

to the doctors the sister goes on with the operation, half unconsciously perhaps. Three ladies give the anæsthetics, one in each room and a spare one who relieves the other two from time to time. One of these ladies, Miss Alice McGraw, has reported fifteen thousand ether anæsthesias. The method employed is very safe, although very extravagant with ether; namely, a continuous stream poured on to a chloroform mask. The eyes are covered with two little squares of rubber tissue so that no ether gets into them. It takes about six two-pound tins of Squibbs ether a day, which they buy in hundred pound cases. The patients all walk into the operating room and see the doctor, which, they say, gives them great satisfaction. If they are doubtful whether they will be operated on by the Mayos themselves or by one of the forty assistants it reassures them to see the great surgeon there before they go to sleep. After the patient is asleep an electric signal is given in the visiting doctor's waiting room, and they come in to the first operating room and remain until the signal is given that the other Doctor Mayo is beginning his operation, when they are all supposed to go and see it. On some days the operations alternate so quickly that one has not a moment to spare between them for several hours together. I attended the Thursday meeting of the doctors of the staff at Dr. Charles Mayo's house, when each doctor read an abstract of an important article in the *Annals of Surgery* or other journal, which we discussed. These abstract cards are then indexed and filed, and are frequently made use of in writing articles; one assistant does nothing else but prepare statistics and literary material for their reports. About twenty of the staff are doctors, each having a consulting room, to which the patients are distributed by two ladies. If the case is important enough or difficult enough to have one of the Mayos see it, the examining doctor presses a button which turns on a red light in the hall which tells Dr. William Mayo that he is wanted, while if it is a case of eye, ear, nose or throat, or general surgery, he will turn on a blue light notifying Dr. Charles Mayo to come to that room. Thus the Mayo brothers pass from room to room all afternoon. One assistant does nothing all day but make blood counts; another, microscopical examinations of urine and sputum. Another is engaged all the year round following up the cases, every one of whom is written to every six months. When a doctor has sent the case, he is written to and asked to keep track of the case and to let them know the result. The Mayos maintain, and I believe justly, that gall stones are more frequent than is generally supposed. The most reliable statistics are those of the post mortem room of Guy's Hospital, where the gall-bladder was examined in many