

whenever possible, and this can be accomplished successfully only when we have a complete understanding. There may be times when we may not have the immediate answer, however, again it is our responsibility to assist you in getting the answer to your problems.

Cooperation does not mean a dead-end street - it is a two-way street. If we are not reasonably conversant with the problems at hand, we most certainly cannot lend the kind of assistance you would desire. When you stop to consider, the success of management depends on the successful operation of each individual department.

A great many of our plants employ a Safety Director, and in such instances you can readily appreciate that they have many duties in common with our Nurse. In many cases they are qualified first-aid people and handle the first-aid duties when you are away from the plant. It is highly essential, therefore, that these individuals work in close harmony and enjoy the best possible relationship.

In all of our plants the Nurse is required to maintain complete first-aid records, and these records are valuable in several ways. With the thought in mind of maximum cooperation, much data from these records, along with possible suggestions can be passed on to the Safety Director to assist him in his efforts on watching for indications of a definite hazard, a recurring type of accident or an accident prone individual.

It is equally as important for our nurses to really learn to know our plant physicians. They should likewise know the plant physician's staff and the facilities available in his office. The same condition applies to certain representatives of our Compensation and Health Insurance carriers.

I believe you will agree that with close and sincere contacts, as mentioned, it cannot but help to make your office most efficient and will prove exceptionally sound in the handling of our employee medical problems. The Plant Superintendent or Works Manager has many complex problems and generally appreciates not being bothered with routine or trivial matters. On the other hand, it is our duty and responsibility to be fully aware of your problems, and in this respect you should at all times feel free to discuss them and request assistance when necessary. These various practices followed on a sincere basis represent positive team play and certainly will be productive of what we all desire to achieve in our respective plants.

In a great many industries, the Industrial Nurse has been placed in a rather awkward position for the reason that duties involving regular and routine clerical work have been delegated to them, which in no way are connected with first-aid, medical, insurance or other related work. During periods of accident-free operations, we have known on many instances wherein the Nurse has voluntarily requested to be of assistance of a clerical nature, however, it should be distinctly understood that her regular duties have top-priority. The Superintendent or Works Manager should be sufficiently well informed, and maintain maximum interest in the Industrial Nursing Program to make certain that you receive all the help and support you are entitled to. The successful and harmonious operation of your department should be just as important to Management, as would be expected in the Pattern Shop, the Foundry, Grinding Room or any other department.