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4 That is the understanding and practice in this Service and because there is much more serious and precise personal accountability, through the discipline of the Service and the cases and directness with which representations can be made to the Surgeon General at Washington. The President, although nominated by the local Officers, would be appointed (and dismissed if necessary) by the Board. The Officers would have no control beyond the nomination; nor could he restrict our Superintendent or the Board or dictate to them in any matter under their discretion, any more than could any Member of the Medical Board. The only question is which he could insist upon his own control would be such as he would not attempt to determine with our Officers — The Service is as regularly organized as that of the Army or Navy and similarly regulated as to examinations, order of succession and other matters of routine and discipline —

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The Hospital Board would be more likely to govern the conduct of any Officer that would and even to influence the Surgeon General himself than either of them would be to hamper or in any way, since the organization and all of its official representatives are still very much upon their good behaviour and general popularity and anxious to conciliate persons and institutions in order to strengthen themselves and their corps against the politicians —

We can dismiss the President at any time and can ask for the removal of the Surgeon at any time if he proves unsatisfactory. He would be only a kind of a family physician or medical attendant from the City having the care of several private patients boarding in the Hospital and in a