found all the busier physicians away from their offices, if an exhibition of his office hours does not drive them off by telling them before ringing the bell that they have come at the wrong time, when in fact he is at home wishing for calls. On the contrary, one busily engaged in outside practice, who has no other time for office consultations than the specified hours, can, by displaying them outside, regulate his business, and prevent various annoyances, by letting every one see his hours before ringing.

An excellent rule is to direct attention to both the beginning and ending of your office consultation hours, as: "Morning office hours begin at 7 and end at 9; afternoon office hours begin," etc. Or: "Office hours: morning, between 8 and 9 o'clock; afternoon, between 1 and 3 o'clock," etc. Many people inconsiderately think that as your office hours are from 7 to 9, if they get there one minute before 9 o'clock they are in time; whereas, if they come at that time they will be sure to keep you past your hour for beginning your outside professional work. By regulating your time thus, and constantly urging those you attend to observe your home hours strictly, you can accomplish doubly as much, with less hurry and more satisfaction to all. Indeed, by persistently schooling patients to observe these hours, and to send for you, as far as practicable, before your accustomed time for starting on your regular rounds, preferably in the morning, you will do much to systematize your business, and to lessen the number of calls at odd and inconvenient times, which do so much to increase the hardships of the physician's life. For persistent late-comers to come strolling into a busy physician's office for advice at odd or unseasonable hours, or at seasons allotted to privacy and rest, amounts almost to persecution. So, also, does having to visit the same neighborhood half a dozen times a day, in consequence of his patients not sending for him before he leaves home to commence his rounds. The time allotted to office patients may be greatly curtailed by naming certain times at which you can be found at your office;

for instance, instead of having it "Morning, from 8 to 9 o'clock; afternoon, from 1 to 3 o'clock; evening, from 6 to 8 o'clock," have the sign read, "Office hours: morning, *about* 8 o'clock; afternoon, *about* 2 o'clock; and evening, *about* 7 o'clock," which times are easily remembered, and will cause all who come to get there *about* those hours.

If you should ever get very busy, and be pressed for time, your sign might still further emphasize it, after stating your hours, by adding, "No office consultation at other hours."

Have a slate in a convenient place, whereon messages may be left during your absence from your office, and have over it a little sign something like this: "In leaving a message for the Doctor, be careful to write the name, street, and number."

You should keep a supply of cards, with your name, residence, and office hours on them. An inch and three-fourths by three inches make a good size.

It is also necessary to keep a supply of small and neat blank bills, and to have envelopes and paper with your name and address printed on them. Let your bills read, "For professional services." Blank forms for use in giving certificates to sick members of societies, etc., are also very useful. Printed professional certificates look much better and more formal, and generally give more satisfaction than written ones.

A speaking-tube, from your outside office door to your bedroom, prevents exposure to raw night-air at an open window, and is of great utility when your night-bell rings.

The telephone is also both a luxury and a necessity. Many physicians, however, are deterred from having one by the fear that it will cause them to be summoned to patients, good and bad, at a distance too great for them to attend, or that its convenience will cause annoying calls and messages to be sent at unseasonable hours. This belief is erroneous. The telephone really does the opposite, and enables one to resist the arguments and attempts at persuasion so often encountered in personal interviews. It is, moreover, far easier to decline to pay a visit,

to urge a plea, to suggest a remedy, or give direct instructions through the telephone, than by an interview with a fallible messenger. If you have a telephone, put its number on your cards, bills, envelopes, letter-paper, etc.

On commencing practice, you should get a pocket visiting list, a cash-book, and a ledger, and commence to keep regular accounts at once, taking care to "post up" regularly either weekly or monthly; this will teach you system, and in the course of time save you thousands of dollars.

Be careful to record the full name, occupation, and residence of every new patient; for, although the identity of this one and that one may, at the time, be very clear in your mind, yet as patients increase and multiply and years elapse, your personal recollection of each will become misty and confused, and consequently may entail on you considerable money loss. Method in business is one of its chief instruments. Also, never neglect to jot down memoranda of office consultations, payments, new calls, etc., in your visiting-list, with a lead-pencil, until you get an opportunity to write them in ink.

One's visiting-list can be most conveniently carried in a wide but shallow pants pocket on the left hip.

