

yet in bacteriological work he may have very ordinary initiative. It is very difficult to secure a man that will show initiative in all the departments.

The second argument is that with one service the series is too long for one department. There is not sufficient stimulus to the medical man. If you have multiple services, the medical assistants will consider that there are a greater number of goals for their ambition.

DR. McILWRAITH—I would like to make two statements in regard to what one speaker said. The first has reference to what you are asking about as to the chief of a service being able to take the scientific research work in the laboratory. I made some observations in that respect in Johns Hopkins University, and was somewhat surprised to learn that many researches which came out under the names of the heads of departments are not conducted by those gentlemen at all, but are conducted by trained chemists whom they or the hospital or someone else employ to do that work for them. The clinical men carry on the work to this extent that they find out what the problems are which are necessary to the advancement of medical science, and when they have gone that far they hand them over to the physiological chemists to carry on, because they cannot be specially trained physiological chemists and at the same time good clinicians.

The second point is that although all the junior men who are serving under their respective chiefs are loyal to the system, at the same time all or nearly all of them have appointments on other hospitals. I asked them why, and they said, "Although we have the greatest possible facilities for carrying on work, at the same time we are not the chiefs." The consequence is they go to other hospitals and obtain the positions of chief of medical clinic or surgical clinic, as the case may be, while at the same time they retain their position on the Johns Hopkins staff.

It seemed to me the one-man system there instead of being a centripetal force which gathered all the forces of the hospital together, was a centrifugal force which would tend to dissipate that hospital, and has to a large extent dissipated it already. Great numbers of their best men have been drawn off to Chicago and other hospitals, and more will follow.

CHAIRMAN—I think the criticism of Dr. McIlwraith is justified. The Chairman should not have used the word "direct."

DR. DWYER—I was on the committee a year ago that communicated with a number of hospitals and a number of men in the profession in all parts of the world, and we went into their