



E. I. DU PONT DE NEMOURS & COMPANY
INCORPORATED

WILMINGTON 98, DELAWARE

MEDICAL DIRECTOR'S OFFICE

October
24th
1949

Dr. Robert A. Kehoe
Kettering Laboratory
Cincinnati, Ohio

My dear Bob:

I have your letter of October 21st and will try to answer all the questions that you have put before me.

On Lead and Lead Compounds, I am sending you attached a Data Sheet such as we prepare on various compounds for the Manufacturing Chemists' Association. What I propose to write is a section which comes under Health Hazards and you will note that the whole Data Sheet cannot be too lengthy but must be rather brief. What I have in mind was simply listing lead compounds used in industry in some way that might indicate the rapidity with which they might cause trouble, unless proper precautions are used. This matter is not too urgent and so I suggest that you not try to burden yourself with this problem until such time as you have a little more free time.

On Examination and Care of Executives, I am not able to give you any references on this subject. I can only tell you the way we handle the problem and the general health of our executives as we have found it here over a period of years.

We examine our executives just as we do all other employees. This examination consists of history, physical examination, x-ray of the chest, complete blood count complete urinalysis, electrocardiogram, and blood chemistry and basal metabolism if indicated. Unless the executive is suffering with a chronic ailment such as hypertension, we examine them once a year just as we examine the other people.

You are already familiar with the fact that some companies, General Motors for example, allow their executives to

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go to various clinics or their family physicians for physical examinations. The results of the examinations are kept entirely between the executives and their family physicians, or the clinics, and consequently the medical department has no knowledge of the physical examinations, and in accordance with a statement made by Selby himself, they are not interested. I think there are many mistakes in this sort of a program and my contention is that we are dealing with human bodies and not positions and if the medical service is inadequate for the executives, then it is inadequate for the office boy. Further, it seems to me that no one is in a better position to know the responsibilities, the stress and strain and the emotional status of the executives, than the medical men who are directly concerned with the particular industry, providing of course they are doing a good job.

Personally I am not too thoroughly convinced that hard work kills many people. I am convinced that there are types of individuals who are highly emotional, the hypertensives and the worry-warts, who are not fit material for executive positions at any time. I am further convinced that what I term extra-curricular activities, cause more trouble, create more health hazards in many executives, than the actual work they do.

I have had the opportunity of observing many executives over a long period of years and the physical break-downs in our group have never been any higher than in any of the other groups and as a matter of fact have actually been lower. The fact that in general they have been watched over for a period of years and advised medically may have something to do with it. And further, the fact that in general their outside activities have been carried on with due consideration to the time demanded in the organization. I might mention off the record and not for publication, although you will find it published in the recent articles in the Saturday Evening Post, the three duPont's, namely, Mr. P. S., Mr. Irene and Mr. Lamot, who are well along in life, retired and in good physical condition. I could mention many more.

I think a great deal depends upon getting an organization health conscious and realizing how important personal health is not only to the individual himself but also to the organization. Rather recently our Executive Committee passed the ruling which you may be interested in but which is not for public information, whereby it is now impossible for anyone to be promoted to an executive position in our Company unless he has been declared physically fit to carry on the added responsibilities, by the Medical Director. You may mention this in a general way without mentioning any names as personally I believe it is a move in the right direction.

I think the sooner that industry realizes that executives are people and just ordinary people from a physical and anatomical standpoint and that they should be handled in the same way as other people and proceed to do something about it in an intelligent fashion, they will accomplish results. Personally I am adverse to a Company which already has a medical set-up, sending their executives to the outside for examination without first having had a physical survey within their own organization which should be able to determine whether or not special examination procedures are necessary. Further, the program of sending people to the outside for examinations and then getting no reports of the results of the examination to the medical section, leaves medical in the position of being unable to give any advice, counsel or help, and in other words, useless.

Annual meeting of the Academy: As to the coming meeting of the Academy, I would suggest a full day of meeting with appropriate discussions and papers and the other day to be spent at your Laboratory, providing of course this latter is convenient to you and your group.

Lou Schwartz was in my office the other day and told me that since his retirement, he has been doing consulting work for numerous industries, not only along the lines of dermatology, but has been setting up and helping to defend medical-legal cases. Lou spoke of his problem and his method of handling, and has, according to him, been quite successful. He expressed a desire to appear before the Academy and talk on this particular subject. I think it would be worthy of consideration.

Some time ago I suggested to Carlisle, I believe it was, that in view of the increasing demand for knowledge on radiation diseases and potentials, that it would be advisable to consider having something of this sort on the program and it might be possible to get Norwood to come in and tell us something about it.

The subject of Beryllium is red hot and Bill Machlie certainly knows considerable about the problem which I should think would be of interest to the entire group. I think Bill or whoever talks on the subject might give some useful advice on the disposition of fluorescent lamps which is quite a problem. Some of our plants for example, have several hundred of these fluorescent tubes to get rid of each month and I am sure there are many other plants which have the same problem.

If I think of any further suggestions, I will
pass them on to you as soon as I think of them.

With best regards, I am

Sincerely

MEDICAL DIVISION

A handwritten signature in cursive script, appearing to read "Gehrman", written in dark ink.

G. H. Gehrman, M. D.
Medical Director

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