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- Keep Them Well and Keep Them Working

Keep Them Well and Keep Them Working

*Crane Company Makes
a Substantial Profit
Through Conservation
of Employees' Health*

THE historic, continuing problem of industry—as far as its human producing units are concerned—may be expressed something like this:

Keep them. Keep them well. Keep them busy.

The industrialist's dream of Heaven is a low labor turn-over, and a cheerful, healthy, stable producing force.

It seems logical that an industrial organization, engaged in the manufacture of products intended for the comfort, health and happiness of humanity, early in its development should have seen the desirability of having those products produced by comfortable, healthy and cheerful employees.

It is just as logical to assume that the purposes of production and of increasing the comfort and conserving the health of its employees, were practically the same; that is, both were intended to be materially profitable.

The reasoning was that a cheerful, healthy worker naturally would produce a better quality at a better profit than would be produced by a worker below normal physically, and mentally. A well man works better, therefore more profitably, than a sick one.

The establishment of a medical department by Crane Company was just as practically considered as any other department of its extensive activities. It promised to make the business more profitable. Health had an economic value as capable of producing dividends as fabricated steel and brass and iron. It is true that the humanitarian, sentimental, altruistic phase of the undertaking had its influence. But the dominant impulse was the prospect of increased and more profitable business.

By JUSTIN W. McEACHREN
Editor, *Value World*, Crane Company, Chicago



The sanitarium at Crane Farms where employees regain health and strength under pleasant surroundings and skilled medical care.

Crane Company offers general health supervision to all of its employees—approximately 10,000 in Chicago and about an equal number in the other divisions and departments of the organization. It gives a somewhat extensive medical treatment to those needing doctor's services on account of sickness. A complete medical and surgical service is provided for those unable to work by reason of injury due to industrial accidents. In addition, many who are injured by non-industrial accidents also are cared for.

Pre-Entrance Examination

The general health supervision begins with the pre-entrance examination of those starting to work. By this examination we are able to locate remedial defects and diseases. Such applicants are advised regarding treatment, and when the disability is removed, they may be again considered for engagement.

It sometimes happens that we run across those not suited for our work. We do not wish to take any one who has tuberculosis, valvular heart disease, epilepsy, venereal disease, etc. It also sometimes happens that the individual selected for work is not physically suited for the intended job. In such instances

the medical department cooperates with the employment department in placing the man where he is best fitted.

Cases unable to work because of sickness are reported to the medical department. Inquiry is made to determine whether or not the person so reporting has a physician in attendance. If so, then our visiting nurse cooperates with the attending physician in charge of the patient. If no physician is in attendance, medical treatment is furnished by our medical department.

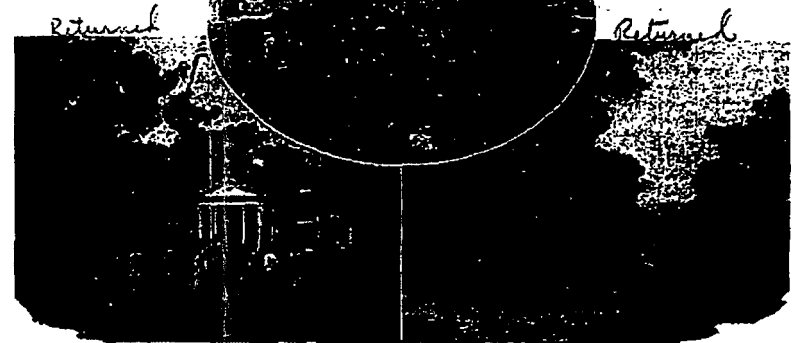
We urge all of our employees, in case of sickness, to secure the services of their family physician. But where there is no family physician, we step in and do what we can for him. If the patient is able to call at our medical building for treatment, this is done. Cases are in the hands of our competent nurses, and when they report that additional service is needed, our own physicians give it.

Employees who are working and feel indisposed, may call at the medical department at any time during the day, by getting the necessary pass from their foremen. In this way we take care of a large number of trivial cases, headaches, constipation, colds in the head, etc., so that the employees are kept on the

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job. But where we find a man really unable to work, we send him home and take care of him



Employees and their families return to work with renewed health and vigor after a vacation at Crane Farms.

until he is physically fit once more.

All employees who are off work for six days or longer, no matter what the cause must have a pass from the medical department before they can resume work. By this rule the department has opportunity to pass upon the employee's physical condition as a precautionary measure; and this plan takes the place of periodic examinations.

All accidental injuries are taken care of by the medical department. Trivial cases are able to return to work after first aid. If subsequent dressings are needed, the employee comes to the medical department on the advice of nurse or physician.

If the accident is serious enough, the patient is sent home or to a hospital, whichever is deemed best. Full hospital care is furnished and everything is done for the patient until the disability is removed.

We find a large number of our employees injured by non-industrial accidents—falls on sidewalks, by automobiles, street cars, home accidents, etc. These persons prefer to be treated by our own medical department and sometimes they are not able to have their own medical attention. We take care of these cases the same as though the accidents had happened in our shops. Of course, in case hospitalization is needed, the patient pays his own hospital bill.

We find that some men, after confinement in their homes or in a hospital, are not yet able to return to work, though they are no longer sick. For these we have provided a sanitarium. Such cases are sent to Crane Farms, where, under care of a nurse, proper diet, exercise and expert supervision, they convalesce more readily, and go back to work in much better condition than if they had loafed around the house for two or three weeks.

The "Run Down" Employee

Again, employees are sometimes "run down." They really are not sick, but they do need rehabilitation. This type of case also is sent to Crane Farms.

