

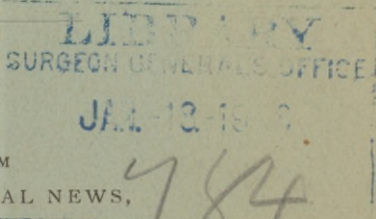
BILLINGS (J. S.)

THE PLANS AND PURPOSES OF THE  
JOHNS HOPKINS HOSPITAL.

*An Address delivered at the opening of the Hospital,  
May 7, 1889.*

BY

JOHN S. BILLINGS, M.D.,  
SURGEON U. S. ARMY.



FROM  
THE MEDICAL NEWS,  
May 11, 1889.



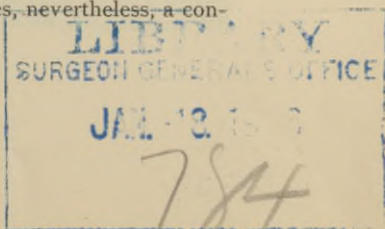
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**THE PLANS AND PURPOSES OF THE JOHNS  
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THE third paragraph of the letter of instructions communicated by Johns Hopkins to the Trustees whom he had chosen to carry out his plans for a hospital in the city of Baltimore, states that "it is my wish that the plan . . . shall provide for a hospital which shall, in structure and arrangement, compare favorably with any other institution of like character in this country or in Europe." What do you suppose the writer was thinking of when he penned that sentence? Had he in view any definite ideal, any mental picture of the institution which he proposed to establish, or was it merely an expression of a desire to give to his city the best thing that could be devised? I have read that letter many times, have heard much of the ideas, hopes, and wishes which were expressed in the numerous conversations which preceded its preparation, and it seems to me that the writer had an ideal, and not a mere vague desire—an ideal which was no doubt somewhat misty, but which did not correspond to any existing hospital, and one which he did not attempt to define except in a few prominent points to which I shall presently refer. In most respects Johns Hopkins took the same course with his hospital which he did with his University, and deliberately refused to trammel with specific directions those whom he had chosen to carry out his plans; but this letter of instructions indicates, nevertheless, a con-



ception of much more definite character, and one which had been the subject of more discussion and reflection, than his scheme for an university. Whether this be so or not, I am at all events sure that his Trustees have endeavored to comply with this letter of instructions, and to do so in the broadest and best sense of the words.

The beginning of the results we have before us to-day; results which even now are not confined to these particular aggregations of bricks and mortar, as will be presently explained, and the end of which will be, as we hope and believe, to make life happier for millions now living and yet unborn. Only those who took part in the early deliberations of those charged with this trust can fully realize the anxieties, the doubts, the manifold perplexities which at first attended their decisions and movements. Only one or two of them had any knowledge of hospital matters; most of them were business men, bankers, lawyers, judges, railway managers, men who knew something of the management of men and money, but who were now brought face to face with a new problem, viz., how to build, organize, and manage a hospital so that it should compare favorably with any other hospital in this country or in Europe.

To "compare favorably with," what does that mean? It is a peculiar phrase, which, coming from a shrewd business man and a member of the Society of Friends, signifies, I think, to excel, if possible; at all events that is the safest interpretation. And it was not this or that hospital which was to be surpassed or equalled, but all other hospitals in this country or in Europe; Africa, Asia and Australasia being put out of the question. It was a large contract.

The location was fixed—that had been done by Johns Hopkins, but they had to decide whether the structures to be erected should be temporary or permanent, of wood, brick or marble, in one large building or in

many, and many other like points, before even the preparation of plans could be commenced. They followed the instructions of the donor and got advice; of which a great abundance was available. They visited the large hospitals of our eastern cities, employed five men, supposed to be skilled in hospitals, each to write an essay giving his plans and suggestions, published these essays in a book which had a wide circulation, and studied the criticisms and reviews to which this book gave rise.

