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AUTHORITY

30 Sep 1979, DODD 5200.10; AGO D/A ltr, 29 Apr 1980

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**DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310**

IN REPLY REFER TO  
AGAM-P (M) (12 Sep 67) FOR OT RD 670332

27 September 1967

AD 386364

**SUBJECT:** Operational Report - Lessons Learned, Headquarters,  
91st Evacuation Hospital (SMBL)

**TO:** SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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as

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## Commanding Generals

101st Airborne Division (-)  
11th Infantry Brigade (Sep)

## Commanding Officers

1st Bn, 50th Infantry  
3d Bn, 503d Airborne Infantry  
3d Bn, 506th Airborne Infantry  
91st Evacuation Hospital (SMBL)

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 91ST EVACUATION HOSPITAL (SMBL)  
APO San Francisco 96316

**OPERATIONAL REPORT - LESSONS LEARNED**

RCS CSFOR-65  
91st Evacuation Hospital (SmbL)

1 February 1967 - 30 April 1967

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Downgraded at 3 year Intervals  
Declassified after 12 years  
DOD DIR 5200.10

ACSFOR-RO File  
670332

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SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES

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AVCA-MB-GA-IEH

5 May 1967

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SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
30 April 1967 (RCS CSFOR-65)

A. From 1 February 1967 until 15 March 1967 the unit continued constructing a 400-bed evacuation hospital. On 15 March 1967 it began accomplishing its primary mission, that of operating a 100-bed hospital. This was expanded on 15 April 1967 to a 200-bed facility.

B. The personnel strength of the hospital remained fairly level until 3 March, when 37 newly assigned nurses joined the unit. The number of physicians was gradually expanded over the reporting quarter to a total of 15 (including the Hospital Commander). Other important personnel activity began during April as the first significant numbers of transfers, both in and out, were received as part of a command program of rotational hump reduction.

C. Hospital construction through the self-help program, with engineer support provided by the 577th Engineer Battalion continued, even though many hospital personnel had to be withdrawn from construction duties to provide patient care. However, significant progress was made over the quarter. Vertical construction of hospital buildings is about to reach completion, permanent billets have been provided for all personnel, laying of all planned concrete sidewalks is near completion, and construction of covers over the walkways has begun. Approximately 50 men from the hospital are presently committed to construction tasks.

D. On 29 March authorization was received for employment at the hospital of 76 direct hire Local Nationals. Their employment was badly needed in order to free more military personnel from housekeeping tasks for the performance of their trained military duties. Through close cooperation with the Civilian Labor Office in Tuy Hoa most of these spaces were swiftly filled so that 66 direct hire spaces are presently filled with qualified personnel.

E. An augmentation of 15 daily hire spaces during March, reduced to 13 during April, provided some additional labor for the special project of sand-bagging hospitals buildings. However, some of their value was lost to the unit as 5 of them were lent to Tuy Hoa Subarea Command to participate in the construction of fortifications around the area perimeter.

F. A continuous problem to the unit was presented by the inability of Tuy Hoa Subarea Command to provide sufficient logistical support. This caused the hospital to drain its own resources by committing large numbers of men and vehicles to almost weekly convoys to Cam Ranh Bay and Nha Trang for the purpose of picking up supplies. A total of 11 convoys were dispatched for this purpose during the quarter. An average convoy consisted of ten (10) vehicles and 20 men and was gone for three (3) days. In addition, one (1) NCO with a  $2\frac{1}{2}$  ton truck was assigned TDY to remain in Nha Trang to coordinate

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AVCA-MB-GA-EH

5 May 1967

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
30 April 1967 (RCS CSFOR-65) (cont'd)

the procurement of supplies there and at Cam Ranh Bay. The situation is due to ease as Tuy Hoa Subarea Command begins providing transportation support beginning in May.

