

To

**The Hon. the Minister of Militia and Defence, Canada,  
Major-General Sir Sam Hughes, K.C.B.**

Sir,

Pursuant to your instructions, contained in a Commission dated July 31st, 1916, directing me to "make an inspection of all the Canadian Hospitals and Medical Institutions to which the Canadian Government in any way contributes," and to report on my observations, with any recommendations deemed advisable, I now beg to submit this Report. As you desired to have the Report at the earliest possible moment, and as I realised that with the limited time at my disposal I should require considerable assistance in securing the necessary information, you were good enough to accede to my request by appointing the following Committee to assist in the work:—Colonel F. A. Reid, Director of Recruiting and Organisation, Colonel Wallace Scott, Lieut.-Colonel Walter McKeown, Lieut.-Colonel F. W. E. Wilson, Captain Charles Hunter.

The members of this Committee have been indefatigable in obtaining a vast amount of valuable information, and I wish here to express my hearty appreciation of the great help which they have rendered. I should further like to say that the criticisms and recommendations contained in this Report have been endorsed by each member of the Committee.

In conducting this inquiry my motive has been to ascertain if everything possible, as regards medical skill and nursing, has been and is being done for the brave men who have been wounded or become sick while fighting in our cause, and to whom we therefore owe the best and most efficient service which it is in our power to give them. Incidentally I have also endeavoured to ascertain if the method of administration of the Medical Services is such as would be likely to yield the best results without waste of public money. I may at once state that in so far as the medical and nursing staffs are concerned I find that both the doctors and nurses have discharged their duties in a most self-sacrificing and exemplary manner, and that their work has been beyond all praise. Therefore anything that I may be compelled to say later on in criticism of the administration and defects of policy must not be interpreted as a reflection upon the personnel, who have been most diligent in carrying out the duties assigned to them. When members of the Medical Staff are placed in positions in which they have no opportunity of performing the duties for which their previous training has specially fitted them, it is perfectly obvious that their services are not being used to the best advantage. At the same time, however, I should like to point out and to emphasise the fact, which is equally obvious, that the individual, who