conditions that will have a profound bearing on the solution of current problems.
2. He must know the community's needs—first of all, the needs that are being met, and how; then the needs that are still to be met, and with that a conviction that something must be done to meet them.
3. He must know of the community's resources that may be marshalled to meet the needs. Who are the leaders or potential leaders? What groups may be reached and tapped for workers, volunteer or otherwise? What media of public information may be made use of—newspapers, speakers, show windows, clubs? Where may necessary funds be sought to finance whatever projects are decided upon? What organizations exist already in the community that have proved themselves competent to get something done?
4. The leadership must have a program for action or must develop one. Sometimes there is an agency or organization ready made that may be brought in to lead the way to the solution of a given problem.

(Care should be taken not to bring in another agency or organize a new one when organizations adequate to do the work already exist. Organization for organization's sake is poor policy. There is nothing more futile than an organization all set up but with no definable task on which to make a beginning. Organizations that compete with and overlap each other present an unpleasant spectacle. "Organize as a last resort" is a fairly good rule.)

But organization for a community program must include all the forces that may be marshalled to work for the objective that is set. "Forces" as used here must include more than individuals. A mass of individuals may be little better than a mob. Groups of people will be found in every community, usually in organizations already formed, sometimes only in cliques, and each group will have a force of its own. An organization of these *forces* will bring results.

So even in the small community it may be that a new movement will have behind it the parent-teachers association, the luncheon club, the veterans' organizations, and one or more of the churches, exerting force in a manner and to a degree that all the members of these friendly agencies could not possibly equal if they were acting individually.

If a new agency is formed to carry out a program, one of the best ways for the other agencies to support it is for each to cooperate according to a plan all have worked out together in which each makes an appropriate contribution.

The Red Cross Chapter

Among the agencies in almost every community is the American National Red Cross. It exists for specific purposes. In some communities the Red Cross chapter is one of the



few agencies to be found, while in others it may be one of many. Wherever it exists, the Red Cross should be an integral and vital part of the community. Only by cooperating with other groups and by being active in local planning and coordinating efforts can Red Cross chapters help to effect a complete program of general social welfare.

NATIONAL SCOPE OF PROGRAM

But the objectives of the chapter and its program are more than local in nature. The functions of the chapter may be thought of as dual. On the one hand it serves as a means by which the community may participate in those national and international services of the Red Cross that do not operate through chapters. These include services to the armed forces overseas and in the stations and hospitals in this country. They include foreign relief. They include also relief in domestic disasters that are on such a large scale that the nation as a whole or a considerable portion of it may be called upon to contribute. The chapter's participation here consists of financial support, with contributions of personnel and material in kind, to the general program.

On the other hand, the chapter is the means by which the Red Cross programs of service and education are carried to the people within the chapter's own jurisdiction. Although the service is rendered locally, it is well to remember that what one chapter does is simply a part of a nation-wide program. In many cases the importance of the local program can be argued only because it is a local part of a national whole. For example, assistance rendered to a serviceman or a veteran and his family is given not simply because the man lives in the chapter territory but because he is serving or has served his country. A chapter has an obligation to every such man wherever located if there is something it can do for him. Highway first aid stations have their chief value

as a part of an effort to make the highways of the *nation* safe for motorists as far as this activity of the Red Cross can do so. The value of the Junior Red Cross in a single school or even in a single community might conceivably be questioned with justification if it were not for the fact that its organization in any school or community ties those units up with others throughout the nation and the world.

This concept of a chapter program as a part of a national program serves to emphasize the importance of broad thinking and planning and the necessity of cooperating fully with the national and area offices in their direction and promotion of Red Cross work. Application of this principle in no wise detracts from the interests of the local community. Indeed it brings to the community the values of nation-wide thinking, planning, and leadership, which should serve to broaden and perhaps to elevate the type of social work activity in which the community engages.

Because the chapter is the local unit of organization, it is important that the student of the Red Cross know the chapter. In the first place, the obligations of the chapter are the obligations of the national organization. It is the responsibility of the chapter to inaugurate, develop, and carry on Red Cross activities within its jurisdiction in accordance with the policies and regulations of the national organization and to enlist the resources of the community in which it operates for the local, national, and international service of the Red Cross.

The certificate of authority the chapter holds, therefore, is not only a grant of power but an imposition of duties as well. And the community requesting and accepting a charter has the distinction of discharging all those functions for which the chapter is created. It should be understood that

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failure on the part of the chapter to accept responsibility does not lessen or cancel that responsibility.

The general scope of local responsibility is in the main determined by the Board of Governors of the corporation. The degree to which local responsibility can be discharged will vary from community to community and from time to time. Only the limitations of the community's needs on the one hand and of actual ability to perform on the other provide legitimate limitations of the chapter's program.

LEGAL STATUS

Chapters operate on a basis of mutual understanding and good will in cooperation with the national organization. It is important, however, to understand the actual legal relationship and limitations involved. The chapter itself is not a separate legal entity. Only The American National Red Cross is incorporated. Legally the chapter is an integral part of the national corporation. The certificate of authority the chapter holds authorizes it to act on behalf of the American National Red Cross within its defined jurisdiction. This authority may be withdrawn at any time if the chapter fails to follow faithfully the rules and regulations established by the governing body of the corporation.

ORGANIZATION

The governing body of a chapter is the board of directors, which is elected by the chapter's membership at the annual meeting. This board should be broadly representative of the various interest groups and geographic areas of the community, including those in the rural or outlying territory. Organizations and agencies should never be represented as such. For example, the businessmen of the community should be represented by one or more of their number, but

the chamber of commerce or the Smith Manufacturing Company should not be officially represented; the veterans but not the American Legion; the recreational group but not the YMCA; the religious group but not the Presbyterian Church; the farmers but not the Grange; the social life but not the women's club. Members of these organizations may also be members of the chapter board, and they may be among its most useful members, too. But if they are members, they are so because they are elected by the chapter membership and therefore do not represent the other organizations officially.



The main point to be made is that members of the board should be primarily Red Cross in their interests but with broad understanding and sympathetic interest in the other organizations—not the reverse, with some other agency being paramount and the Red Cross second in their thinking.

It is essential that the board meet frequently enough to legislate for the conduct of the chapter within the national policies. Generally a quarterly meeting is sufficient. From its own membership the board will select an executive committee to make decisions between board meetings. The executive committee will meet monthly, with additional meetings called for the consideration of emergency situations that may develop.

OFFICERS

The chapter officers are elected at the annual meeting of the chapter's membership.

