

the physician's office or dispensary, or when injuries occur when a physician is not immediately available.

With these many advantages in mind it is obvious that the physician has come into industry to stay. In a large plant he becomes part of the organization and devotes his entire time and effort to the welfare of its employees, while in smaller plants or in those where the work is practically free from hazard, he spends only a part of the day in the medical care of employees, or he combines a number of such plants under his medical supervision. Apart from the medical aspect, however, enlightened employers are beginning to see quite clearly the value of a physician as a staff member. They have learned to appreciate that his peculiar relationship to employees as a friendly medical advisor enables him to exert a wholesome influence upon their mental attitude as well as upon their physical welfare. It should therefore not be surprising to find in future physicians regularly attached to the organization of even small plants, where the medical supervision of employees alone would not be a task large enough to warrant the full-time employment of a medical expert, but where his spare time may be used effectively in assisting the management in the general supervision of employees.

SPECIAL TASKS AND PROBLEMS.

The physician in industrial practice encounters a great many tasks and problems that do not arise ordinarily in private practice. He often finds himself dealing with a great number of people whose needs must be met promptly, effectively and with a minimum expenditure of time. Many of these are unfamiliar with the English language and are unable to make their needs and wishes understood or to understand the inquiries and directions of the physician who speaks English only; others are mentally backward and difficult to deal with on that account. Some are unclean and careless in their personal habits, thereby causing their wounds or ailments to improve only very slowly even under the best of care, while others have a generally antagonistic attitude. Some are even dishonest and try to conceal or falsify the real cause of an injury; they would rather feign inability to work and secure part pay while loafing, than perform honest work and gain full wages. Moreover, there are those who themselves believe or by some doctors are led to believe, that they are seriously injured and incapacitated for work when they are not. Yet the physician in industry must patiently and persistently cope with all these con-