

July 12, 1956

PERSONAL AND CONFIDENTIAL

Dr. Wayland J. Hayes, Jr.
U. S. Public Health Service
Communicable Disease Center
Box 769
Savannah, Georgia

Dear Doctor Hayes:

I hasten to fulfill my promise to you to give you in writing an idea of the nature of the position in this Department which I have invited you to consider, and my view of the present status and the future prospects of this position and of this Department in the field of Occupational Medicine. In my attempt to present these matters as realistically as I can, I shall omit all reference to the financial side of the situation, since this is not at this time the primary consideration, and since, in any case, it can probably be made to fit the case. The University title involved is that of Associate Professor.

Let me say at the outset, that I regard this as the foremost research and educational organization in the United States in the field of Occupational Medicine, and I am quite confident that if we can get and keep the right kind of people in the organization, we can maintain that position successfully. We are in difficulty at present because of our urgent need for a satisfactory chief of our Division of Toxicology. The disablement of Dr. Francis F. Heyroth, head of this Division and Assistant Director of the Kettering Laboratory for many years has dealt us a serious blow. This is one of three key positions in the Department, and we need for it an outstanding medical investigator and teacher, who is also capable of dealing with the practical side of industrial medicine and hygiene with understanding. I have reason to believe that you would fulfill these requirements. I should advise you, however, that because of the importance of this appointment, I shall wish to be sure that it meets with the approval of Dean Dorst and of certain members of the Faculty Council of the College of Medicine.

Some time in the not too distant future, the Laboratory will have to have a new director, and the Department of Preventive Medicine and Industrial Health of the Medical School will have to have a new head. The two are not necessarily synonymous, for Preventive Medicine, on the one hand, and The Kettering Laboratory as the research agency of the Department, on the other, are the two parts of a Department that has multiple functions. At present John

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Phair, Professor of Preventive Medicine, with offices and conference and class rooms in the main building of the Medical College (just across a court from the Kettering Laboratory), is in charge of the teaching of medical students in preventive medicine, public health and occupational medicine (the staff of the Kettering Laboratory provides the teaching in the latter and in certain matters - air and water pollution and a few other problems - derived from industry). Dr. Phair, on the other hand, engages in the research work of the Laboratory and directs its epidemiological and statistical work as the Division of Preventive Medicine of the Department as a whole. The new head of the Department, on my retirement, may come from our group, or from the outside, dependent upon how well we are manned at that time.

The general research program of the Department, excluding some independent research on the part of Phair's group and some independent research by individuals, is carried out in the Kettering Laboratory, which is also the center (administrative and academic) of the graduate and post-graduate training (in Industrial Medicine, Industrial Toxicology and Industrial Sanitation and Hygiene) programs of the Institute of Industrial Health (the name of the teaching organization composed of teachers of many disciplines in the various colleges of the University of Cincinnati under the authority of the Graduate School of Arts and Sciences). The greater portion of the research program is in the nature of organized research in industrial toxicology, contributed to by the various other Divisions of the Department (Pathologic, Industrial Hygiene Technology, Clinical, Bibliographic and Preventive Medicine, i.e. Statistical, etc.), but directed by the head of the Toxicologic Division. At present, in the absence of an active head, the work is under the direction of a committee composed of the heads of the principal Divisions.

The graduate and post-graduate work of the Institute is the other major responsibility of the Department. Frank Princi is the head of our clinical Division and is also in charge of our graduate work.

There is also general administration, under the Director of the Department with respect to finances and general policies of research and education. To a considerable extent, I have been directing the research not only in a general way but also in some detail, during the period of Dr. Heyroth's illness. Accordingly, because this could not continue, the Committee, known among ourselves as the Executive Committee, under the chairmanship of John Phair, has taken over and relieved me, in part, of an intolerable burden.

This letter would be unduly long if I were to go into the details of our investigative, consultative, and educational activities. Suffice it here to say that these are all coordinated, to a considerable extent, to serve the purposes of aiding American industry, on a fairly broad base, to achieve the maximum of

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industrial health through the knowledge gained from research, through the experience with the problems of industrial health that has been gained from numerous and varied direct contacts with industry, and through the training of personnel competent to step into medical and engineering posts in industrial and governmental organizations. At the same time, our professional efforts are coordinated with those of professional societies, governmental organizations, and other university groups, through memberships, committee assignments, consultations and other professional and personal associations.