The chairman is the chief executive officer of the chapter. In the larger chapters there will be an executive director or manager or an executive secretary who is responsible for the details of the executive office. In some cases

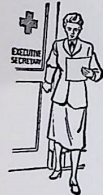
this paid officer takes over the executive responsibilities in a very broad sense. In the smaller chapters, many of which have no paid executive, the work is carried on entirely by volunteer committees, and in some cases the chairman or another volunteer officer may carry on the work of the chapter—even including Home Service and claims work—on his own time as a volunteer.

The other officers—vice chairmen, secretary, and treasurer—perform the functions customarily performed by such officers. All are volunteers. The secretary, not the executive secretary, should be responsible for the minutes of the board of directors and the executive committee. The treasurer, as custodian of the funds, should release them only according to the official routine set up by the chapter board. He has no prerogative as treasurer to decide whether the funds are being wisely spent, only whether they are being legally spent. In deciding that, he must judge not only conformity to chapter regulations but also whether national regulations are observed. He may refuse payment on this basis until such question as may have been raised is decided by the area or national headquarters.

PAID STAFF

An executive director or manager or an executive secretary may be employed to administer and promote all phases of Red Cross service, subject to the control of the board of directors and in cooperation with the established chapter committees (see section on committees, p. 82). The executive secretary and other members of the paid staff of the chapter are not permitted to be members of the board of directors or to serve on Service committees.

National headquarters reserves to the area office the right to approve the general and technical qualifications



required for important chapter positions for which certain standards have been established. The board of directors, which has the final responsibility for employment of personnel, will select individuals who qualify according to these standards. Likewise, the board of directors has the responsibility for dispensing with the services of any workers who prove unsatisfactory. The board of directors may delegate to the executive secretary responsibility for employment and dismissal of workers, subject to the approval of the board.

DIVISIONS OF MEMBERSHIP

Every person living within a chapter's jurisdiction who has contributed \$1 or more during the Red Cross annual fund campaign is a member of the chapter and of the national organization. He may also be a member of one or more of the subdivisions into which a chapter may be divided for administrative or other purposes:

Branches—A branch is a geographic subdivision of a chapter, organized and operating exactly like a chapter but subject to the chapter of which it is a part and reporting to it rather than to the area office. Some chapters have many branches, while a large proportion of the chapters have none.

Auxiliaries—A Red Cross auxiliary is a temporary organization, representing a group associated through common ties of work or special interests, which is formed within the jurisdiction of a chapter or branch for the purpose of undertaking one or more specific kinds of Red Cross service. Unlike a branch, it has no specific geographic area for which it is responsible.

College Units—A college unit is the campus organization of the adult membership of the American Red Cross. The program of College Activities offers

young men and women in colleges and universities an opportunity, under student leadership and chapter guidance, to participate through chapters in local, national, and international activities. College units, first organized in 1942, are chartered on those campuses where the extent of student participation in Red Cross programs is such that a unit organization is a facility to both the college and the chapter.

Junior Red Cross—The American Junior Red Cross is the junior membership of the American National Red Cross and is the Red Cross in the schools. In the elementary schools, pupils are enrolled by classrooms, and the enrollment fee is 50 cents a classroom. In the secondary schools, they are enrolled in groups of 100 or any fraction thereof, and the fee is \$1 for each such group. (See also section on Junior Red Cross, p. 87.)

COMMITTEES

In the smallest chapters few committees may be necessary since the chapter board itself may be able to consider and decide most matters. In the larger chapters the program is more complex, and committees with special interests and aptitudes must study and recommend action to the board. The chairman or other members of a committee should also be active in carrying out the decisions of the board and in pushing the program forward. All members of committees are volunteers.

The chairman of a committee should be a person who is interested in the activity, understands organizational procedures, and has leadership ability. Committee members should be chosen for their real or potential interest in the activity and for their ability to advise, to interpret, and to

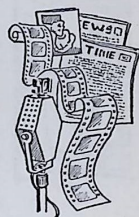
work. Committees report to the board of directors and make their information and their service available to the executive officer of the chapter.

Certain committees devote themselves to the over-all interests of the chapter. Others look after the various Services (see section on Services, p. 84). Of the first type, three are very important.

FINANCE COMMITTEE. This committee cooperates with the treasurer to see that funds are in proper and safe custody and that the system of appropriation and expenditure is in accordance with accepted standards. It studies the financial needs of the chapter, considers budgetary matters, and recommends to the board of directors the wise allocation or reallocation of chapter funds to the various operating services.

PUBLIC INFORMATION COMMITTEE. The public, which supports the Red Cross and from which its members and workers are drawn, has every right to know about all Red Cross operations and activities and the status of the organization at any and all times. The chapter can keep its public informed only if it has an alert committee that uses every local means of presenting news of Red Cross accomplishments to the people in the entire chapter territory. A chapter's public information committee uses displays, exhibits, demonstrations, parades, public speakers at local meetings, moving pictures, news articles in daily and weekly newspapers, and radio announcements, dramatizations, interviews, and talks.

Only when the public is adequately informed concerning Red Cross activities will sufficient volunteers be available to conduct its program. Only then will the public provide sufficient funds for the adequate operation of the organization.



Even with an excellent public information committee functioning in the chapter, however, every Red Cross worker must recognize his responsibility for interpreting, through his words and actions, the organization and its activities. The sincere attitude and conviction of a well-informed person working within the Red Cross is the most potent and far-reaching type of public relations.

FUND RAISING COMMITTEE. The American Red Cross is financed by an annual fund campaign conducted in March. Although the organization is operated chiefly by volunteers, funds are necessary for the administration of its program both locally and nationally. Plans and procedures for raising funds must receive year-round attention. Chapters need strong fund raising committees so that sufficient voluntary contributions may be obtained in the annual campaign for the operation of the total Red Cross program.



Since the American Red Cross receives no financial support from any other source, it is entirely dependent upon voluntary contributions from the public. Because Red Cross activities are conducted by volunteers, a Red Cross dollar is stretched far beyond the usual monetary value of a dollar. If the American Red Cross were not so overwhelmingly staffed by volunteers, its financial needs in terms of dollars would be many times greater than they are.

SERVICES CARRIED ON IN CHAPTERS

The entire organization and machinery of the Red Cross exist for a single purpose—that of carrying the services it is able to supply to the people who need them. By definition, a chapter exists to fulfill the two basic charter obligations of the Red Cross: service to servicemen and veterans and their families, and disaster preparedness and relief. Beyond these, the chapter may participate in any of the following

additional programs, subject to the existence of a need for such service, the chapter's ability to obtain community support for it, and the chapter's capacity to do a creditable job.

HOME SERVICE. This is an obligation of every chapter. In serving the servicemen and their dependents, the veterans and their dependents, and the dependents of deceased servicemen and veterans, the chapter has the cooperation of field directors in camps, hospitals, and Veterans Administration offices as well as the cooperation of other chapters.

