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DEPARTMENT OF THE ARMY OFFICE OF THE ADJUTANT GENERAL WASHINGTON, D.C. 20019

AGAM-P (M) (12 Jul 68)

FOR OT RD 682081

18 July 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 93d Evacuation Hospital, Period Ending 30 April 1968 (U)

SEE DISTRIBUTION

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1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, 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:

l Incl

KENNETH G. WICKEAM
Major General, USA

Major General, USA The Adjutant General

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93d Evacuation Hospital

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DEPARTMENT OF THE ARMY HEADQUARTERS, 93D EVACUATION HOSPITAL APU 96491

AVBJ GD_RD

5 May 1968

SUBJECT: Operational Report of 93d Evacuation Hospital for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

THRU: Commanding General 44th Medical Brigade ATTN: AVBJ-PO

APO 96384

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

1. Section 1. Operations: Significant Activities.

At 0345 hours on 31 January 1968 a gunship with three wounded patients arrived on the "hot pad" at the 93d Swacuation Hospital. Thus began the busiest nine days of the hospital's history since arriving at Long Binh, Vietnam in November 1965. Although there had been other measu casualty admissions of 20-40 patients. including 74 battle casualties admitted in a 61 hour period on 17 June 1967, there was nothing to compare with the 215 wounded mer that were admitted and treated during the first 24 hours of this period. The first casualty was in surgery within 25 minutes of arrival and in less than one hour all seven operating room tables were functioning. During the first 24 hours, 103 major cases were performed in the operating room fulluding 12 laparotomies, 5 artery repairs, 1 thoracotomy and one amputation. During this same period another 112 men were admitted and treated for less severe wounds. The most seriously injured patients were, following triage, x-rayed and taken immediately to the OR. Patients with moderate wounds were taken to the pre-operative area where they were given necessary resuscitative treatment, their charts were completed and they were assigned an OR priority number. Other patients including the "walking wounded" were taken to the PT Clinic for completion of charts and admission and were then taken to either the pre-operative area or the our patient clinic for debridement of their wounds. The importance of the triage officer was again made clear during this situation. He was the focal point of the antire operation. The same general principles of triage were followed as previously reported by LTC Jack Major (93d Evacuation Hospital Newsletter, 1 July 1967 and the USARV Medical Bulletin, July-August 1967). When it became apparent that the flow of casualties would continue for a prolonged period of time, reallignment of the staff was inaugurated. Mon-surgical physicians stadied the Outpatient Clinic areas and performed essential functions in minor surgery, both in the OFC and in the emergency room. They also performed physical examinations, completed charts and provided resuscitative care as necessary. Another of their functions was to make daily rounds of all suggical wards, providing post-operative care and completing air evacuation charts as

FOR OT RD 682081 AVBJ GD_ED 5 May 1968
SUBJECT: Operational Report of 93d Evacuation Hospital for Period
Ending 30 April 1968, BCS CSF(R_65 (R1)

indicated by the surgeons. The surgeons were thereby completely freed to concentrate on the essentials of surgical treatment.

The Vietnamese employees of the hospital failed to report to work during this period and immediate problems of KP, removal of trash and garbage and routine housekeeping functions became significant. Increased security was also indicated by the tactical situation. To meet these impending demands, a 32 man detail was established by drawing men from each section of the hospital, with most coming from the administrative sections. The detail, under the supervision of the Unit Commander and First Sergeant, performed the required guard, KP and other fatigue duties.

Bed space was in increasingly short supply. To counteract this situation, an immediate evacuation of all transportable medical patients was ordered. The Medical ICU cleared two wings and began receiving the overflow surgical ICU patients. Two wings of the other medical ward were opened for surgical patients requiring less intensive care. The operation of all seven surfical tables continued throughout the first 36 hours of the TET Offensive. During the second day, 56 cases were performed in the OR including 7 laparotomies, 1 artery repair and 5 thoracotomies. Additional bed space requirements were met by evecuating all pyschiatric inpatients and ostablishing a 100 bed ward in the "new," uncompleted mess hall. This new "ward" was staffed by the personnel from the 935th Medical Detachment (KO). These actions proved to be an excellent solution to two major problems. First, it provided an area in which ambulatory patients could be cared for while awaiting evacuation. Secondly, it eased the manpower shortage by completing the staffing without appropriating personnel from the hospital nursing staff which was already burdened with an unusually large number of patients, loss of enlisted personnel to the hospital detail and extra housekeeping duties required by the absence of Vietnamese employees on the wards.

