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13, Norham Gardens,
Oxford.

May 9th, 1911.

Dear Kelly,

I shall be very glad indeed to have the Flexner Report. I had heard no details. The situation is full of difficulties. There are so many points that I can only speak of one or two as they seem to me. In the first place could the public be kept away from first class men? I doubt it. So soon as a man had a strong reputation outside, they would flow into the private wards, and he would become nothing But a financial agent of the Trustees, earning for them in the course of a year, six or eight times his salary. The Trustees themselves would be the very first to break the rule; and an exception would have to be made in the case of doctors and their families, and he would be appealed to over and over again on humanitarian grounds. The beginning only of a man's career would be without difficulties.

Secondly, the Hospital would not get the best men, and at the salary you speak of, 7,500 dollars, they would not even get the second best. It is a matter of business. What is a man worth to the hospital? And if the scheme is to be adopted, the scale of payment should be in some measure proportionate to the income which a man could make.

Thirdly, you would have the anomaly of three or four assistants in the department doing enormous consulting practices, occupying positions in the public that would command far greater influence than the chief. There would be less difficulty over here where the physicians are not so much in the open; but with the amount of newspaper advertisement it is very difficult, as Barker has found it, to keep practice within reasonable limits.

On the other hand the School has strong claims, and there is no doubt that when a man is chased both by the profession and the public, his strictly

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15, Northam Gardens,
Oxford.

May 25th, 1911.

Dear Kelly,

scientific work is neglected. And it is not every man who has your organizing ability, to get a group of good assistants at work with him. You could not have begun to make your reputation, and the reputation of your assistants and that of the Hospital, if you had not had a large income which you spent so lavishly. As far as you and Barker are concerned, I do not see that you possibly could accept the new proposal.

The statement you make as to your expenditure is astounding. I knew of course that it had been great, but that is an enormous sum, and as you say it is largely expended for Hospital work.

I shall be most interested to hear how the matter is settled.

It would be an interesting experiment, but personally I should like to see it tried in New York first.

Sincerely yours,

(Signed) W. Osler

Thirdly, you would have the anomaly of three or four assistants in the department doing enormous consulting practices, occupying positions in the public that would command far greater influence than the chief. There would be less difficulty ever here where the physicians are not so much in the open; but with the amount of newspaper advertisement it is very difficult, as Barker has found it, to keep practice within reasonable limits. On the other hand the School has strong claims, and there is no doubt that when a man is chased both by the profession and the public, his activity