Having duly considered the multifarious and widely divergent suggestions thus obtained, they finally selected one of the essay writers and asked him if he was satisfied with his own plans now that he had seen the others and the published criticisms upon them. He promptly said that he was not, whereupon they asked him to try again and do better. He set to work, aided by the architect of the Board, and the result was a set of sketch plans which he took abroad and obtained much counsel and criticism on, examining at the same time the model hospitals of Europe. He was much less satisfied with the sketch plans when he came back than he was when he started, and again the Building Committee, the architect, and himself reviewed the whole matter, and finally settled on the general arrangement which you will see to-day. Many details remained to be worked out; even the façades had not yet been designed; but the general scheme was settled, and the rest was comparatively easy for the time being.

Let us now for a few moments consider the broad general principles which governed the Trustees in the adoption of this plan. The first hospitals were established to give shelter and food to the sick poor, especially those who gathered in cities. Gradually physicians found that they could learn much in these aggregations of suffering and that they afforded the means of teaching others; but

this last use of them is only about two hundred years old. Gradually, also, it came to be known that the knowledge thus obtained in the care of the sick poor was of use in treating the diseases of the well-to-do; and finally, within the last twenty-five years or so, people are beginning to find out that when they are afflicted with certain forms of disease or injury they can be better treated in a properly appointed hospital than they can be in their own homes, no matter how costly or luxurious these may be. In the hospital they can have not only all the comforts of home, but more; not only skilled medical attendance and skilled nursing, but the use of many appliances and arrangements specially devised for the comfort and welfare of the sick which can hardly be found in any private house, and also freedom from noise and many petty annoyances, including in some cases too much sympathy and in others too little. This hospital, then, is to provide for the rich as well as for the poor; for those who can, and ought to, pay for the help given, as well as for those who cannot.

A second cardinal principle to be observed in such a hospital as this is, that it shall do as little harm as possible. A hospital may do harm by its foul air, by spreading contagious disease among its inmates, by neglect or carelessness of its nurses or attendants; and in years gone by hospitals have, no doubt, caused nearly as much sickness as they have relieved. This is now rarely the case, and in this hospital the arrangements for ventilation, isolation, and nursing are such as to do away entirely with this danger. There is another danger connected with free hospitals and dispensaries which is of quite a different kind and to which I can here only allude, namely, the danger of promoting negligence, shiftlessness, laziness, and vice by offering free relief from their consequences—the danger of pauperizing people. This is a danger connected with organization and man-

agement rather than with construction, and I can only say here that it has been foreseen and will be, as far as possible, guarded against.

The third principle to be kept in view in such a hospital as this is, that it should provide the means of giving medical instruction, for the sake of the sick in the institution as well as of those out of it. It is well known to those familiar with the subject that the sick in a hospital where medical instruction is given receive more constant, careful, and thoughtful attention than do those in a hospital where no such instruction is given. The clinical teacher must do his best; keen eyes will note every error in diagnosis, every failure in results of treatment. Moreover, the very act of teaching clarifies and crystallizes his own knowledge; in attempting to explain, the dark places become prominent and demand investigation, and hence it is that those cases which are lectured on receive the best treatment. I need say nothing here on the other side of the question, the value of properly trained physicians to the community and the necessity for hospital instruction in such training; Johns Hopkins understood all this and specially directed that "in all your arrangements in relation to this hospital you will bear constantly in mind that it is my wish and purpose that the institution shall ultimately form a part of the Medical School of the University."

Now there are medical schools and medical schools, and in obeying this direction of the donor the Trustees had to consider what sort of a medical school this school of the University was likely to be. As the majority of the Trustees were also Trustees of the University, they knew well the principles which underlie the organization of that institution and that the same principles would govern the organization of the medical department when that came to be taken in hand. One of these principles is the thorough teaching of that which is known, another

is to increase that which is known, and to furnish the men and means for doing this. So also the hospital should not only teach the best methods of caring for the sick now known, but aim to increase knowledge and thus benefit the whole world by its diffusion. Another point which had to be kept in view was the direction of Mr. Hopkins that there should be established, "in connection with the hospital, a training school for female nurses, not only to care for the sick in the hospital but to benefit the whole community by supplying it with a class of trained and experienced nurses."