Fatigue of personnel, which had not presented a problem during the first 30 hours, became a significant factor thereafter until 12 hour shifts were fully coordinated. There was a uniform resistance among all personnel to leave their assigned areas of work (including the non-professional volunteers who were assisting in administrative and other indirect patient care activities). Their enthusiasm and dedication to duty made it necessary to order individuals to obtain rest in order to establish working shifts for long term functioning under the continuing heavy workload. During the 5th through the 8th day, a total of 175 OR cases were performed. At the end of this period (0001 hours 31 Jan 68 thru 2400 hours 8 Feb 68) the 93d Evacuation Hospital had admitted 632 patients (70.2/day) and had recorded 565 dispositions (67.7/day). Over 524 patients who had been injured as a result of hostile action were triaged and treated. A total of 443 major surgical procedures had been performed including 47 laparotomies, 11 open thoracotomies and 12 vascular repairs. Radiology Department had counted 2575 exposures on 768 patients and the Laboratory had performed 6338 procedures (total value of 13,177), cross matched 1000 units of blood and issued 580 of those units. During the entire period, the death rate remained below 2 percent.

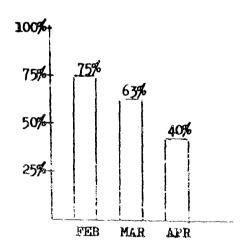
AVBJ GD-KD

5 May 1968

SUBJECT: Operational Report of 93d Bracuation Hospital for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

Operations remained relatively heavy throughout the remainder of the quarter as indicated in the statistics shown in Inclosures 2 and 3. As a result of the increased activities the MEDCAP operations of the hospital virtually halted during this quarter. As the period neared an end, however, some of the old projects were resumed and plans were formulated for increasing work in this very important area. As a result of the TET Offensive, a significant improvement was completed in the physical security posture of the hospital area. Revetments, constructed of corrogated sheet metal with supporting wooden frames and filled with dirt, were erected by US Arry engineers around many critical areas of the hospital. Included were the operating room, emergency room, pre-op ward, registrar, laboratory and all wards except Ward 6 which houses only ambulatory patients. The existing protective walls, made of 55 gallon drums filled with dirt which are located around the remaining buildings, were improved and engineer-constructed bunkars were erected throughout the hospital and billed areas.

As a result of the increased operations, the order-ship time for high priority items increased significantly during the period. The large volume of supplies consumed during TET was obviously a major causitive factor. The following table reflects the percentage of 02 priority requisitions filled within the RDD of 168 hours.



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Ending 30 April 1968, RGS CSFOR-65 (R1)

2. Section 2. Lessons Learned: Commanders Commanders Commander Avaluations and Reports and State of the Commander of the Comm

a. Personnel

- (1) Progress 5 Civilianization.
- (a) CESTVATION. The hostilities during and after the TET holidays made it impossible for the majority of Local National personnel to report for duty. The duties normally performed by Local Nationals had to be taken over by military personnel at a time when those military personnel were needed most desparately to perform duties in their technical specialties. During "mass casualty" situations, the authorized letterbearers not only perform the vital function of transporting patients from aero-medical evacuation aircraft to the triage area and then throughout the entire hospital, but also assist in patient identification, collection of patient valuables, etc. These positions would have been vacant if the Program 5 Civilianization program had been fully in effect during the recent TaT Offensi ... Other personnel, who are important in their own specialized areas and also valuable as a manpower pool for additional litterbearers on an "around the clock" basis, would not have been available to the hospital.
- National personnel cannot report for duty during periods of locally heavy hostile action. Even if some personnel had been able to report to work, the curfew limitations, language barrier and the extremely demanding physical requirements would have all but negated any positive value in their presence. The close coordination which is vital under such difficult conditions and the unusual personal demands would have required an extensive training program which is neither feasible before nor during a ch a crisis. The full implementation of the Program 5 Civilianization program at this hospital during the TET Offensive might well have resulted in a loss of American lives and would certainly have resulted in lowering the exceptionally high level of medical care traditionally provided patients at this hospital.
- (c) <u>RECOMMENDATION</u>. The Program 5 Civillanization program should not be implemented in hospitals in this commend.
- (2) Administrative Separation of Mentally Defective EM and Severely Disturbed M with Character and Behavior Disorders.
- (a) <u>OBSERVATION</u>. During the past seven months, experience at the Neuro-psychiatric Center for III and IV Corps Tactical Zones has revealed that MM from divisions and other tactical units who have been recommended for separation

AVBJ GD-ED

5 May 1968

SUBJECTs Operational Report of 93d Evacuation Hospital for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

UP AR 635-212 because of mental deficiency or character and behavior disorders are frequently seen again in our outpatient clinic and psychiatric ward for recvaluation or readmission, often for multiple visits over a period of several months following the original determination that they were mentally deficient or severely disturbed people with character and behavior disorders.