Home Service includes counseling in personal and family problems, assistance in presenting and developing applications for government benefits, assistance with communications on behalf of members of the armed forces and their families, providing reports and social histories requested by commanding officers of the armed forces and by the Veterans Administration, providing information concerning government regulations and legislation and community resources, giving referral service through which applicants to the Red Cross may be informed and assisted in the utilization of other available resources, and providing financial assistance on the basis of need in conformity with the policy of the national organization.

DISASTER PREPAREDNESS AND RELIEF. The other basic obligation of the Red Cross, disaster relief, as has already been pointed out, is carried on at all levels of Red Cross organization depending on the size of the operation. The principles and policies of disaster relief giving are the same at all levels. Seldom is a chapter operation carried on without the assistance of the area in providing trained personnel. Seldom is the chapter able entirely to finance its own disaster. The national organization is always ready to provide the necessary additional funds through the area channel. Neighboring chapters may supply aid in the form of personnel or

equipment or both.

Preparedness for disaster is also an obligation of every chapter. Each chapter is expected to organize a committee on disaster preparedness and relief. The committee should provide for separate subcommittees with responsibility for survey; warning, rescue, and evacuation; medical and nursing aid; shelter; food; clothing; transportation and communication; registration and information; public information; and central purchase and supply. Only by every chapter being thus prepared is the Red Cross able to meet its charter obligation.

NURSING SERVICE. Through this Service the organization recruits professional nurses for emergencies and for the various chapter nursing programs: disaster nursing; teaching classes in Red Cross Home Nursing; public health nursing; and cooperation in the teaching and supervision of nurse's aides. Red Cross Home Nursing classes are provided by local chapters to teach people to give simple nursing care to members of the family, under the doctor's guidance, and to promote better community and family health.



NUTRITION SERVICE. The purpose of this Service is to help raise the standard of health through the knowledge and practice of better eating habits. Its program in communities includes courses, demonstrations, exhibits, and numerous other activities. Nutrition Service also trains the members of the Canteen Service and provides technical advice and guidance on the nutrition phases of other Red Cross Services, such as Disaster Preparedness and Relief and Home Service.

FIRST AID, WATER SAFETY AND ACCIDENT PREVENTION. This Service combines into one unified operation three closely related programs for the conservation of human life.

The purpose is, first, to prevent accidents through a knowledge of their causes and consequences; second, to provide thorough training in skills and right procedures for intelligent and effective aid in emergencies to the victims of accidents. Basically, first aid as the term is used by the American Red Cross means the immediate care given to the injured in the absence of a physician; water safety is aimed at reducing unnecessary loss of life from drowning and in giving enriched purpose to swimming and other aquatics; accident prevention centers attention on developing safety in the day-by-day activities of family life in city or country. Certificated courses of instruction are provided in all three phases of the program. Trained and qualified community leadership is developed. Highway first aid stations and mobile emergency first aid units are authorized.

NATIONAL BLOOD PROGRAM. In carrying out this program, chapters will work closely with local medical societies, official health agencies, and hospitals. All aspects of the operation will be under the supervision of the national organization. In each center the technical work will be directed by a qualified physician, assisted by registered nurses and technicians. The nontechnical activities will be under a center director. A large part of the staff, particularly for the nontechnical operations, will be furnished by Volunteer Services.

JUNIOR RED CROSS. This has already been described as a division of membership, but it must also be listed as a service—a community service to the schools through the chapter. For boys and girls in public, private, and parochial schools the Junior Red Cross provides a program that gives them the opportunity to serve others and to promote understanding among the children of the world. Many of these activities grew from and are parallel to the program of the senior Red Cross. Courses are given in first aid, water safety,



accident prevention, nutrition, home nursing, canteen, and staff aide work. The Junior Red Cross also provides educational tools and facilities of the type demanded in modern education. Here are provided not artificial but real situations and activities in which pupils may engage, using their own organization and having actual experience in citizenship.

COLLEGE ACTIVITIES. The program for adult membership on the campus is a service to both the campus and the community in that college students are given experience in and understanding of Red Cross work, international, national, and local. Cooperation in community effort in these programs has very definite educational value and is calculated to help provide enlightened participation and future leadership in the civic and social work field.

VOLUNTEER SERVICES. In order that the Red Cross may give prompt and efficient service in much of its vast task, large numbers of volunteers must be enrolled, trained, and appropriately placed in chapter and community activities. With special training and activity in chapter and community work, experienced volunteers are always available and may be mobilized quickly when a chapter emergency arises.

In the Volunteer Services organization there is provision for the four general committees, as follows:

Program survey committee—to determine the need for volunteers in the community.

Recruitment and referral committee—to recruit and channel volunteers into services in which there is a need.

Training committee—to develop and arrange necessary training.

Recognition committee—to keep records of volunteer service given, issue certificates or membership cards

to volunteers, recommend special awards, and control the use of uniforms and insignia.

Under the general direction of the Volunteer Services committee, volunteers may participate in these Services:

Arts and Skills Service—to provide constructive and creative occupation for the sick and the convalescent in hospitals and institutions and in the home through artists and craftsmen.

Canteen Service—to assist in mass feeding operations in disaster, at parties for hospitalized servicemen and veterans, and in chapter and community activities, including school lunch programs.

Entertainment and Instruction Service—to arrange outings, parties, fishing trips, visits to sports and musical events, theaters, and so on, and to provide hobby leaders and instructors for able-bodied and convalescent servicemen and for patients in federal hospitals, and in certain civilian institutions.

Gray Lady Service—to provide friendly personal service, including recreational and educational activities, for ill and convalescent patients in federal and civilian hospitals and in clinics.

Motor Service—to supply transportation for Red Cross chapter and other community activities.

Nurse's Aide Service—to provide nonprofessional assistance to graduate nurses in hospitals and clinics.

Production and Supply Service—to make surgical dressings, knit articles, and sew garments for federal and civilian hospitals and for overseas relief, and to channel recreational and other supplies from community organizations to hospitals and institutions.

Social Welfare Aide Service—to assist chapter Home Service, field directors, and social workers in other institutions and agencies.



Staff Aide Service—to assist in office and reception work in the chapter, in hospitals and clinics, and in other agencies.

* * * * *

The basic philosophy of the Red Cross that animated its founders has persisted during the near-century of its development. That philosophy characterizes the organization and the machinery of operation in all departments and at all levels. It inspires the workers at national headquarters and in the area offices and is particularly discernible in the chapters with their thousands of paid workers and their millions of volunteers. That philosophy includes compassion for those who suffer, relief for those in need, instruction for the prevention of suffering, cooperation with the efforts of others pointed in the same direction, quick response to the views of the people, strict accounting for stewardship, and economy in the use of funds.

