

the empty forms of treatment by giving out printed directions or tracts.

Let anyone apply to dispensary work any such tests as a good business man applies to the various branches and expenditures of his work,—tests that will show what becomes of our cases, what measure of success crowns our efforts, whether we are getting any reasonable return for our expenditures of money and effort, and it will appear, I think, that to an appreciable extent we are wasting, not investing, both our money and our time.

I do not see how hospital trustees and hospital managers can be content to know as little as they do of the practical use or uselessness of the expenditures in the field of dispensary work. Every good business house checks and watches each of its departments so that it can tell where money and time are useful and where they are wasted, may enlarge here and curtail there, reorganize or abolish departments and get in touch all along the line with the actual results of their work and with the public they wish to serve.

Why should not hospitals do the same? The same all-essential corps of visiting dispensary nurses who keep the physician in touch with his patients in their homes can be utilized to follow up the patients who do not return, and to find out whether their treatment has really been worth what it cost.

The employment of such nurses will obviously increase the number of salaried workers attached to the hospital. This increase has already begun at the Massachusetts General Hospital, and the rapidity and degree of the increase measures, in my opinion, the efficiency of treatment. In our X-Ray room, our Zander room, in our hydrotherapeutic rooms, paid workers give treatment on the spot. I believe that in the long run we shall find that no good work is to be done, either in diagnosis or treatment, until a considerable proportion of the workers, including some of the physicians or assistants, are paid. Like other charitable institutions, hospitals try for a time to get on with volunteer, unpaid workers, physi-