

February 11, 1944

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Mr. J. P. Flaherty,
Johnson Bronze Company,
Newcastle, Pennsylvania.

Dear Mr. Flaherty:

After leaving your office last Monday, I visited Dr. Perry and talked over various phases of his activities for a short time. I came to the conclusion that the various items of my recommendations, including those related to the medical work had suffered a lapse by virtue of the fact that no one had taken hold of the matter and accepted the responsibility for setting up an orderly series of procedures. Accordingly, I decided that the thing to do was to write to you, to renew my recommendations, and to make specific suggestions for putting them into effect. It is my opinion that the medical matters are not being handled well at the present time, largely because they are not well coordinated. I have every reason to believe that Dr. David Perry is competent and willing to set up a proper type of medical procedure. I have made specific suggestions to him as to how I think this should be done. My letter to him, a copy of which is enclosed, will demonstrate the spirit in which I have done this and will also give you my point of view.

I like very much to see my work in industry accompanied by success, and I have been very much disappointed in the manner in which things have turned out in your plant. So far as I can see, my efforts have been largely in vain. I should like to correct this if it is at all possible, and it is because of this feeling that I am taking these steps to bring my advice rather forcefully to your attention. Obviously, you are at liberty to take my advice or leave it. Also, it is quite clear that you and Dr. Perry together may wish to introduce certain modifications into the methods of procedure that I have suggested. I urge you, however, to set in motion the steps that are necessary to carry out the general purposes of the program which I have outlined. It is necessary, and I am quite sure you will find it satisfactory if you give it a fair chance. If a sincere effort is made along this line, I can assure you of my willingness to give you and Dr. Perry every possible assistance.

If I may be so bold as to suggest a method of initiating the proper steps, I would urge you to sit down with Dr. Perry and with any other people who may be concerned, and to agree upon

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a procedure which is to operate from this time on until it has demonstrated what it can accomplish. This will do away with confusion and will give everyone to understand just what his duties and responsibilities are. That, I think, is the chief difficulty at the present time.

I am enclosing also a letter I have written Mr. Bryant, in which I have outlined the means of studying the significance of the lead exposure in your foundry. This, I believe, should be done on some sensible scale. It may be that it is wise to have this carried out under the authority and responsibility of Dr. Perry. On the other hand, you may have some better plan for doing it. However, the plan should be worked out among you in such a way that you have an adequate amount of information from which conclusions can be drawn. It will be a waste of your money and of our time to deal with fragmentary information. Any portion of this program which is to be carried out should be done properly. Otherwise, you should decide at once not to bother with it.

I trust that with all this information in your hands you will be able to see clearly what I have in mind. If you are in any doubt about it, do not hesitate to inquire.

Very truly yours,

Robert A. Kehoe, M. D.

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Enc.

C. C. Mr. H. R. Bryant,
Robert F. Coleman, Inc.,
948 Union Trust Building,
Pittsburgh, Pennsylvania.

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