It is well to have a copy of the fee-table framed and hung in a suitable place in your office, that you may refer patients to it whenever occasion requires. It is also wise to have a small, neat sign, with "Office Consultations from $1 to $10, cash," posted in some semi-prominent place in your office. It will show your rule and tell your charge; it will also remind any who might forget to pay of the fact, and by confronting less honest people will put them in a dilemma. You can, when necessary, point any one to it and ask him for your fee; it will also give you a chance to let him know you keep no books for office patients. Such a sign will save you many a misunderstanding and many a dollar. Of course, you may omit its cash enforcement toward patients with whom you have a regular account.

Having your charge from "$1 to $10" will enable you to

get an extra fee for cases of an extraordinary character, and still allow you to charge minimum fees for ordinary cases. Such a schedule will also make those who get off by paying the lowest fees feel gratified, and will show everybody that you assume to be skillful enough to attend $10 cases.

Cultivate office-consultation practice assiduously, for it is a fertile source of reputation and of cash fees; attending such patients as are able to go out-doors, at your own office, is a great saving of time and fatigue to the physician. Strive to benefit and give satisfaction to every patient who comes to consult you, that every one may go away impressed with a belief that the nature of his malady is clearly recognized and understood, and that you will do your best to remedy it; for each will, while there, form some definite opinion in regard to you, and will ever after give you either a good or a bad name.

Keep a small case of medicines at your office representing the most frequently employed articles of the pharmacopœia, especially during the first years of practice; handling them will not only familiarize you with their appearance, odor, miscibility, taste, and other characteristics, but also enable you to get your fees from unreliable patients, and such others as can appreciate advice and something tangible combined, but who cannot properly value advice alone. Besides, by keeping cathartic pills, aromatic spirits of ammonia, lime-water, morphia granules, etc., you can save yourself many a tramp at night, during storms, on Sunday, great holidays, at odd hours, etc., by sending a suitable remedy by the messenger; and give the patient both relief and satisfaction, till you can go. You have a perfect right to supply a patient with medicine if you choose. Very extensive home dispensing, or running a rudimentary drug-store, or a pill and globule traffic, however, tends to consume time that might be much better employed, and to dwarf one in other ways. Furnishing his own medicines does not pay, if a physician is established in good, reliable circles, because it is far better for him to base his charges squarely on the abstract value of his time and

skill. Besides, one's high tariff and rough compounding would engender the criticism and enmity of neighboring druggists and others. Never under any circumstances sell medicines to any but your own patients.

Dispatch every professional duty promptly and punctually, so as to get it out of the way of whatever may happen to come after. When summoned to cases of colic, convulsions, accident, etc., go, if possible, immediately. Then, if you are too late to be of service, you will neither have cause for self-reproach nor be responsible for default of duty. When you cannot go at once without neglecting another pressing case that has a prior claim on your services, or other duties equally as urgent, it is much more satisfactory to your patient if you send a remedy, with instructions for use until you can go, than to write a prescription; because, to send a prescription in such cases seems rather as if you do not sympathize, or as if the patient was on your don't-care-to-attend list, and, if the case takes an unfavorable turn, or does not eventuate favorably, you may be blamed and criticised.

"Of all sad words of tongue or pen,
The saddest are these: it might have been."

When you reach a patient whose friends have, in the excitement, sent for a number of physicians, with no special choice among them, it is well to have them promptly send a trusty messenger or a courteous note to the others to cancel the call and save them trouble, by informing them their services will not be required.

If, at your office and elsewhere, you make a judicious and intelligent use of your instruments of precision,—the stethoscope, ophthalmoscope, laryngoscope, the clinical thermometer, the tape, the microscope, and the reagents necessary to a careful examination of tumors, sputa, calculi, urinary disorders, etc.,—they will not only assist you very materially in diagnosis, but will also aid you greatly in curing nervous and terrified people, by increasing their confidence in your ability, and enlisting their sympathetic concurrence in your remedial treatment.

Always carry with you, in your professional rounds, a good clinical thermometer, female catheter, bistoury, hypodermatic syringe, small forceps, lunar caustic, probe, needles, pen-knife, etc., for ready use. Keep a little raw cotton in the case with your clinical thermometer to protect it against breakage, and never omit to wash it and all other instruments immediately after use.

Be especially careful to avoid syphilitic inoculation, septicæmia, etc., and never, under any circumstances, use a cut or an abraded finger in making vaginal and other examinations; if your preferable hand is unsafe, use the other. Cosmolin and vaselin answer a good purpose; they have no affinity for moisture, and both keep for years without becoming rancid or decomposing. Get a supply of either, and keep it in your office for anointing your fingers, instruments, etc. Wooden tooth-picks and cigar-lighters are also very handy for making mops, applying caustics, etc. Being inexpensive, each one can be thrown away after one service, instead of being kept for further use, as must be done with expensive articles.