Your Chapter

It is important that you, as a chapter worker, be informed of the phases of the Red Cross program conducted in your chapter and that you know the people who have responsibility for the local program.

Every Red Cross worker will want to be familiar with his chapter's bylaws and alert to the manner in which they may be revised. The thoughtful Red Cross worker will also have an inquiring mind and will constantly analyze his chapter's operations in the light of community needs and of conformity with the organization's policies and regulations.

Your chapter has its own individual characteristics and operates within an individual community setting. The questions that follow may serve to bring to your attention some

of the basic features your own chapter possesses and thus make it possible for you to serve more intelligently and satisfactorily in its work.

* * * * *

1. Give the correct name of your chapter.
2. When was it organized?
3. What is the territory served by your chapter?
Give the chapter boundaries.
Where is the chapter's headquarters?
What chapters are adjacent?
Which chapter serves the people living near the boundary lines?
4. How many people serve on your chapter's board of directors?
Is this number adequate?
Are all parts of the chapter territory represented?
How often does the board of directors meet?
Does your board of directors delegate responsibility to an executive committee to direct the chapter's activities between meetings of the board?
How long may a member of the board of directors serve?
5. How is the chapter territory outside the headquarters town served by your chapter?
Through branches?
Through geographic representation on the board of directors?
Through auxiliaries?
6. Study your chapter's bylaws.
When were they drawn up?
When were they last revised?
Are they adequate in the light of present-day community and Red Cross development?
How may your bylaws be revised?



7. When and where is the chapter's annual meeting held?
Who may attend?
Who may vote?
What prior public notice of the meeting is given?
8. Name the officers of your chapter.
How are they elected?
For how long may they serve?
9. What committees does your chapter have?
Who is the chairman of each?
How long has each chairman served?
Are all the committees active?
Does each make its service available to the entire chapter territory?
10. Is your chapter's disaster preparedness and relief committee organized to act immediately in case of disaster?
Has it a written plan?
Does the community (both city and rural) know of the committee's plan for operation in case of a disaster?
Would everyone know whom to call if disaster should strike in his vicinity?
11. What kinds of service are usually rendered by your chapter's Home Service committee?
Is your Home Service committee a working or an advisory group?
If the latter, who does the Home Service work?
How is the committee organized to give quick service throughout the chapter territory?
12. Review in the same manner the work of all other activities committees of your chapter.
13. Are there some unmet needs in your community that should be considered by your chapter?
Can these needs be met:
 - a. by expansion of an existing Red Cross Service?

- b. by the introduction of another authorized Red Cross activity?
- c. by some service not generally recognized as a Red Cross responsibility?
If so, is this need rightly the responsibility of local government or of another local welfare group or agency?
14. If these unmet needs are not generally recognized as Red Cross responsibilities, to what other group or agency should they be referred?
If there is no local agency that normally has responsibility for such unmet needs, what action would you recommend?
As a citizen of your community, how can you help in getting constructive action on these unmet needs?
15. To what extent does your chapter cooperate with other community welfare groups and agencies and with military installations and veterans institutions in its territory?
16. Does your chapter help form policies and determine program by sending delegates to the convention?
Does your chapter participate in regional, state, and district meetings, conferences, or institutes?
17. Estimate the number of individuals who have had some active contact with the Red Cross in your community in a year's time.
How many were served?
How many have taken courses?
How many participate by serving?
18. Estimate the number of volunteers serving in your chapter.
How many have been trained by Volunteer Services?
How many serve in year-round activities?
How many serve in short-time assignments, such as fund campaign work?

- How many active qualified instructors are there?
19. Is your community generally aware of all your chapter's activities?
What methods does your chapter use to keep the community informed?
What can you do to bring about better understanding and greater support of the chapter's program?
20. Has your chapter a fund planning committee responsible for reviewing procedures and results of fund campaigns?
Has your chapter's enrolled membership increased or decreased in the last 2 years?
Does your chapter stress both money and membership in its campaign?
Do you think that everyone was reached in the last campaign?

The VOLUNTEER

THE VOLUNTEER

In the early days in this country a fairly acceptable definition of a good citizen would have been a man who made a living for his family, paid his taxes regularly, cast his ballot faithfully, and kept out of jail. Indeed, these fundamental functions of citizenship were about all a man had time to perform in those days. But as community life became more closely knit and as scientific advances gave people more leisure time, the definition of a good citizen had to be amplified to include the idea that the good citizen gives a portion of this time and effort to the promotion of the common good. No plan of assessment of leisure time comparable to the levy of taxes on one's income has been devised, so it must be a matter of volunteering—based wholly on the possession of some leisure time, a degree of unselfishness, and a sense of responsibility toward one's fellow men. The story of the American Red Cross throughout its whole existence is essentially a story of volunteers. Much of its work is spectacular; on the other hand, much of it is done behind the scenes—quietly, faithfully, efficiently, sometimes sacrificially—the commonplace, the ordinary work so necessary to support the front. In both types of work the role of the volunteer has always been and is now of paramount importance.

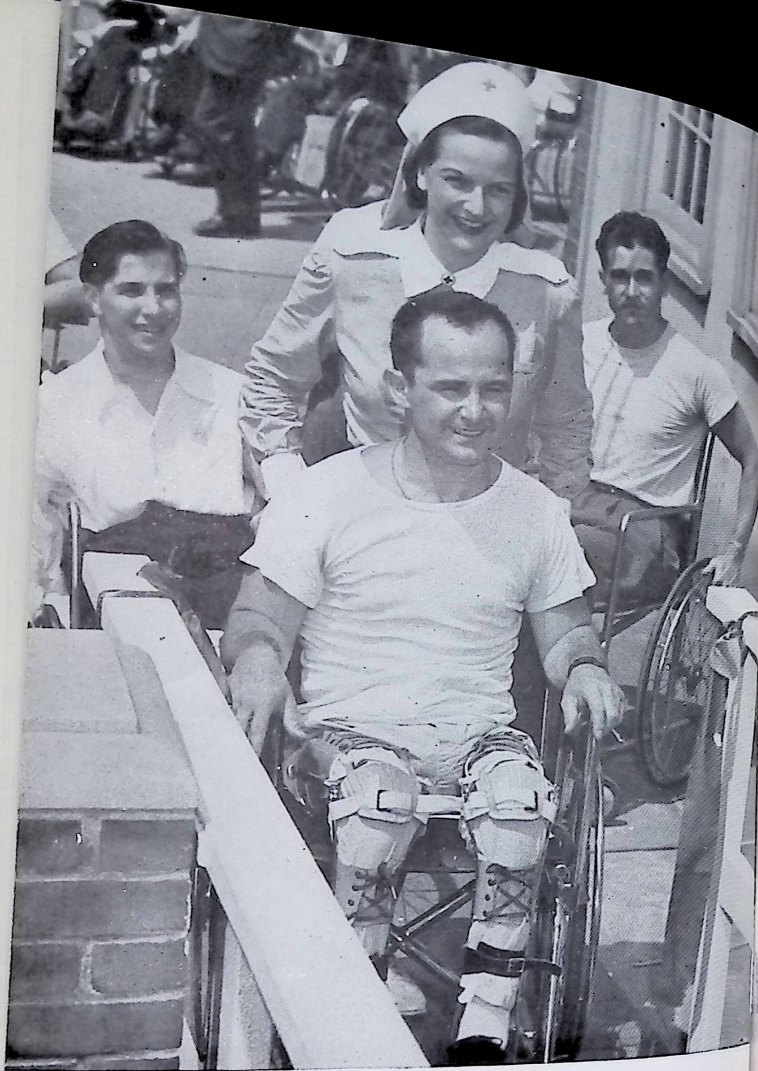
WHY DO PEOPLE VOLUNTEER?