(b) FALUATION. Although the commander is usually wholeheartedly in favor of administrative separation of these individuals, his expeditious processing of their separation is usually precluded by such factors as overriding tactical responsibilities, dispersal of combat units which adds physical obstacles to the convening of boards and the loss of administrative personnel through the attrition of annual rotation. Moreover, these individuals are so marginally adjusted that without continuous professional supervision — and frequently tranquallizing medication — they are apt to be involved in a series of accidents, unmanageable behavioral outbursts, offenses against the UMJ and transient psycholic episodes requiring hospitalization, all of which delay and often preclude administrative separation, as well as being expensive and injurious to the individual of the service.

Current policies, however, require that they be returned to their unit for administrative separation, even when that unit is a rifle company with a tactical mission where weapons are readily available to emotionally disturbed zen, and where the professional resources required for their management are lacking. As a result, they bounce back and forth between the unit, the hospital and the stockade for months, generating trouble and administrative work out of proportic to their small number.

- (c) RECOMENDATION. When an EM from a division or other tactical unit is considered, by a medical board convened at the Neuropsychiatric Center for III and IV C as Tactical Zones, to be so disturbed or manginally adjusted as to constitute a larger to himself or others because of mental deficiency or a character and behavior disorder, and to require profession supervision during the separation processing required by AM 635-212, he should be transferred to a designated local unit for expeditious administrative processing and be kept physically on the psychiatric ward for management until the day he is someduled to depart from the 90th Replacement Battalion for CONUS. It is believed that Pana 7, c, (2), AR 635-212 can be construed to support this procedure.
- b. Operations
- (1) Agromedical Bracuamum of Patients
- (a) OBSENTATION. During this report period, difficulty has been experienced in noving patients to the 21st "asualty Staging Flight, Tan Son Whut AFB for further evacuation out-of-country. Previously, the bi-47, "Chinock" sixonaft was utilized in this capacity. However, this method was discontinued and movement of patients is new being accomplished by UH-1D, "Huey" aircraft provided by the 55th Air ambulance Company.

AVBJ CD_ED

5 May 1968

SUBJECT: Operational Report of 93d Evacuation Hospital for Period

Inding 30 April 1968, RCS USFOR_65 (R1)

- (b) WALUATION. In the past, the use of the CH-47 "Chinook" aircraft enabled this facility to move large numbers of patients on a daily basis in an expedient, smooth and effective namer. With the elimination of this procedure, greater effort and coordination on the part of the air-evac section of this hospital is required. Medical regulating channels have also been affected due to the additional work load placed on the aircraft at their disposal. Scheduling of flights has become more complex due to the load limitations of the smaller aircraft. On occasion, patients are forced to remain in the patient holding area of this facility waiting for additional flights to the same destination. This produces unnecessary congestion in the A&D section and emergency room.
- (c) <u>RECOMENDATION</u>. The CH-47 "Chinook" aircraft should be utilized whenever possible for the routine movement of patients being transferred from this facility to the 21st Casualty Staging Flight, Tan Son Nhut ATB. The establishment of this policy to accomplish this daily, routine mission would alleviate much of the burden now being placed on this facility and the 45th Air Ambulance Company which provides this support. This method would also afford greater patient comfort and provide a much more efficient accomplishment of this important routine.
- c. Training. None
- d. Intelligence. None
- e. Logistics. None
- f. Organization. None
- g. Other.
- (1) Topical Opthalmic Cintments
- (a) OBSERVATION. A significant number of patients referred to the Ophthalmology Clinic at this hospital have been previously treated with antibiotic
 ointments containing steroids. This practice could have serious consequences
 in patients with corneal ulcers or herpetic keratitis. Other patients seem in
 the Opthalmology Clinic have been treated with topical anesthetics for the relie
 of eye pain which was secondary to a corneal abrasion. This treatment retails
 healing and often obscures the development of a corneal ulcer.
- (b) EVALUATION. The indiscriminate use of topical steroids and enesthetics in the treatment of ophthalmologic conditions should be avoided. Patients who require treatment with topical steroids or those who have unexplained eye pain should be referred on an emergency basis to an opthalmologist prior to administration of any treatment.
- (c) <u>RECOMMENDATION</u>. Significant opthalomolgic conditions should be referred to an Opthalmologist on an emergency basis and the indiscriment use of topical opthalmic steroids as local anesthetics should be discouraged.