It is also highly desirable that a hospital of this kind should have connected with it a well-appointed dispensary for the treatment of those who need medical aid but not a bed in the hospital. Through such a dispensary much good can be done at small cost, the selection of proper patients for the hospital is facilitated, the means of medical investigation and teaching are greatly extended and the scope of the nursing system can be made to reach the poor and ignorant in their own homes.

The last point to which I shall refer, which was kept in view by the Trustees in deciding upon the plans, was the general appearance of the buildings and grounds.

Mr. Hopkins gave no specific directions as to the buildings, but he directed that the grounds should be properly enclosed by iron railings, and so laid out and planted as to be a solace to the sick and an ornament to the city, and it was evident that the buildings should be of the same character so far as their purpose would admit. It was therefore decided that, while no utility should be sacrificed for the sake of architectural ornament, and the main purpose which I have referred to should be fully worked out in the plans before any attention was paid to external appearance, it was fit and proper that the buildings should form an ornament to the city, and a suitable monument to the memory of the donor.

Bearing in mind, then, these main principles, to provide for the proper care of the sick, both rich and poor, to provide for the highest class of medical education, to increase and diffuse knowledge, to provide trained nurses for both hospital and city, to provide a dispensary, and to make the buildings and grounds ornamental and attractive, let us see how the problem has been thus far worked out.

I will begin with the arrangements for securing that article of prime necessity in a hospital, viz., pure air. Air supply and ventilation in this climate are inseparably connected with heating for a considerable portion of the year, for comfortable warmth must be secured, and on the means of doing this must largely depend the methods of ventilation and their success. The temperature of Baltimore may vary from  $103^{\circ}$  in the shade to  $17^{\circ}$  below zero F., hence its perfect hospital must be one which would answer for the tropics or for Northern Russia. To secure this, double walls, with air spaces, were given to the buildings, and a system of heating by the circulation of hot water was adopted for the wards. This system consists of central boilers, from which flow and return pipes extending beneath every building, connected with heating coils, of which there is one for every two beds in the ward above. The temperature in these coils can be exactly regulated to any temperature between  $150^{\circ}$  F. and the temperature of the external air by simply regulating the velocity of the flow of water by the valves attached to each coil, and thus it is quite possible to give one pair of beds a temperature of  $70^{\circ}$  and another pair in the same room, at a little distance, a temperature of  $60^{\circ}$  F., to suit the needs of different cases. The 80,000 gallons of water contained in this heating apparatus go round and round, carrying heat from the furnaces to the wards, but every building has its own independent means of ventilation, and it is not possible to go from one ward into another without going into the open air on the way, so

that foul air, if any forms, cannot spread from one building to another. Nevertheless, the buildings are so connected by corridors and underground tunnels that in passing from one to another there is no exposure to rain or snow, and the least possible to cold air, while the food is not exposed at all. This is not the place to describe the ventilation. I will only call your attention to the fact that the temperature of the incoming air by any bed is easily changed by turning a valve, while the quantity of air is not changed; to the arrangement for taking foul air from either the bottom or top of the ward, or from both, and to the fact that all this has been thoroughly tested during two winters and found to give the results hoped for.

One of the peculiarities of the wards is that all the service rooms are collected at the north end, leaving the south end free from obstruction and fully exposed to the sun, the end of the ward being a large bay window looking out on the central garden, and with a floor which can be warmed so that the patients, able to sit there, can be thoroughly comfortable. Another peculiarity of the sick wards is the arrangements for easy cleansing, and to prevent possible accumulations of dust in corners and crevices. Corners are to a great extent done away with, and easy curves given in their place, even at the junction of the floor and walls there is a curve instead of the usual right angle, and I advise you to look at it and see how it has been produced, for it ought to become fashionable, and take the place of the old mop-board in all well-constructed houses. So, also, the doors have not the usual moulding about the panels, giving recesses which it is almost impossible to clean.