A genuine interest in people and a sincere desire to help them, plus a determination to aid in making the world a better place in which to live, is the basis of the volunteer

This chapter was written by a volunteer.



The Red Cross is prepared and trained for disaster operations.



Gray Ladies perform many valuable services in hospitals.

THE VOLUNTEER

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spirit. However, no matter how great his desire to serve, no individual undertakes a responsibility or plans a course of action without consciously or unconsciously considering the personal satisfaction he will get. Therefore, the prospective volunteer, though he is imbued with the volunteer spirit, should consider quite objectively the job he is undertaking and should determine whether the satisfaction he will receive will compensate for the necessary expenditure of time and effort. A volunteer job undertaken as an obligation rather than as an opportunity soon loses its meaning and becomes dull drudgery from which neither the volunteer nor the organization profits.



What, then, are the rewards to be expected by a volunteer over and above the simple satisfaction of service? A broader perspective, wider contacts, an opportunity for personal growth and development of abilities and talents, a participation in community activities as part of a team, and the gratification of feeling that he as an individual is paying his way in life—these are some of the personal rewards of volunteer service.

CONDITIONS UNDER WHICH VOLUNTEER SERVICE IS SATISFACTORY

There are certain conditions under which it is pleasant and satisfying to work. The volunteer, since he is not bound by financial considerations, may determine the desirability of a job in terms of personal satisfaction. First and foremost, he must be convinced of the importance and value of the over-all project. He must feel that he is making a contribution toward a desired goal. His relationship to his coworkers should be friendly and cooperative and he should have the assurance that however small his part may be, he is part of a team in whose direction he has a voice.

RESPONSIBILITIES OF THE VOLUNTEER

Any thinking person today must realize that much is wrong with the world and must instinctively desire to help correct the evils he perceives. Since he realizes that his efforts as an individual will be of little value unless coordinated with the efforts of many others, he turns to an existing agency or organization such as the American Red Cross to direct and guide his services.

Before offering his services for any particular type of work, a wise volunteer surveys the field and determines where he as an individual can best use his special talents, for in developing one's talents lies an opportunity for self-expression and for personal growth.

If a volunteer is to get anything out of a job, he must be prepared to put a great deal into it. Before offering his services, the volunteer must first consider how much time he can give without jeopardizing the welfare of his family or neglecting other obligations. His enthusiasm for his volunteer assignment will help him allot his time in such a way that he will be able to do full justice to his home responsibilities and to his volunteer work.

Once the working schedule has been established by himself and by the organization with which he has chosen to work, he must then be willing to abide by it, to meet his regular appointments, and to demonstrate from the beginning that he is dependable. When a real emergency prevents the volunteer from reporting at the scheduled time, he should give the organization as much advance notice as possible. He must realize that the work is planned for the best utilization of the services of the entire staff and that his absence will create a problem.

The volunteer will want to take advantage of any training that will prepare him for intelligent service in his field. Because he is giving his time, he will take pride in the best possible performance of his job. He must be willing to carry through what might seem to be tiresome details, for it is usually the execution of details that makes any job a successful one.



Since any community job is a matter of teamwork, the ability to work harmoniously with other people is essential. Sometimes an individual finds himself working closely with another whose personality is not entirely congenial. It will be helpful under these circumstances to realize that the other individual is also stimulated by the same unselfish desire to be useful in life, and to try to understand him and his background. Natural courtesy, kindness, and a sense of humor usually reduce problems in working relationships.

In any job, direction, guidance, and supervision are necessary. Sometimes the one who gives this help is another volunteer; sometimes he is a paid staff member. Regardless of status, all are working for the same cause and are trying to do the job efficiently. Anyone who serves has a right to expect constructive guidance and should welcome direction and suggestions for correction from his supervisor. Through supervision, all have the opportunity to acquire greater understanding and to do better work.

The performance of a job often requires personal sacrifices. The volunteer who is sincere in his desire to serve accepts this fact. Any worth-while performance, big or little, demands personal discipline; it is essential for the successful completion of any task and is usually a source of satisfaction to the volunteer himself.

RESPONSIBILITIES OF THE ORGANIZATION TO THE VOLUNTEER

The relationship of the organization to the volunteer worker is the same as the relationship of a business concern to an employee. In return for services rendered, the organization has great responsibilities to the volunteer. It would be impossible to hire an employee without clearly defining his duties. The volunteer has the right to expect as formal a "job analysis" as the paid employee before accepting an assignment. Commercial organizations give their employees basic training in their line of business and supplement this with on-the-job training so the employee may advance to more responsible positions as his knowledge increases. A volunteer has a right to expect and receive this same type of training and opportunities for advancement. Supervision and guidance are essential to satisfactory job performance, and the volunteer has a right to expect both. Definite information as to lines of responsibility is necessary. The volunteer needs to know to whom to report and to whom to look for assistance.

Business concerns realize that recognition of ability and services is a great morale builder. Organizations employing volunteers should realize that though the volunteer expects no material return, he is strengthened and encouraged by knowing that the value of his service is recognized and appreciated.

CONTRIBUTION OF THE VOLUNTEER

Our civilization today is so complex and specialized that there is a tendency to turn over every phase of endeavor to trained experts. It is perfectly logical, therefore, for a prospective volunteer without expert knowledge to ask himself whether his contribution of service can be of any real value. The whole history of social development and the

particular history of the Red Cross give an answer to this question.

All work for social betterment is an expression of simple neighborliness and stems from the concern of one human being for the welfare of another. The real force behind any social program is the individual citizen who demands a better community and is willing to work to achieve it.

