

common custom of having different clinics in separate buildings or clinical institutes.

The advantages of the independent clinical units, in fixing responsibility, in giving freedom in initiative and management, in permitting of the building up of each clinic along lines most suited for its special purpose, in avoiding friction and interference which paralyze action, and in providing generous rivalry, are very evident, and account in no small measure for their greater capacity to produce good team-work.

Before the Royal Commission under the chairmanship of Lord Haldane, the inadequacy of the system so long in vogue in Great Britain, to meet modern requirements, was pointed out by many of the witnesses, Sir William Osler characterizing the existent conditions "as a legacy from a period when university ideals had not reached the practical side of our medical schools."

The necessity for considering these defects of organization applies to our own hospitals quite as much as to the British, after which they are modelled.

In no particular has the old system failed more conspicuously to meet the requirements of modern progress, than in the correlation of laboratories to the general clinical work of the wards. It is quite unnecessary to urge the essential importance of good laboratory work for the investigation, diagnosis and treatment of cases in the clinic. Any serious consideration of the question must make it conclusive that laboratory examinations and investigations are as much a part of the clinic as the use of the stethoscope or the speculum. The delegation of the laboratory work of the clinics to other departments—as pathology or pathological chemistry—can never be a satisfactory solution of the problem or productive of the best results.

Even the most imperfect attempt to meet the laboratory requirements of the clinics in this way imposes on these departments an amount of detail work, which must seriously interfere with their own special functions; it places laboratory investigations in the hands of those not intimately associated with the clinical problems to be worked out, and who, no matter how competent in their own spheres, cannot be expected to have a thorough grasp of all the clinical specialities; it deprives clinicians of both the incentive and opportunities for development as practical laboratory workers, or even to apply in a satisfactory way the results of scientific methods to the cases under their control; it results in a break-down of the laboratory work of the clinic during holidays when ward-work must go on, though the college laboratories are more or less inactive; it detracts from the independence and dignity of the clinic and presents an insuperable barrier to a high order of intensive or special clinical effort.