One of the wards is especially arranged for cases which may be either contagious or offensive. In this building each patient is in a room by himself, and all these rooms open into a corridor through which the wind is always

blowing. There are many details about this isolating ward which are worth looking at, but which I have not time now to refer to, and I must omit details about the pay ward, the octagon ward, and the peculiar fittings and conveniences of the kitchen, laundry, apothecaries' building, etc., for the same reason.

Let us pass now to the second object of the hospital, the giving means for higher medical education, and see what has been done for that. In the first place, there is a large amphitheatre with appended rooms for the reception of accidents and emergencies of all kinds. In the second place, provision is made for at least thirty students to reside constantly in the hospital and devote themselves under proper guidance to the study of disease and the practical care of the sick. It is intended that these places shall be open only to those who have had a thorough previous training, and who have shown themselves to be fitted to undertake this important part of their studies. As a rule, not more than five per cent. of medical graduates have had any opportunities worth speaking of to study and treat diseases in the living man when they receive their diplomas. They have to get this experience on their first patients, and sometimes the experience is rather hard—for both doctor and patient. This hospital has provided for the class of the medical school in the last year of their studies good rooms with bath-rooms, a dining-room, and other conveniences, and here they can be taught the actual daily work of a physician, for which all their previous studies are only preparatory. Many of the arrangements of the hospital have been constructed with reference to this instruction; it is a great laboratory for teaching the practical applications of the laws of hygiene to heating, ventilation, house drainage, and other sanitary matters. All pipes and traps are either exposed to view or can be seen by merely opening a door, and in the tunnel be-

neath the corridor you can study at your leisure the complicated and yet simple arrangement of pipes for gas, steam, water, sewage, etc., which are usually buried and remain a profound mystery to every one except the plumber, and often puzzle even him.

Closely connected with this subject of teaching is that of increasing our knowledge of the causes, symptoms, results, and treatment of disease; in fact, one cannot be thoroughly and well done without the other, and hence many of the provisions for the one are also useful for the other. For example, to go back to our system of heating and ventilation, there are many points connected with it which are destined for experimental work, to compare steam with hot-water heating, to determine the velocity of water at different temperatures, to compare ventilation by aspiration with that by propulsion, or by upward currents with those drawn downward.

One structure is very largely devoted to and fitted for experimental research, and that is the pathological laboratory, where the causes, processes, and results of disease are to be studied. Upon the results obtained in that laboratory may yet depend the saving of many lives, the relief of unspeakable agony, the warding off of pestilence from the city, and, to put it in a strictly business light, the value of real estate and the rate of taxation of this community. We are on the verge of great advances in our knowledge of the causes and methods of disease, and I feel sure that these will be only preliminary steps to far greater and better knowledge of how to prevent or to treat them than we now have. The probable length of life of the newborn infant to-day is not much more than half what it ought to be; the practical productive period of the life of our men and women is shortened and interrupted by unnecessary disease and suffering; but remember, if these things are to be amended, it is not merely by teaching old doctrines; re-

must open fresh windows and let in more light, so that we can see what these obstacles really are. It is in this work of discovery that it is hoped that this hospital will join hands with the University, and it is in this hope that some of the structures around you have been planned and provided.

A word now on the fourth object kept in view in this hospital, viz., the Training School for Nurses.

Some of you probably have had some personal experience of the difference between an educated, properly trained female nurse, and one of the old-fashioned sort, but if you have not, it would take much more time than I now have to describe it. I can only say, that in many cases a competent trained nurse is as important to the success of treatment as a competent doctor, and that one of the greatest difficulties in treating well-to-do patients in their own homes in this city is the want of proper nurses. Affection and zeal may do much, but they cannot take the place of knowledge, and this kind of knowledge is not to be acquired in a day or in a month. It is a work best carried out by women, though not one woman in ten is fit for it, or should undertake it. But the woman who is fit for it, who has physical health and strength, sound sense, loving kindness, patience and tact, and who has been thoroughly taught the art of nursing the sick, with all its thousand details, has the power of doing good and increasing happiness to a degree which few others possess. In a properly conducted hospital ward she is a necessity, but her field of usefulness and helpfulness is by no means limited to that. She is needed outside the hospital, in the home of the rich to nurse and care for the sick; in the home of the poor, to teach prevention as well as nursing. To gather here such women, to have them thoroughly instructed, to furnish them with the attractive and comfortable home which they deserve, and to send them where they are most needed, with provision

for their return when the work is done, is the object of the training school of this hospital.