THE AMERICAN RED CROSS AND THE VOLUNTEER

As a channel through which to contribute voluntary service, the American Red Cross offers tremendous opportunities for valuable and satisfying work. No other organization has as large or as diversified a program in which volunteers may use their individual skills and interests or in which they may participate on as many different levels. Within the Red Cross there are advisory, administrative, and operational jobs for volunteers, and because of its various types of activities, there are opportunities for the volunteer to work in the fields of health, welfare, recreation, safety, education, and organization, according to his particular interest. There is a place for the full-time volunteer worker and one for the volunteer with limited time.

Significant among the satisfactions realized by many Red Cross workers is the opportunity offered to the individual working within the organization to extend himself far beyond his own personal environment. Daily he works with individuals from other walks of life, from other neighborhoods and communities. He comes in contact with other agencies and groups within his own chapter jurisdiction and, through his chapter's activities, with individuals and groups in other chapters and states. He becomes affiliated with activities that operate not only locally but also on a national and an international scale. Thus, through his membership and ac-





tivity the Red Cross worker becomes a world citizen in a very real sense.

There is a particularly gratifying and stimulating relationship between the paid and the volunteer workers in the Red Cross, which is understandable if one follows the development of the Red Cross and its programs from their first beginnings. The Red Cross started as a volunteer movement in which, as it grew in size and scope of program, it became necessary to employ professional paid staff to insure continuity of effort and to provide specialized skills in different fields. Because of this, there is an interdependence of volunteers upon professionals and professionals upon volunteers that is a special characteristic of Red Cross operations. In a great many of its chapters, volunteers operate the entire Red Cross program, and in no chapter can Red Cross activities be carried on effectively without volunteers.

Throughout the organization—at national headquarters, in the areas, and even in the smallest chapter—there is a spirit of teamwork in which the volunteer respects the training and knowledge of the professional and the professional acknowledges the vital contribution of the volunteer in such a way that both find satisfaction and the opportunity for self-development through the relationship. To this teamwork and pooling of training, ability, and knowledge may be attributed much of the success of Red Cross undertakings.

There is a spirit within the Red Cross that cannot be expressed in words. It is discernible throughout its history and in the lives of its great leaders. The Red Cross endeavors to serve all men, regardless of race, class, creed, or color, wherever service is needed. Through its basic philosophy, which can be summed up in the simple term "neighborliness," it offers every man, woman, and child the oppor-

tunity to contribute to a universal need. It is so much bigger than the individual that the individual attains greater stature by becoming part of it. It is the expression of an ideal toward which civilization is struggling and to which it is possible for all men to contribute.

SUGGESTED SUPPLEMENTARY READING

GENERAL

- A Memory of Solferino*, J. Henri Dunant
A Story of the Red Cross, Clara Barton
Pioneering with the Red Cross, Ernest P. Bicknell
Under the Red Cross Flag, Mabel T. Boardman
The American Red Cross—A Brief Story (ARC 626)
The American National Red Cross Charter and Bylaws
 (ARC 500)
Code of Procedure (ARC 500A)
Chapter Manual (ARC 503)
Red Cross Service Record (ARC 541)
Questions and Answers (ARC 1121)
Annual Report (ARC 501)
The Courier (monthly publication of Public Relations)

SOCIAL WELFARE SERVICES

- The American Red Cross with the Armed Forces* (ARC 296)
Helping Disabled Veterans (ARC 1263)
*When Disaster Strikes—A Chapter Manual for Disaster
 Preparedness and Relief* (ARC 209)
The Use of Volunteers in Disaster Preparedness and Relief
 (ARC 209, Supplement 1)
Disaster (monthly publication of Disaster Preparedness and
 Relief)

HEALTH SERVICES

- Plan for Enrollment in the American National Red Cross
 Nursing Services* (ARC 1636)
*Memorandum of General Information on Red Cross Home
 Nursing as of January 1948*

- Red Cross Home Nursing in Secondary Schools* (ARC 1611)
First Aid Program Planning for Chapters (ARC 1052)
Water Safety Program Planning for Chapters (ARC 1058)
Accident Prevention Program Planning for Chapters (ARC
 1028)
The Reporter (bimonthly publication of First Aid, Water
 Safety and Accident Prevention)
Your National Blood Program (ARC 1701)
Questions and Answers on the National Blood Program
 (ARC 1703)

SCHOOL AND COLLEGE ACTIVITIES

- American Junior Red Cross Handbook for Adult Leaders*
 (ARC 1426)
The American Junior Red Cross Journal (for secondary
 schools; published monthly, October through May)
American Junior Red Cross News (for elementary schools;
 published monthly, October through May)
College Units (ARC 534)
The Record (published monthly by College Units, October
 through May)

FOREIGN OPERATIONS

- Foreign Operations Narrative Report* (semiannual publica-
 tion of Foreign Operations)

VOLUNTEER SERVICES

- Administration of Volunteer Services* (ARC 415) and the
 nine Service manuals
The Volunteer (published by Volunteer Services, 10 issues
 a year)

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**Address of National Headquarters
and**

Addresses and Jurisdictions of Area Offices

National Headquarters—17th and D Streets, N.W.,
Washington 13, D. C.

North Atlantic Area—300 Fourth Avenue, New York
10, N. Y.: Connecticut, Delaware, Maine, Massachusetts,
New Hampshire, New Jersey, New York, Rhode Island,
Vermont.

Eastern Area—615 North St. Asaph Street, Alexan-
dria, Virginia: District of Columbia, Indiana, Kentucky,
Maryland, Ohio, Pennsylvania, Virginia, West Virginia.

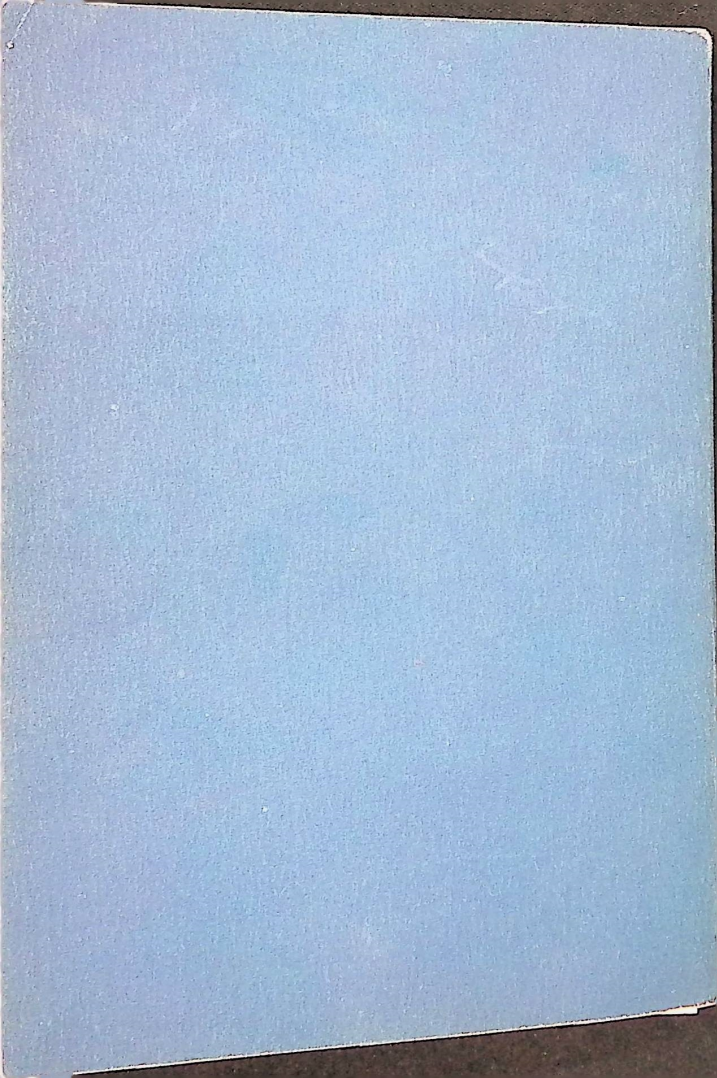
Southeastern Area—230 Spring Street, N.W., Atlanta
3, Georgia: Alabama, Florida, Georgia, Louisiana, Missis-
sippi, North Carolina, South Carolina, Tennessee.

