

Now, Birkett, through another copy, further on, has been such dated "August 29"  
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I. FROM THE REGIUS PROFESSOR OF MEDICINE, OXFORD. w. 29.VIII.19. (July 29, 1919)

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To the Dean of the Medical Faculty,  
McGill College.

Dear General Birkett:

3. Money - The situation is this - McGill simply cannot afford to fall behind other first-class Schools in the development of modern clinics in Medicine, Surgery, and Obstetrics and Gynecology. New conditions have arisen to meet which it is essential to have sympathetic and active co-operation of University and Hospitals.

Medically Montreal occupies a unique position - a School with a record of splendid work, and two of the best equipped hospitals on the continent; but a new departure is needed which will involve change of heart as to methods etc., and a realization of the full responsibility of the hospitals in this matter. It is their job quite as much as that of the University; and the clinics should be under the joint control of both bodies.

As to details:-

(1) The establishment of two clinical Boards, one of the M.G.H., the other of the R.V.H., to control all arrangements relating to the hospital side of the University work. The Principal, the President of each hospital, with two collegiate and two hospital representatives to form each Board, which would be separate and independent and would control the appointments of the heads of the clinics.

(2) The clinics -

- (1) Eighty to 100 beds in each hospital for each medical and surgical clinic.
- (2) An out-patient dept. associated with each.
- (3) Ample clinical-laboratory facilities.
- (4) Specific budgets for each clinic.

(3) Personnel -

- (1) Professor in charge of each clinic, appointed by the Clinical Board or by an ad hoc Committee named by them for the purpose. A whole-time man, or, if though wiser, largely so. Salary \$10,000. paid partly by the hospital and partly by the University.
- (2) Assistants, whole and part-time, named by the professor and appointed by the Clinical Boards, with salaries ranging from \$3,000 to \$1,000.

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(To Gen. Birkett, cont)

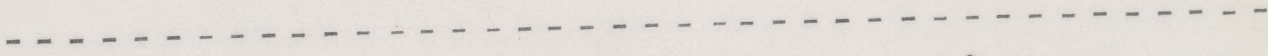
(July 29, 1919)

- (4) Teaching. The complete control of the teaching of Medicine and Surgery would be in the hands of the two professors in each subject. Others would receive clinical professorships and help in the ward and other teaching.
- (5) The Obstetrical and Gynecological Clinics could be organized on similar lines, in connection with the hospitals and the University Maternity.
- (6) Throw the appointments open to the best men available.

Now, Birkett, three things are necessary to carry out such a scheme:-

1. Realization on the part of all concerned that we are at the parting of the ways, and that a new deal is necessary.
2. A self-denying ordinance on the part of men at present in charge.  
And -
3. Money - for which an appeal should be made to the public. Possibly the Rockefeller Board might help, but this is a citizens' affair which should appeal to all who are anxious to see Montreal keep in first rank as a medical centre.

Yours sincerely,  
W<sup>m</sup> Osler.



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