

cal schools are now making much use of the dispensaries in teaching work. The training schools for nurses have not, I think, made as much use of the dispensary for the training of their probationers as they might with advantage have done.

From a sociological viewpoint the visiting staff of nurses and social service workers have found a rich field for investigation, which has yielded information regarding tenement construction, places of indoor labor, hygienic conditions, milk and food supply, etc., which has enabled them to co-operate with the proper authorities in preventing and checking disease and in reducing human suffering.

When one realizes the enormous responsibility resting upon the managers of a dispensary, the wonder is how this can have been so thoughtlessly disregarded and the opportunity so recklessly neglected in years gone by. If in what follows I seem to propose too elaborate an organization, I want it understood that I believe this responsibility rests with every body of men who are participants in the planning and maintenance of a dispensary.

6. THE MEDICAL STAFF.

Mention has already been made of a chief of clinic or chief of out-patient department. In this connection we may consider the whole subject of *The Medical Staff*. What makes the positions on such a staff unsought and why are men of no great experience the only ones obtainable?

The great objection to out-patient work is the unremunerated grind. We may as well face the situation squarely. A man finds that anywhere from two to four hours daily are consumed in the out-patient work. In most institutions the equipment consists mainly of a drug shop, and the chief work is in hasty examinations (for the number of workers is few and the patients many) and the writing of prescriptions. The physician finds himself rushed and fagged—he has neither time nor equipment to properly study the cases, and after a few weeks of enthusiastic effort, the beginner lapses into a routine worker, turning out, with a prescription, as many patients as possible. I believe the out-patient clinic is responsible for developing most of the slovenly habits of examination which men, fresh from accurate hospital work, acquire. It is obvious then that in order to make the work worth while these conditions must be corrected. Two ways are open—*salaried positions* and *equipment* and *time* adequate to the proper study of cases. In plain words—payment in money or experience.

Over the administrative part of the out-patient department a lay-