I have undertaken, through the years, carefully to cultivate our professional relationships with industry and with all of the related professional groups, but always under the aegis of this University. I have drawn the facilities of this University into industry, with the idea that a university can serve industry better than can any other agency, in this field. I have also brought industry, in these matters, into the university, with great care to protect the virtues and the rights of the university, and yet to obtain the support and the confidence of industry. In doing this I have followed what I believe to be the only realistic policy for industrial medical research and industrial medical instruction. We cannot work in this field successfully unless we work in industry, and certainly we can teach industrial medicine and hygiene satisfactorily only if we have the material of industrial health and ill health and of industrial life and activities generally as our laboratory in which to work and learn and teach.

What I have to offer to you, or to anyone else who comes into a responsible position in this organization, is an opportunity to work to your fullest professional and technological capacity, to share with us our efforts to adapt medical education and practice to the needs of our complicated society, and to aid in the solution of what I believe to be the most pressing series of problems of public health, medical practice and medical education that lie before medical people in this country.

It would be very difficult for me to portray the opportunity which presents itself to us in this University and in this Department, as I visualize it. It may be supposed that I am prejudiced, and I might be thought of by some of my less familiar colleagues as visionary. It would be difficult, perhaps, for me to be strictly objective in this matter, but I think I am little prejudiced and I think of myself as being practical and realistic rather than visionary and imaginative. In any case, as I see our situation, we have many advantages and very few disadvantages, if we can ward off the disintegrative effects of the ageing process, as it relates to our organization, as a measurably successful and, therefore, potentially smug and too easily satisfied group, on the one hand, and as it involves the personnel - myself, for example - whose energies are diminishing, on the other. Our position in this University, from the aspect of access to its many minds and facilities, is admirable; our relationships to industry, in terms of access to its problems and its financial support, is most

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satisfactory; our participation in the general problems of this community, through professional and governmental affiliations is, if anything, on the elaborate rather than the restricted side (for example, we carry out the professional and technological investigations in the fields of industrial hygiene and air pollution for the City of Cincinnati through formal agreements between the University and the responsible agencies, and we do the work of the county medical examiner, as the Hamilton County Coroner's pathologic and toxicologic services, under a formal agreement between the University and the County Commissioners); and finally, our professional relationships locally and nationally are of the best. These characteristics of our position, which have been developed by thirty years of persistent effort provide the spring board, which is yet to be developed in any other university in the country, for launching our further developments in investigative and educational fields and for obtaining the further financial support that will be required.

I think I should refer briefly, at least, to one other point. Your question as to the amount of "contract research" touched upon a point of considerable importance, in which the real issue, aside from one of financial obstacles, is one of point of view. The term which you employed has a sinister implication in many minds. It is not necessary that it should have, and to me, after long experience, it is a meaningless term. With certain minor exceptions, which will continue to be exceptions as a matter of what I believe to be wise medical and social policy, our work has been supported by American industry. This Laboratory and all that is in it are outright gifts of industry to the University of Cincinnati. Industry pays for the work we do currently, and in the main, it considers itself privileged to do so. It is our purpose to plan and carry out investigations of problems of industrial health in accordance with our own plans, and at the expense of the industry or group of industries concerned, to the end that we can give them sound advice and guidance in their operations. We work through their medical people so far as possible, and if they do not have competent medical people, we try to get them to obtain such people, so that when we have shown them the way, they can thereafter look after themselves for everything except research. In all of these matters we maintain the position of public responsibility of this University.

In doing such work for industry, no job is too large for us in principle (we may have to obtain the help of other competent people) and none is beneath our notice, whether it is a single sick man, or a very minor industrial material or product, so long as we are concerning ourselves with a medical and not a technical or commercial problem. Therefore, in our philosophy there are two kinds of medical research, namely, poor and unproductive research, and sound and useful research. If, as often happens, we have an opportunity to delve into biological mechanisms, as our principal effort, we do our best. But if, as often happens, we are concerned to develop a means for avoiding or controlling a threat to human health, we are merely doing a doctor's duty.

This, I believe, is the basis on which I would like you to think of this job. No doubt you will wish to look into it at first hand, if what I have said intrigues your interest. If and when you come to this point, before the first of August

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or after the end of August (I shall be on vacation until the first of September or thereabouts) pay us a visit at our expense, and look over the situation in such detail as you may wish. If you have specific questions between now and August 1, let me know, and I'll try to answer them promptly.

Sincerely yours,

Robert A. Kehoe, M. D.

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P.S. I enclose herewith an announcement of the Institute, which also gives something of the historic background and the activities and policies of the Laboratory. This, perhaps, will supplement my letter.

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