

In the matter of Resident Physicians and Internes.

1. *The Resident Physician.* It would be well to use for this officer the term First Assistant at the Medical, Surgical and Gynaecological Clinics respectively. Ultimately we should look forward to having Second Assistants, as at the German Clinics. These men should, as now, be salaried. They should be selected with the greatest care by the Staff, with the approval of the Medical Board and of the Trustees. Though appointed annually, it is expected that these men remain for an indefinite period, so long in fact as they do their work satisfactorily.

Perhaps the one special advantage which the large German hospitals have over corresponding American Institutions, is the presence of these highly trained men who remain in some cases three, five, or even eight years and who, under the Professor, have control of the clinical material.

2. *The Internes in the Majority of Hospitals.* A young physician enters the Institution for the benefit which he personally can obtain. The reverse principle should guide us in the selection of internes. We should pick them for the work which they will be able to do. In fact, we cannot as Chiefs undertake to spend a large part of our time in educating in the essentials of clinical work, the recently fledged graduate. We should select from two classes of graduates in this country. *First*; From men who have already served terms in other well equipped hospitals, and *Second*; From men who have pursued their further studies for a year or more abroad. As to the mode of appointment I hold from a large experience, the strongest possible conviction, that this should be made by personal selection and not by examination. A comparison of the men selected by these respective methods at the Pennsylvania Hospital and at the University Hospital, Philadelphia, is conclusive to my mind as to the superiority of the former plan. We should select men indifferently from the entire country, wherever we can hear of a superior man who wishes to do scientific hospital work. Moreover I hold that it should be distinctly understood from the outset, that this is not an ordinary hospital for the education of internes, but that the men selected for work in the different departments should remain in them for their entire term of service and not rotate as is usually the case, and *Lastly*; I would urge most strongly upon the Trustees, that to their Chief Medical Officer, a large part of the work in selecting the internes be assigned. These young men come in contact with us at all hours and it is absolutely essential that they should be persons with whom we can work pleasantly and congenially. I have suffered so on several occasions, from inefficient or ungentlemanly residents foisted upon me by the competitive examination plan that I would here enter my warmest protest against it.

Signed,

William Osler.