G. On 1 April the 440th Medical Detachment (RB) consisting of 1 NCO and 13 men with one (1) 1/4 ton truck and six (6) 3/4 ton ambulances arrived for assignment to the hospital. They were assigned for operational control to the Registrar. Two (2) vehicles with their crews are kept on duty at the Emergency Room at all times, the crews doubling as litter bearers when not driving. One (1) ambulance is kept at Vung Ro Bay, a distance of approximately 20 miles, to provide for emergencies there. The three (3) remaining ambulances and crews are on call. Thus the ambulances and crews are continuously rotated, those at the Emergency Room every 12 hours, and the one at Vung Ro Bay every week.

H. The unit was quite active in providing medical civic action support to three (3) orphanages and a refugee camp in Tuy Hoa during February and early March. However, activity in this field was reduced with the opening of the hospital as medical personnel were committed to patient care within the hospital. In reality, medical civic action continued within the hospital as many of the patients have been Vietnamese civilians admitted for emergency treatment. Most of these have been brought in from outlying areas while others have been received from sick call held daily for local Vietnamese civilians.

I. Recreational facilities for patients and staff have increased from almost none at the beginning of the quarter to an active and rapidly growing program at the end. At the beginning of the quarter a lounge had just been provided for the enlisted men in a GP large tent within the bivouac area. In February a Special Services account was established and day room furniture and quantities of sports equipment were received in March. Movies have been shown nightly throughout the quarter. A patrolled beach with lifeguards provided from this unit was approved and has been in operation since 20 March. One (1) Red Cross worker arrived in early April and a patient recreation room was opened under her direction. An officers' lounge has been in existence since early March. A tropical wood building is now nearing completion for this purpose. The enlisted lounge on 29 April began operating in the renovated mess hall of the departed 563d Medical Company (Clr). An other sundries fund has been approved and established for the operation of these lounges.

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SECTION II, PART I  
OBSERVATIONS (LESSONS LEARNED)

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AVCA-MB-GA-EH

5 May 1967

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
30 April 1967 (RCS CSFOR-65) (cont'd)

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## LOGISTICS

### 1. ITEM: Supply Liaison NCO

DISCUSSION: Because of insufficient manpower and equipment resources the Tuy Hoa Subarea Command was unable to provide supply support. Thus, the unit was forced to go to Nha Trang Subarea Command to receive approval on its requisitions and to provide its own convoys to transport supplies from depots 50 to 60 miles distant. Communications over this distance were faulty resulting in wastages of time and effort by personnel on the convoys.

OBSERVATIONS: A reliable senior NCO was assigned TDY to Headquarters, 43d Group, so that he could remain in the support command area. He was given a 2½ ton truck and authorization to requisition and receipt for supplies at the various supply facilities. His groundwork has enabled the convoys to make the most efficient use of their time and has improved the flow of supplies to the unit.

### 2. ITEM: Roofing Material

DISCUSSION: During the initial phases of construction at this unit, nongalvanized roofing material was used for the roofs. This material began to rust within 24 hours after it was in place.

OBSERVATION: All roofs on which non-galvanized roofing material was used must now be replaced. They have begun to leak, crack, chip and sections be blown off by the slightest strong wind. This has occurred in only a matter of 6 to 8 weeks. Many precious man-hours were wasted in placing this material on the buildings. Additional man-hours must now be expended to tear off the old material and a similar amount of man-hours as used in putting on the non-galvanized material must now be used to put on the galvanized material. Also, the consideration must be made in the cost of the non-galvanized tin.

### 3. ITEM: Nonavailability of Paint

DISCUSSION: Many attempts to obtain paint for hospital have brought about negative results. Requisitions by engineers have been submitted and lost, requisitions by hospital have been submitted with no action taken thus far by depot.

OBSERVATION: Paint requirements be established in construction plans and bulk requisition be made to complete entire project. The requisition should be assigned a project code and received on that basis. Sufficient brushes, rollers and solvents should also be included.

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AVCA-ME-GA-EH

5 May 1967

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
30 April 1967 (RCS CSFOR-65) (cont'd)

4. ITEM: Inadequate Power System

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DISCUSSION: The power system for the hospital was installed on a piecemeal basis with a great deal of trial and error. This has resulted in a constant fluctuation of power with electrical equipment being damaged.

