

June 5, 1959

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Dr. Harold L. Chinall, M.D.
713 N. East Street
Evanston, Illinois

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Dear Dr. Chinall:

Thanks very much for your letter of May 26, 1959. I am happy that you took the time to go "around Robin Hood's barn". I know that now we can straiten out all of our problems and our future work will be on the basis of complete understanding.

So that Dr. Sloan and Mr. Adams will have a complete picture, I am enclosing with their copy of this letter a copy of my letter to you dated May 26, 1959. If this letter was interpreted as or implied anything other than a business man's effort to check the best price of an item he was using in quantity with a recognized authority or supplier, it was certainly unintentional. Checking on price or cost is not amazing or unusual in any business.

With respect to our medical program, our company has always paid in full every bill for any item or service it has ever contracted for and has never, to my knowledge, requested or expected any organization or individual to underwrite any part of this program. Until receipt of your letter, I did not realize we were being held responsible for an error of the hospital's and the doctors accounting department.

Your letter touched on another area of misunderstanding which I did not realize existed — this is with respect to the actual service we require. The ideal service for us and the most simple procedure is when a person is X-rayed, to hold the individual for the short time required for the technician to look at the wet film and decide if it is within rough, acceptable limits. If the film should obviously be too light, dark, improperly centered, etc., a second X-ray would be taken immediately. These X-rays to be mailed or possibly picked up by our representative as soon as they are dry and can be handled. If, for any reason, we feel an X-ray is not acceptable, the X-ray will be returned to the hospital with our comments and the person will be re-X-rayed.

Our reason for this procedure is purely the cost factor involved. In our weekly X-ray rechecks, we pay the employees for the time spent taking their X-rays and for their transportation to and from the hospital. In addition to this expense, we experience a production loss for each hour our machines are idle. Once a person leaves the hospital, a recheck of his X-ray at the hospital serves no purpose.

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If they should have to return for another X-ray, it will cost us several more dollars in time, production loss, and transportation, and the need for another X-ray can be determined by us when the films are rejected by our Medical Department.

In the case of re-hiring X-rays, a person is sent to the hospital by Dr. Shinnall after he has passed his physical examination at the doctor's office. After the X-ray, generally, they are put to work on the same or the next day. If, upon review of our Medical Department, their X-rays do not meet our standard, we immediately advise the person and let him go. Again, a recheck of the X-ray at the hospital serves no purpose as the time and travel cost of necessary re-X-rays is still present and, in the event the person does not pass the X-ray check, any delay in getting a final opinion from our Medical Department means the money meanwhile invested in training of the individual will not be realized.

Your proposal regarding your office doing our X-ray interpretation work would normally be readily accepted if it were not for the fact that we have had for the past 25 years, a Company doctor and his staff on a retainer basis who do all of our X-ray interpretation, medical analysis and research work. This doctor is one of the few doctors in the world who can be considered an authority on Asbestosis. His work and research, accomplished under our Medical Program, has proved invaluable to our Company and our industry.

To summarize, there are no personal factors controlling the requirements in our X-ray program. Our Company, our Medical Department, and personally, have the highest regard for you, your partners, the X-ray Departments you supervise, and the fine work you accomplish. We are very cognizant of the problems that confront you, as we have all had a minimum of 20 years' experience in this field and have, under necessary circumstances, operated our own X-ray Departments for a number of years. We only regret that we are not in the position to utilize your facilities to a greater extent.

The most significant factor that has come to me as I dictate this letter is that, in spite of the fact that our Company has been in Bloomington for about 8 years now, I actually knew very little of your X-ray set-up and had never taken the time to personally meet with you or the hospital to learn more and be aware of how our program was working out.

At your convenience, I would like to correct this error on my part. Perhaps after the new Administrator at Harmonite Hospital checks out Mr. Adams' proposal, we can get together and make the final arrangements for our X-ray work with a complete understanding on everyone's part.

Very truly yours

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W. A. HAYES
Industrial Relations Director

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