For this purpose the Trustees have provided a large and handsome building, separated from the others, and exclusively appropriated to the female nurses, where each can have her own comfortable room, and where a common parlor, library, dining-room, bath-rooms, and, in short, the arrangements of a first-class hotel are provided for their use. Here also is a training-kitchen and a lecture-room to aid in the work of instruction. The intention is that when the nurse has finished her six or eight hours' tour of duty with the sick, she shall come quite away from the ward and all that pertains to it, and take her rest and recreation in a totally different atmosphere, and special effort has been made to have this home attractive and pleasant.

The fifth object which I mentioned as having been kept in view in the plan and construction of these buildings is the Dispensary. This is a large building on the north front, consisting of a large central waiting-room, surrounded by a number of smaller rooms for the use of the physicians and surgeons who are to examine and prescribe for the patients, and having bath-rooms, and a small apothecaries' establishment for the issue of the medicines ordered. This building is connected with the amphitheatre by a short covered corridor, and is specially arranged with reference to teaching. It, as well as the amphitheatre, is heated by steam instead of hot water, partly because they are not in constant use, and a rapid means of warming is desired, partly for the purpose already referred to of giving the means of experimental comparison of the two systems. The means of supply of fresh warm air in these two buildings, and of removing the air made impure by exhalations are somewhat peculiar, and merit examination.

With regard to the architectural design and external

appearance of the buildings, and the laying out and ornamentation of the grounds, I can only say that you must see and judge for yourselves whether Mr. Hopkins' wish that they should be an ornament to the city has been successfully complied with. So far as external ornamentation is concerned, it is confined almost entirely to the large buildings on the west, or Broadway, front, which it was felt should harmonize in style of decoration. These central buildings, consisting of the administration, with the one pay ward on either side, are constructed of pressed brick with ornamentation of a dark blue, fine-grained, hard, and durable stone, known as Cheat River stone, and of moulded terra-cotta of the color of the brick. The external designs for these, as for all the other buildings, were furnished by Messrs. Cabot & Chandler, of Boston, and I think we have good reason to be well satisfied with the results they have produced. The grounds are laid out and planted in accordance with designs furnished by Mr. E. W. Bowditch, of Boston.

As regards construction, I do not hesitate to affirm that these are the best built buildings of their kind in the world. The material is the best, the most skilled and careful workmen were employed, and, above all, the work received the most careful, conscientious, and intelligent supervision as it progressed. For this supervision we are indebted to Mr. John Marshall in the beginning and to Mr. William H. Leeke for the remainder and conclusion of the work; and we are also indebted to the latter for many valuable suggestions as to modes and details of finish which are so important in a hospital. The details of the complicated and extended system of heating, ventilation, and plumbing were designed and the work executed by Messrs. Bartlett, Hayward & Co., of this city. I should like to go on and mention a number of other names of persons who have done good work here, but want of time forbids. I will only say that these

buildings embody the counsels and suggestions of many men and women in this country and abroad, but among them all there is no one who from the very beginning of the conception of the idea of this magnificent gift in the mind of Johns Hopkins down to this present moment who has had more to do with shaping the results, who has furnished more valuable suggestions, who is more thoroughly acquainted with all that has been done, and why it has been done, who has worked so unselfishly, and who more deserves honor in this connection than the President of the Board and Chairman of the Building Committee through the whole progress of the work, Mr. Francis T. King.

Briefly and incompletely as I have sketched these salient points of the plans and purposes of this hospital, I hope I have, nevertheless, shown you that it is intended for other purposes besides providing shelter, food, and drugs for the sick. In saying this I have not the least wish to undervalue or disparage those institutions which do make this their main or only object. There is abundant need of their existence and work also; but this institution should not be judged by the rules which apply to them; it cannot be managed after their fashion: if it does not produce results different from theirs it is a failure and the expenditure upon it a mistake.