These are border-line cases, not tubercular, but on the verge of tuberculosis—that is, anemic, underweight, poor appetite, living conditions not up to par. This type of case also goes to Crane Farms, where we find they make splendid improvement and come back to work with increased vitality; and in addition with the knowledge of how to care for themselves, as taught in our sanitarium.

We do not take contagious or active tubercular cases at our sanitarium. The City of Chicago and Cook County make very good provisions for care of tubercular cases; and those needing hospitalization

or institutional care are sent to one of the public institutions.

There are some cases that can get along as well at home, under supervision and proper environment. In such instances we have had sleeping porches arranged. In this way, keeping the patient under observation of the visiting nurse, a built-up resistive force is reached and the disease is arrested. If we find that the sputum is negative for tuberculosis after repeated examinations, and there is no danger of contagion, we send this type of patient to the sanitarium at Crane Farms for a few weeks.

Our medical building is in front of the company's extensive works in Chicago. The staff consists of two or more physicians and a number of qualified nurses. The building is fully equipped for all emergency work, and includes a dental office.

The main object of the department is to prevent disease and accident. Next, to care for those who may become sick or injured, and to get them back to work as soon as possible. The department feels that it has not done its duty to the company until it has performed all its obligations to the individual.

We have no benefit society, but the company pays sick benefits not to exceed fifteen dollars a week to any employee who is unable to

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Nominate N.S.C. Directors For 1929-30

To the Members of the National Safety Council:

As provided by the by-laws of the National Safety Council, I transmit to you herewith the report of the nominating committee composed of Messrs. J. A. Northwood, chairman, Howard B. Fonda, T. G. Brabston, Herman Spochter, and Elmer L. Hewitt.

This committee has unanimously nominated the following for election as directors of the National Safety Council at the Annual Meeting in Chicago, on September 30, 1929, to succeed the directors whose terms of office expire at that time, and to hold office for three years:

H. B. Flowers, president. New Orleans Public Service, Inc., New Orleans, La.

T. W. Bachus, vice-president and general manager. Hercules Powder Company, Wilmington, Del.

Paxton Mendelssohn, philanthropist, Detroit, Mich.

The names of the following directors whose terms of office expire September 30, 1929, are submitted for re-election:

Lewis A. Deltois.

G. T. Hellmuth.

Miller McClintock.

W. A. McGowgle.

John A. Cartel.

C. E. Pettibone.

Henry A. Resinger.

Dr. A. D. Risten.

Charles B. Scott.

Harry M. Welder.

Albert W. Whitney.

W. H. Winans.

In addition to these nominations by the committee, the by-laws provide that "not less than ten members may, in writing, make their nominations for successors to the directors whose terms of office shall expire in that year, upon filing the same in writing with the secretary of the Council at least 30 days prior to the date of the holding of the Annual Meeting."

The by-laws further provide that "no person may be voted for or elected a director who shall not have been regularly nominated in either of the manners above set forth"—that is, either by the nominating committee or as outlined in the preceding paragraph.

W. H. CAMERON.

Managing Director.

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work by reason of sickness, provided such employee has been with the company six months. The limit of the benefit is ten weeks, but this limit may be extended by request of the medical department.

Group insurance is carried for all employees, the policy becoming effective one year after the employee begins work for the company. The individual policy is for \$500, increasing \$100 each year until a maximum of \$1,000 is reached.

There are two types of pensions. First, for employees 60 years of age and who have been with the company 20 years, or more. Second, a pension fund for employees who have been with the company for several years, but who are unable to work longer by reason of age, injury or sickness. A pension for widows also is provided.

In addition we have a home for widows and their half-orphan children. At this institution the children are given a good education and at the age of 16 or 17 they are supposed to begin work at some

spiritual and suitable occupation.

The following specific question was asked recently:

"In case of partial handicap due to accident or illness, is the employee given graduated or supervised work after return from the sanitarium?"

Dr. Andrew M. Harvey, head of our medical department, answers: "Yes. We aim to get a man back to work as quickly as possible after the accident or illness, as one of the best means for his full recovery. If the man is not able to do his regular work, we furnish some type of work that he can do, and when he is able to go to his regular job, he does so. Personally, I think that too much attention has been given to training men for work with which they are unfamiliar—for example, trying to make a wood-pattern maker out of a locomotive engineer. My experience has been that men do better work and get along better in their work if they can get back to the type of work they were doing before they were temporarily incapacitated. Of course, in case of sickness, such as tuberculosis or heart disease, frequently it is advisable to change the type of work and put the employees on jobs

where they may 'carry on' in spite of their physical handicap. But this is true only in rare instances."

The record made by our medical department is an enviable one. Under certain types of work the State of Illinois requires monthly examination for occupational diseases. Therefore, we examine monthly certain men employed in the melting and manufacture of brass, nickel, in chromium plating, etc. But our main object is to maintain conditions so that such diseases do not arise. We have never had to report such a case to the state.

The fact that for a period of five years—the latest five-year period reported, 1922-1927—we topped the list for comparative purposes—that is, we had the smallest number of employees sick for eight days or longer—would seem to prove the effectiveness of our method of health supervision.

Does it pay?

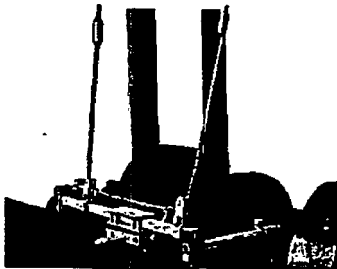
A general answer would be: We continue it, enlarge it, increase its scope and influence. We would not do this if it did not pay.

I venture to say that our medical department pays larger dividends continuously on the money invested in it than any of our producing departments.

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