Knives, probes, needles, and other instruments can be readily cleaned and disinfected, both before and after being used, by thrusting them several times through a wet, well-soaped towel or rag, or into a cake of wet soap.

You should have a special receptacle in your office for cast-off dressings from cases of gonorrhœa, syphilis, septic ulcers, and other filthy affections, which, when they accumulate, should be burned.

With the view to maintain your physical health, you should endeavor to live temperately and comfortably, and to rest as much as possible on Sundays and at night; and, moreover, if you would avoid the risk of break-down in health, as happens to hundreds of our profession, make it a cardinal point of duty to yourself and family to get your meals and sleep as regularly as possible, and to keep your digestion in order; then you need have but little fear of overwork.

A decent respect for the opinion of the world should lead

you to practice all that constitutes politeness in dress and deportment. Keep yourself neat and tidy, and avoid everything approaching carelessness or neglect. Do not altogether ignore the fashions of the day, for a due regard to the customs prevailing around you will show your good sense and discretion. Even though the prevailing style of dress or living borders on the absurd or extravagant, it may still be wise to conform to it to a certain extent. Young says:—

"Though wrong the mode, comply; more sense is shewn
In wearing others' follies than our own."

You never heard of a designing swindler, or a confidence-man, or a gambler, or a pseudo-gentleman of any kind, who dressed shabbily or in bad taste, for

"These men's souls are in their clothes."

Such people are all close students of human nature, and, no matter how abandoned they are, no matter how tarnished in character or how blackened in heart, they too often manage to hide their deformities as with a veil from all but the few who know their true characters, by assuming the dress, manners, and tone of gentlemen. Now, if genteel dress, polished manners, and cultured address can do so much for such fallen specimens of mankind, how much greater influence must appearance, manners, and voice exert for those who are truly gentlemen and members of an honorable profession.

Nevertheless, do not, under any plea, be a leader or patronizer of loud or frivolous fashions, as though your starchy foppishness and love of fine clothes had overshadowed all else; discard, also, glaring neckties, flashy breastpins, loud watch-seals, brilliant rings, fancy canes, cologne, perfumes, attitudinizing, and all other peculiarities in your dress or actions that indicate overweening self-confidence, or a desire, with the assistance of the Graces, to be regarded as a man of fashion, or a swell.

"Cupid, have mercy!"

Such peacockish individuals may be admired, but they are not usually chosen by discerning persons seeking a guardian for their health.

Even though you be ever so poor, let your garb show genteel poverty, for every physician's dress, manners, and bearing should agree with his noble and dignified calling. The neglect of neatness of dress and the want of polite, refined manners might cause you to be criticised or shunned. You will sometimes see superficial but spruce little Dr. Tact, whose head is comparatively empty, who always sat on the back benches at college, succeed in getting extensive and lucrative practice, and paying heavy bills for horseshoes, almost entirely by attention to the outer trappings and affability of manner; while Dr. Profundus, Dr. Alltrue, and Dr. Talent, professionally more able and personally more worthy, will languish, and never learn the cost of carriages and the price of horse-feed, by reason of defects in these apparently trivial matters. Alas!

"Veneering often outshines the solid wood.

Clean hands, well-shaved face or neatly-trimmed beard, unsoiled shirt and collar, an unimpeachable hat, polished boots, spotless cuffs, well-fitting gloves, fashionable clothing, cane, sun-umbrella, all relate to personal hygiene, severally indicate gentility and self-respect, and naturally impart to their possessor a pleasurable consciousness of being well dressed and presentable.

"I am not a handsome man, but my beaver doth lend me
an air of respectability."

The majority of people will employ a tidy, well-dressed physician, of equal or even inferior talent, more readily than a slovenly one; they will also accord to him more confidence, and expect from and willingly pay to him larger bills.

Avoid extraneous pursuits and a multiplicity of callings, especially such as would interfere with your duties as a physician, or would give you a distaste for the profession, or cause you to resume its duties with a feeling of irksomeness. Divorce medicine from all other avocations, however important, respectable, or lucrative,—from the drug business, dealing in petroleum, or salt, or cattle, or horses; nor be equally interested in the practice of medicine and in school-teaching, or in pushing