Thus far I have been speaking of the buildings only, and trying to give you some idea of the motives which led to their being as they are, and what they are, and not otherwise. From the beginning, however, it has been recognized that the buildings and machinery are only means to an end, tools which must be handled by skilled workmen to produce the desired result; and throughout all these years of planning and building, the question of organization and of the sort of men and women who were to use and work with these things has not been lost sight of. It is true that no attempts were

made to select and engage individual members of the hospital staff until quite recently ; but there was, nevertheless, a tolerably definite conception as to the ideas, mode of work, character, and wants of those who are to constitute this staff, and when the time came for selecting, it was made by this standard.

On the philanthropic, social, and religious aspects of this great trust I do not propose to touch, but I wish to say a very few words of the hopes and wishes of scientific men and physicians with regard to it. From the time of the first announcement of the Hopkins bequests to the present, these men, all over the world, have been keenly interested in the plans and methods adopted in carrying them out. Whenever and wherever the problems of higher medical education have been discussed within the last ten years, there has been speculation as to the probable course of the Johns Hopkins medical department, and the influence it would have upon the standard. I may even say that some of this influence has been exerted in advance, has been discounted, as it were, for the plans of this hospital have stimulated changes in some of our best medical schools, and have been copied with more or less modification in some of our latest hospitals.

What is it, then, that the physicians want? Is it more physicians, more family practitioners, more surgeons, more specialists? Not at all. They know very well that there is no danger that the supply will not be equal to the demand; when they become overburdened with practice they do not at present find it difficult to obtain assistants; they have no fear lest the seventy or eighty medical schools of this country should fail to produce a sufficient number of medical practitioners to meet the wants of our increasing population; and they know also that the medical schools of Great Britain and Germany are sending to us quite as much of their product as we can

conveniently dispose of. They hope that the Hopkins medical school and hospital will do two things. The first is, that it will demand of those who propose to become its students evidence that they have a sound basis of preliminary education before they commence, and that its standard in this respect shall be little below that of the requirements for granting the degree of bachelor of arts in the University. It is hoped that the men thus selected will go through a carefully graded course of study, including actual work in properly fitted laboratories, and that after this they will be brought into contact with the sick, and thus obtain practical experience of the duties and responsibilities of the practitioner of medicine before they offer their services as such to the public.

So much our physicians desire of every medical school, for the sake of the honor and dignity of the profession, and for the good of the public, and they desire especially that this school shall form an example to which they can point as showing how medical education should be conducted, and what should be required of the candidate for the degree of doctor of medicine.

The very general interest in the combined Hopkins trusts felt by physicians and scientific men not only of this country but of the whole civilized world, is largely due to the belief that the relations which will here exist and be maintained between the University as a whole and its medical department, of which this hospital is to be an important part, will be close and intimate, so that the true University spirit will pervade, stimulate, and encourage the hospital work. In this country medical schools have either had no connection with Universities properly so called, or the connection has been slight and nominal, such as depends upon the formal conferring of medical degrees by the University. Here, however, through the influence of the biological department, there

are secured common interests and mutual influence, and it is hoped therefore, that the necessary details of technological instruction will be arranged in accordance with and subordinate to the broad principles of scientific culture upon which this University is organized.

It is because it is believed that this will be the case that there is a widespread hope and expectation that these combined institutions will endeavor to produce investigators as well as practitioners, to give to the world men who can not only sail by the old charts, but who can make new and better ones for the use of others. This can only be done where the professors and teachers are themselves seeking to increase knowledge, and doing this for the sake of the knowledge itself;—and hence it is supposed that from this hospital will issue papers and reports giving accounts of advances in, and of new methods of acquiring knowledge, obtained in its wards and laboratories, and that thus all scientific men and all physicians shall share in the benefits of the work actually done within these walls. But, however interesting and valuable this work may be in itself, it is of secondary importance to the future of science and medicine, and to the world at large, in comparison with the production of trained investigators, full of enthusiasm, and imbued with the spirit of scientific research, who will spread the influence of such training far and wide. It is to young men thus fitted for the work that we look for the solution of some of the myriad problems which now confront the biologist and the physician.