Midwestern Area—1709 Washington Avenue, St.
Louis 3, Missouri: Arkansas, Colorado, Illinois, Iowa, Kan-
sas, Michigan, Minnesota, Missouri, Nebraska, New Mexico,
North Dakota, Oklahoma, South Dakota, Texas, Wisconsin,
Wyoming.

Pacific Area—1550 Sutter Street, San Francisco 1,
California: Alaska, Arizona, California, Idaho, Montana,
Nevada, Oregon, Utah, Washington.

Insular Chapters—17th and D Streets, N.W., Washing-
ton 13, D. C.: Canal Zone, Guam, Hawaii, Puerto Rico,
Samoa, Virgin Islands.

Foreign Operations—17th and D Streets, N.W.,
Washington 13, D. C.





AMERICAN RED CROSS
NATIONAL HEADQUARTERS
WASHINGTON 13, D. C.

Ribbon bars designating the theater of service have been authorized by the Central Committee for distribution to those workers who served overseas with the American Red Cross during World War II.

Under this authorization the proper insigne has been issued for you and is transmitted accordingly.

Yours very truly,

Harry A. Wann
Director
Personnel Service



AMERICAN RED CROSS

NATIONAL HEADQUARTERS
WASHINGTON 13, D. C.

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Yours very truly,

Harry A. Wann
Director
Personnel Service



Nurses Rally To Aid Needy American Family On Leyte

(Continued from Page 1)

handled the shopping. They enjoyed stretching every dime as far as it would go. Capt. Kathleen Coyne and Lt. Gladys Carpenter wrestled with the job of packing and wrapping the bundles. With so much initiative and sympathy for that unnamed family to carry us all along, naturally we got results in jig time.

The hardest part of filling this order was to find something for the mother since Capt. Deal forgot about her needs in his concern for the four small children, Maj. Chapman said. "However, this oversight never fazed our inspired shoppers," she added. "After they bought three outfits for each of the two boys and two girls, from the skin out, they had enough left to buy the mother some dress materials, a pattern, thread, needles, cosmetics, and even a pipe for papa just in case. They made these selections on their own hook and revolved in the chore. A compliment went to the two who could do so much with a fund of \$86.50 and to all our nurses who moved so promptly to aid their countrymen. That's the spirit of the Army Nurse Corps, all right."

Ball Of Generosity

The chaplain's letter that started this ball of generosity rolled towards Leyte along this part: "We are still here sloshing around in the mud when it rains and nearly keeling over from heat prostration when it doesn't. I wish I could draw you a picture of what combat is really like but words are too puny to describe it. Day after day it's pushing forward in a haze of fatigue and exhaustion. I met a little fellow who said to me once, 'Chaplain, when I got shot it was a relief, I could then lie down and know it was over.' I can't conceive that attitude but now I can understand it from actual experience."

"Right now I am living in a native hut. I feel badly about the native but I do appreciate the shack. It actually has a floor in it and I don't have to sleep on the ground. The owner comes around each morning to look after his interest in the house and to wish us Godspeed. I assure you that I didn't actually dispossess the old man. The Army had to do it and I quickly took up 'squatters'-rights' before someone else moved in."

Need Explained
"Now comes a request for a favor. When we arrived here we found a lovely, cultured American family who had sweated out the entire Jap occupation. They have four of the loveliest children imaginable. Needless to say, they have little clothing. I was able to help them considerably but there is no clothing to be bought. Billie is 9 years old and speaks three languages, Ed-

U.S. Nurses Open Hearts To Needy American Family Caught In Backwash Of PI Campaign

Buy Clothes For Kids And Mother In Leyte

By DOROTHY BENYAS

An American family of six that lived through the Jap occupation of Leyte has clothes and comforts today because of the efforts of an Army nurse and her colleagues. When news of their plight, hinting of nakedness and other hardships, reached Major Mildred O. Chapman, USA, chief nurse at the St. Louis General Hospital, no mention was made of their surname or hometown or how blight that swept the Philippines in 1942. The bare facts came to her from Capt. Claude V. Deal, USA, chaplain corps.

They were fellow Americans and in need and that was enough to send the major into sympathetic action. Last Saturday



MAJ. CHAPMAN

night she passed his letter around the nurses' quarters for all to read. Sunday morning she found \$86.50 on her desk, Monday morning this voluntary collection was in the hands of expert shoppers, and that same night three huge bundles were on the way to Leyte.

"I didn't do it, our girls did," the little major modestly disclaimed all credit yesterday. "We have a wonderful group of nurses here. Capt. Deal's letter to me just made the rounds, then everyone was anxious to help in right and left and insisted, moreover, on not being repaid as Chaplain Deal had wanted. Two Army wives, Mrs. Don Le Goulon and Mrs. George Tivy, (Continued on Page 5, Col. 4)

Obituaries

WARD HAAHEO

Rev. Edward Kahale, Kawaiahao church, officiating. Services will be held at the Honolulu Funeral Parlor at 10 a. m. Saturday of this week. Haaheo, 514 Ihe street, here last Saturday. Friends will pay their respects at the funeral home after 8 a. m. the same day. Burial will take place in the Honolulu cemetery.

Deal watchman, Mr. Haaheo, 147th street, Honolulu, Hawaii, Dec. 19, 1933, was 77 years old. Survived by his wife, Mrs. Mary Haaheo; 11 grandchildren; 1 son, Charles K. Kauliwa. Burial will be in the Honolulu cemetery.

