the director busy with his patients, during which time, there appeared to be no one on duty in the head office who could act for him.

In such cases anyone seeking to transact business or confer with the chief executive would be required to wait an undue time.

The writer is of opinion that a medical man, *ceteris paribus*, makes the best sort of director of a large hospital. But, if he is appointed to fill such a position, he should be relieved of work which belongs to the medical staff. The proper administration of a large hospital demands the sole attention of the head. He should not even be required to prescribe for nurses or servants, which duty is sometimes assigned to him. I was told of one administrator who kept a nurse suffering from a sore throat and a high temperature, on duty for two or three days after the onset of these symptoms. She transmitted diphtheria to several inmates of the hospital, including patients. My informant, a member of the medical staff at the time, stated that the chief officer, though a doctor, had had so little active practise during the twenty-odd years of his administration, that he was not sufficiently alert in the matter of diagnosis, and was no longer *au fait* with the latest ideas and procedure in medical practise.

In a large hospital in a German city, Mr. Stevens, my travelling companion, had asked permission of the director to be allowed to take some photographs of various novel features in the place. The favor being granted, he had reached the kitchen, when he was accosted by a gentleman, who, considerably surprised, inquired what right he had there. Explainations followed, wherein it was learned that the hospital had two directors of equal status, one in charge of the purely medical side of the work, the other, called the technical director, in charge of the kitchen, laundry, engineering, supplies, etc.

It is the opinion of the writer that a hospital, large or small, should have but one head, and that the work of that head in a large hospital should be administrative only.