Do I seem to ask too much? to be too sanguine as to what human thought, and study, and skill may accomplish? to forget that there is one event unto all; that the shadow of pain and death comes on the wise man as on the fool? I have two answers. As surely as our improved methods of prevention and treatment, based on the advances in knowledge of the last fifty years, have

already extended the average duration of life in civilized countries nearly five years, have prolonged thousands of useful and productive lives, and have done away with the indescribable agonies of the pre-anæsthetic period, so surely we are on the verge of still greater advances, especially in the prevention of infectious and contagious disease, in the resources of surgery against deformities and morbid growths, and in the mitigation of suffering due to causes which cannot be wholly removed. But the second answer is more important, and it is this: It is our duty to try to increase and diffuse knowledge according to the means and opportunities which we have, and not to rest idle because we cannot certainly foresee that we shall reap where we have strewn. "It is not incumbent on thee to finish the work, but thou must not therefore depart from it," says the Talmud, and "Of him to whom much is given much shall be required," says the Scripture.

To you, the officers of this institution, and to you, men and women of Baltimore, there is now given the opportunity of giving powerful aid in this increase and diffusion of knowledge of the laws of human life, disease, and death. Surely, those who are working in the wards and laboratories of the hospital and University will do their best; surely, also, the citizens of this great city of a great nation, which at no distant day will take the lead in scientific work, will encourage, sustain, and sympathize with these workers. I would have this hospital become famous, not for fame's sake, but because this will be evidence of the good work which has been done in it; but we must not be impatient. There are difficulties to be overcome, delays which must be submitted to. We cannot at once have the medical school which is essential to the plan which I have sketched; but there is plenty to do for the present, and I am certain that in

time all these present obstacles to full development will be happily overcome.

Success in this, as in all other enterprises in this world, is to be obtained by unselfish work for the good of others, by wise counsel, by coöperation, and by persistent effort.

A hospital is a living organism, made up of many different parts, having different functions, but all these must be in due proportion and relation to each other, and to the environment, to produce the desired general results. The stream of life which runs through it is incessantly changing; patients and nurses and doctors come and go; to-day it has to deal with the results of an epidemic, to-morrow with those of an explosion or a fire; the reputation of its physicians or surgeons attracts those suffering from a particular form of disease, and as the one changes so do the others. Its work is never done; its equipment is never complete; it is always in need of new means of diagnosis, of new instruments and medicines; it is to try all things and hold fast to that which is good.

*"Et quoniam variant morbi, variabimus artes."*

It has been said that "hospitals are in some sort the measure of the civilization of a people, but a hospital of this kind should be more than an index. It should be an active force in the community in which it is placed. When the mediæval priest established in each great city in France a *Hôtel Dieu*, a place for God's hospitality, it was in the interests of charity as he understood it, including both the helping of the sick poor and the affording to those who were neither sick nor poor an opportunity and a stimulus to help their fellow-men; and doubtless the cause of humanity and religion was advanced more by the effect on the givers than on the receivers. It is the old lesson so often expounded, apparently so simple and yet so hard to learn, that true

happiness lies in helping others; that it is more blessed to give than to receive.

In some respects we to-day have a much wider outlook than the men of a thousand years ago. This hospital is designed, as I have told you, to advance medical science as well as to give relief to the sick poor, but the fundamental motive is the same—to help others.

We have here the beginning of an institution which shall endure long after the speakers and the audience of to-day shall have finished their life-work and have passed away. Founded in the interests of suffering humanity, intimately connected with a great university, amply provided with what is at present known to be essential to its work, we have every reason to predict for it a long and prosperous career, with steadily progressing improvement in its organization and methods, and enlargement of its activity and influence.

Let us hope that before the last sands have run out from beneath the feet of the years of the nineteenth century it will have become a model of its kind, and that upon the centennial of its anniversary it will be a hospital which shall still compare favorably, not only in structure and arrangement, but also in results achieved, with any other institution of like character in existence.



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