KAM CHUN

Chinese, 74, of 630 North King street, here yesterday. He was born in Waipahu, Dec. 11, 1943. Arrangements are in charge of the

1871. Friends may call after 9 a. m. Sunday at the Nuuanu Funeral Parlor, where services will be held at 1 p. m. the same day. Interment will follow in the Manoa Chinese cemetery.

Surviving are his wife, Mrs. Nee Siu Chun; daughter, Mrs. Ellen G. Chock, five grandchildren, and a brother living in China.

LORETTA BADIS

Loretta, 13-month-old daughter of Mr. and Mrs. Jose Badis, died at 4:30 a. m. Tuesday at the family home, 204 Stable Camp, Waipahu. Friends may call at the residence at 10 a. m. Saturday, the procession leaving the residence at 3 p. m. Sunday for the Waipahu Catholic church, where services will be held. Burial will be in the Waipahu cemetery. The child was born in Waipahu, Dec. 11, 1943. Arrangements are in charge of the

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King Street, up to
FEB. 7TH.

Each bid is accompanied by amount of such bid. The balance of the bid on delivery of title.

Set in length, 10.2 feet. Sinks Morse, 120 h.p., about 750 miles, and is lavatory and wash tubs. It is equipped with holding apparatus, bilge pump, 32 volt watt radio phone.

See mind of any interesting in the local press. "Mona H" at auction option or right at any

TOMATOES	BOUNDY
CELERY	UTAH GREEN
RADISH	EARLY SCARLET SPARKLER
CUCUMBER	COLORADO
CORN	U.S.D.A. NO. 34
ONIONS	GREEN BUNCHING

SEED STOCKS ARE AGAIN COMPLETE
YOUR ORDERS WILL BE FILLED PROMPTLY
WRITE FOR CATALOG AND PRICE LIST

Honolulu Seed Company
755 KAPIOLANI BLVD.
HONOLULU



Nurses Rally To Aid Needy American Family On Leyte

(Continued from Page 1)

handled the shopping. They enjoyed stretching every dime as far as it would go. Capt. Kathleen Coyne and Lt. Gladys Carpenter wrestled with the job of packing and wrapping the bundles. With so much initiative and sympathy for that unnamed family to carry us all along, naturally we got results in jig time."

The hardest part of filling this order was to find something for the mother since Capt. Deal forgot about her needs in his concern for the four small children, Maj. Chapman said. "However, the oversight never fazed our inspired shoppers," she added. "After they bought three outfits for each of the two boys and two girls, from the skin out, they had enough left to buy the mother some dress materials, a pattern, thread, needles, cosmetics,

and even a pipe for papa in case. They made these selections on their own hook and revelled in the chore. A compliment goes to the two who could do so much with a fund of \$86.50 and to all our nurses who moved so promptly to aid their countrymen. That's the spirit of the Army Nurse Corps, all right."

His letter closed with a wish to reimburse them for their outlay and a list of four foot-sizes (in inches) to guide their purchases of shoes. Chaplain Deal used to be attached to the 147th General hospital. Maj. Chapman, who found a privilege and pleasure in answering his request for a "favor," has been in the Army nurse corps since 1932 when she was graduated from Walter Reed General hospital. Born in Clifton Forge, Va., the petite nurse after 1932 served in several Army hospitals before she arrived here in 1942.

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Ball Of Generosity

The chaplain's letter that started this ball of generosity rolling towards Leyte said in part: "We are still here sloshing around in the mud when it rains and nearly keeling over from heat prostration when it doesn't. I wish I could draw you a picture of what combat is really like but words are too puny to describe it. Day after day it's pushing forward in a haze of fatigue and exhaustion. I met a little fellow who said to me once, 'Chaplain, when I got shot it was a relief. I could then lie down and know it was over.' I can't condone that attitude but now I can understand it from actual experience."

"Right now I am living in a native hut. I feel badly about the native but I do appreciate the shack. It actually has a floor in it and I don't have to sleep on the ground. The owner comes around each morning to look after his interest in the house and to wish us Godspeed. I assure you that I didn't actually dispossess the old man. The Army had to do it and I quickly took up 'squatters-rights' before someone else moved in."

Need Explained

"Now comes a request for a favor. When we arrived here we found a lovely, cultured American family who had sweated out the entire Jap occupation. They have four of the loveliest children imaginable. Needless to say, they have little clothing. I was able to help them considerably but there is no clothing to be bought. Billie is 9 years old and speaks three languages, Ed-

Obituaries

EDWARD HAAHEO

Edward Haaheo, 514 Ihe street, died here last Saturday. Services will be held at the Nuuanu Funeral Parlors at 1 p. m. Saturday of this week. Burial will take place in the Kapiolani cemetery.

Retired watchman, Mr. Haaheo was born in Hookena, South Island of Hawaii, Dec. 19, 1871, and was 77 years old. Surviving are his wife, Mrs. Mary Haaheo; 11 grandchildren, two brothers, Isaac K. Kaula and Charles P. Kailihiwa.

KAM CHUN

Kam Chun, 74, of 630 North King street, died here yesterday. He was born in Canton, China, May 17,

1871. Friends may call after 9 a. m. Sunday at the Nuuanu Funeral Parlors, where services will be held at 1 p. m. the same day. Interment will follow in the Manoa Chinese cemetery.

Surviving are his wife, Mrs. Nee Siu Chun; daughter, Mrs. Ellen G. Chock, five grandchildren, and a brother living in China.

LORETTA BADIS

Loretta, 13-month-old daughter of Mr. and Mrs. Jose Badis, died at 4:30 a. m. Tuesday at the family home, 204 Stable Camp, Waipahu. Friends may call at the residence at 10 a. m. Saturday, the procession leaving the residence at 3 p. m. Sunday for the Waipahu Catholic church, where services will be held. Burial will be in the Waipahu cemetery. The child was born in Waipahu, Dec. 11, 1943. Arrangements are in charge of the

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HONOLULU ADVERTISER, WEDNESDAY MORNING, JAN

Obituaries

EDWARD HAAHEO

With the Rev. Edward Kahale, pastor of Kawaiahao church, officiating, services will be held at the Nuuanu Funeral Parlors at 2:45 p. m. Saturday of this week for Edward Haaheo, 514 Ihe street, who died here last Saturday. Friends may pay their respects at the mortuary after 8 a. m. the same day. Burial will take place in the Kalaepohaku cemetery.

A retired watchman, Mr. Haaheo was born in Hawaii, Dec. 19, 1887 and was 77 years old. Surviving are his wife, Mrs. Mary Kaonohi Haaheo; 11 grandchildren, and two brothers, Isaac K. Kauliwa and Charles P. Kauliwa.

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