OBSERVATION: The type of wiring required for hospitals and the number of generators for the power requirements were not established in the hospital construction plans. Constant experimentation is being done which has resulted in insufficient power to some areas of the hospital.

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SECTION II, PART II

RECOMMENDATIONS

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AVCA-MB-GA-EH

13 SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
30 April 1967 (RCS CSFOR-65) (cont'd)

## L O G I S T I C S

### 1. Roofing Material

a. Recommend that non-galvanized material not be purchased for roofing in any area along the RVN coast. This also may apply to inland areas.

b. Recommend that non-galvanized material now in stock not be used for any roofs in coastal areas.

2. Electrical System: That an experienced electrical engineer be detailed to the construction site at the time the power distribution is being planned and again when it is being installed.

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AVCA-MB-GA-OI (5 May 67) 1st Ind  
SUBJECT: Operational Report - Lessons Learned for Period Ending 30  
April 1967 (RCS CSFOR-65)

Headquarters, 43d Medical Group, APO 96240 12 May 1967

THRU: Commanding Officer, 44th Medical Brigade, ATTN: AVCA-MB-PO,  
APO 96307

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. Forwarded is Operational Report - Lessons Learned for Period  
Ending 30 April 1967 from 91st Evacuation Hospital, APO 96316.

2. The following observations are made:

a. Reference para F, Section I, the transportation resources  
of Tuy Hoa Sub-Area Command have been limited and over taxed. This  
situation should improve markedly in the next month as additional per-  
sonnel are received.

b. Concur in para I & 2, Section II, Part II.

(1) The issue of non-galvanized roofing has also been  
a serious problem for the 6th Medical Center (Conv). It is the under-  
standing of this headquarters that, at the time of issue, non-galvanized  
roofing was the only type in stock and was issued as an expedient.  
Both units are presently replacing all non-galvanized roofing. This  
has caused an unfortunate waste of manpower and funds.

(2) Inadequacies in the electrical system of the 91st  
Evacuation Hospital could have been avoided had a system been designed  
during the hospital planning stage which would have allowed for expanded  
facilities. Coordination is presently being made with Pacific Architects  
& Engineers to relieve this problem.

  
ENRICO D. CARRASCO  
COL, MC  
Commanding

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AVCA-MB-PO (5 May 1967) 2nd Ind  
SUBJECT: Operation Report - Lessons Learned for Quarterly Period  
Ending 30 April 1967 (RCS CSFOR-65)

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HEADQUARTERS, 44th Medical Brigade, APO 96307, 25 May 1967

TO: Commanding General, 1st Logistical Command, ATTN: AVCA-GO-O  
APO 96307

1. The contents of basic document and first indorsement thereto have been reviewed.

2. The report is forwarded with comments pertaining to Section II Part II (Recommendations) as follows:

a. Concur. The issue of non-galvanized metal roofing material is a necessary, although poor, expedient in Vietnam. It is understood that the use of this material is wasteful in initial expense, labor and replacement costs. However, it does provide a better shelter than canvas.

b. Concur. It is always desirable to have trained, experienced specialists to supervise all phases of construction. This is especially true when the labor portion of construction crews are inexperienced and untrained. In the case of this construction, there is a master plan for Tuy Hoa military installations that provides for a central electrical facility to be available before completion of the post. All commanders concerned were informed of this provision and told that they would have to use improvised measures in the interim between occupation of the post site and completion of post construction. This interim measure is not entirely satisfactory; however, it is of a temporary nature.

TEL: Lynx 382

1 Incl  
as

*Ray L. Miller*  
RAY L. MILLER  
Colonel, MC  
Commanding

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AVCA GO-0 (5 May 67)

3d Ind

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967  
(RCS CSFOR 65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

25 JUN 1967

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 91st Evacuation Hospital for the quarterly period ending 30 April 1967 is submitted.

2. Reference page 5, paragraph 2, and page 8, paragraph 1: This command has notified DISC by telecon on 8 Sep 66 and by message on 10 Jun 67 that galvanized corrugated roofing is the only acceptable metal roofing for use in RVN. When non-galvanized roofing is received it must be issued in lieu of galvanized. Concur in paragraph 2b(1), 1st Indorsement.

