

of a professional life and as a means of developing medical science and of giving the patient the most modern treatment.

The following plan is the one which appears most natural in order to accomplish all that both friends and enemies of hospital specialism demand:

1. There must in the first place be a senior physician over the whole medical staff, both indoor and outdoor, who has charge of all arrangements and has the duties which fall on every head of a big business.

2. Associated with him there should be two or three eminent physicians, who have graduated from the ranks below, having moved up in the hospital from post to post.

These senior physicians must act as active consultants, having charge of all the cases entering the hospital. But they must, in common with the senior chief physician, have declared the specialty in medicine which they intend to follow, namely, such divisions as infections, chest, abdominal or nervous diseases; and during their period of time as active members of the hospital staff they shall have charge of all the patients which fall into the specialties they have chosen. In the smaller hospital it might be advisable for these senior physicians to interchange their special subjects each year, but in the large hospitals this would be a serious mistake, for the idea there is to develop the final period of a man's existence as a hospital physician so that he may be of the greatest value to the patients, and a yearly interchange would greatly invalidate this plan.

So that the conclusion on this first point is that the senior men on a hospital staff should denote the specialty they wish to adopt and that they should have all the cases under their care which would fall into that department.

Here I may add a note, namely, that such a selection would not mean that in his general consultation work a man would have to be governed by his hospital specialty; truly the work would turn that way, and most advantageously to his patients, but yet this would not by any means force that conclusion.

In the second place, it might be urged that, in the ordinary run of promotion, it might frequently occur that the tastes of the next in order for promotion might not be towards the vacant specialty; but to a man trained in the general plans such a condition means little, and it could always be arranged that he could move to the special department he favors when such a vacancy occurred there, or otherwise remain on the general staff, to be described below.

In the second place, besides this post of specialist, on the indoor department the same men should have charge of parallel special-