

every detail. In the same way in the second medical clinic, Professor Müller had his own laboratories, etc., and was entirely independent of Professor Von Bauer, so far as control was concerned. In a school the size of ours with 600 or 700 students, the amount of executive work that would be placed upon a single man in charge could not be carried out by one chief.

DR. POWELL—It would be well if we could adopt a system something like what they have at Mount Sinai, which is one of the best working hospitals that I know of. It was recently erected at a cost of \$3,000,000; it has several services in medicine and surgery. One service in surgery is presided over by Dr. Koester, with wards, assistants, etc., assigned to him. The rivalry between that and the other surgical services is such that the very best work is being done. Then there are seven men appointed from the staff who are immediately in touch with the Board of Governors.

DR. MCPHEDRAN—You have spoken of the German and English systems. It is only necessary to look at the results of the two in order to know which is better. The London institutions, for example, are practical failures; they confess that themselves.

The German system at the same time is producing work and results that astonish the world year after year. Pursuing this question I take it that it will have to be discussed from the university as well as the hospital point of view, and that the two are practically one. The hospital duty as an educational institution should not be lost sight of. With the great increase in our staff, the work cannot be co-ordinated. As it is now, each member of the staff comes on as a junior, and is placed in a position similar to that on the senior staff. He is given a section of work to do. There is no preparation, no period of apprenticeship, no knowledge as to whether he is qualified to do the work or not. There is no development or evolution of the man in the way of preparing him for the work. The consequence is that the whole staff act, each one independently. No matter how willing they are to co-ordinate their work, it is quite impossible to do so. The conditions here are unusual. So far as medical students go, we have probably the largest institution in America, but while our student population has increased enormously, our hospital population has practically diminished. In view of that fact, it seems to me that co-ordination of forces is absolutely necessary. I feel convinced that as far as the medical department is concerned, to make it most effective, it should be under the direction of one head. That person will