3. Reference page 5, paragraph 3: This command has no knowledge of paint shortages. The reporting unit should follow-up requisitions to depot where stock is available.

4. Reference page 6, paragraph 4, and page 8, paragraph 2: Comments in 1st Indorsement, paragraph 2, are appropriate.

5. The 91st Evacuation Hospital engaged in combat service support for 89 days during the reporting period.

6. Concur with basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:

*Timothy S O'Hara*

TEL: Lynx 782/430

**TIMOTHY S. O'HARA**  
1ST, INF  
Acting Asst AG

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AVHGC-DST (5 May 67) 4th Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
30 April 1967 (RCS CSFOR-65) (U)

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HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO 96375 JUN 27 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,  
APO 96558

1. (U) This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 30 April 1967 from Headquarters, 91st Evacuation Hospital (SMBL) as indorsed.

2. (C) Pertinent comments follow:

a. Reference item concerning inadequate power system, paragraph 4, page 6; paragraph 2b (2), 1st Indorsement, and paragraph 2, page 8: Concur with the action taken as indicated in the 1st Indorsement. Electrical power distribution is normally under the purview of the Corps of Engineers.

b. Reference item concerning Tuy Hoa Sub Area Command, Section I, paragraph f, page 2; Section II, Part I, paragraph 1, page 5, and paragraph 2a, 1st Indorsement: Concur with 1st Indorsement comments, however an investigation revealed that there is no backlog of supplies at CRB for the 91st Evacuation Hospital nor has there been any request for transportation assistance in the past. The Tuy Hoa Sub-Area Command is contacting the 91st Evacuation Hospital concerning this problem.

FOR THE COMMANDER:

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E. L. KENNEDY  
Cpt. AGC  
Asst Adjutant General

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GPOP-DT (5 May 67)

5th Ind (U)

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
30 April 1967 from 91st Evacuation Hospital (RCS CSFOR-65) (U)

19  
HQ, US ARMY, PACIFIC, APO San Francisco 96558 28 AUG 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has reviewed subject report and concurs in the  
report as indorsed.

FOR THE COMMANDER IN CHIEF:



HEAVRIN SNYDER

CPT, AGO

Asst AG

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INCLOSURES

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**91ST EVACUATION HOSPITAL (SMEL)**

23      The following unit was assigned to the 91st Evacuation Hospital at  
the end of the reporting period:

440th Medical Detachment (RB)

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## VISITORS TO 91ST EVACUATION HOSPITAL

25  
The following VIPs visited the 91st Evacuation Hospital during the reporting period:

22 FEBRUARY 1967

MG Eifler, Commanding General, 1st Logistical Command  
BG Gates, Commanding General, United States Army Support Command,  
Cam Ranh Bay

25 FEBRUARY 1967

BG Gates, Commanding General, United States Army Support Command,  
Cam Ranh Bay

15 MARCH 1967

COL Elsner, Surgeon, Military Assistance Command Vietnam  
COL Kielman, Chief of Professional Services, United States Army Vietnam  
COL Lewis (USAF), Commanding Officer, 31st Tactical Fighter Wing  
COL Barnes (USAF), Base Commander, Tuy Hoa Air Force Base  
CHAPLAIN (LTC) Boyd, 44th Medical Brigade  
LTC Caylor, Chief Nurse, United States Army Vietnam  
LTC Straley, Chief Nurse, 44th Medical Brigade

17 MARCH 1967

COL Bush, Commanding Officer, 45th Engineer Group

7 APRIL 1967

GEN Westmoreland, Commanding General, United States Army Vietnam  
BG Lollis, Deputy Commanding General, 1st Logistical Command  
MIKE WALLACE, News Commentator, National Broadcasting Company

12 APRIL 1967

BG Wier, Surgeon, United States Army Vietnam

14 APRIL 1967

CHUCK CONNORS, Television Actor

25 APRIL 1967

LTC Straley, Chief Nurse, 44th Medical Brigade

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