AVBJ GD-KD

5 May 1968

Operational Report of 93d Bracuation Hospital for Period SUBJECT: Ending 30 April 1968, BCS CSFOR-65 (R1)

- (2) Long Term Followup of Segmental Renal Resection
- (a) OBSERVATION. The policy of preservation of renal tissue by the use of segmental resection in renal injuries, when possible, has been practiced at this hospital. There have been no complications resulting from this technique but the long term results of this syrgical procedure are not known.
- (b) EVALUATION. Long term followup studies of patients undergoing segmental renal resection for traums would provide the data necessary to determine the overall value of this procedure in conserving viable renal tissue.
- (c) RECOMMENDATION. Long tom followup studies of patients undergoing segmental renal resection for trauma are indicated to determine the overall value of this procedure in conserving viable renal tissue.
- Routine Surgical Procedures for Personnel Newly Arrived from CONUS.
- (a) OBSERVATION. A significant number of personnel are arriving in the Republic Vietnam with correctable surgical conditions such as hernias, gall bladder diseases, pilonidal cysts and hemorrhoids. In many instances these personnel are advised, following their lawy for Vietnam, to delay surgery until arrival in this country.
- (b) EVALUATION. The large amount of elective surgery generated in these instances places an unnecessary burden on the hospital staffs and facilities which are often quite taxed caring for the battle casualties and injuries. The performance of these procedures also remove these personnel from duty for several weeks, thus shortening their period of effectiveness in an already snut tour area.
- (c) RECOMMENDATION. Elective surgical procedures should be performed on personnel on levy to Vietnam before they arrive in this command.

Incl.

1. Organizational Chart

2. Registrar Statistics

3. Outpatient Statistics

JACKSON K. WALKER

Jackson Kilbilan

LIC, MC

Commanding

AVBJ GD-FO (5 May 68) 1st Dad SUBJECT: Operational Report of 93d Evacuation Hospital for Period Ending 30 April 1968, RCS CSFOR-65 (RI)

HRADQUARTERS, 68TH MEDICAL GROUP, APO 96491

10 May 1968

THRU: Commanding General, 44th Medical Brigade, ATTN: AVBJ PO, APO 96384

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

- 1. This headquarters has reviewed the Operational Report for the period ending 30 April 1968 from Enadquarters, 93d Evacuation Respital.
- 2. Concur in all recommendations, pages 4 thru 7.

LEGRAND MALDONADO

Colonel, Medical Corps

- Comanding

AVE-PO (5 May 66) 2d Ind SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending 30 April 1958 (ECS CSFOR-65) (RL) (93d Evacuation Hospital)

HEADQUARTERS, Litb Edical Brigade APO 96384 28 May 1968

TO: Commending General, United States Army Vietnam, ATTN: AVHGC-DST APC 96375

- 1. The contents of the basic report and first indorsement have been reviewed.
- 2. The following comments pertaining to observations, evaluations and recommendations in Section 2 of the basic report are submitted:
- a. Reference paragraph 2s (1). Concur. This headquarters has recommended to higher headquarters that this program is not feasible for many of the reasons listed in the basic report. However, the program is substituted to begin in June 1968.
- b. Reference paragraph 2a (2). This recommendation concerns a technical professional matter and should 13 considered by appropriate consultants to the USARV Surgeon and The Surgeon General.
- c. Reference paragraph 2b (1). Concur. This headquarters, in coordination with the 903d Apromedica. Vacuation Squadron, has arranged a daily scheduled flight utilizing fine uding aircraft for the purpose of transporting patients to the casualty staging facility at Tan San Nhut and the 6th Convelencent Center.
- i. here, once paragraphs 2g (1), (2) and (3). These recommendations conserve technical profession? matters and should be considered by appropriate consultants to the USARV Surgeon and the Surgeon General.

TEL: 1 THE 2909/2494

Brigadier Chaeral. MC

Commanding

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AVHGC-DST (5 May 68) 3d Ind CPT Arnold/ref/LBW 4485 SUBJECT: Operational Report of 93d Evacuation Hospital for Period Ending 30 April 1968, RCS CSFOR-65 (R1)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 16 JUN 1968

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 30 April 1968 from Headquarters, 93d Evacuation Hospital as indorsed.

2. Comments follow:

- a. Reference item concerning administrative separation of kM, page 4, paragraph 2a(2). Non-concur. When members who appear unsuitable for service because of their habits or mental phility are considered purely as individuals with internal problems, then the apparently expeditious disposition appears to be for command and medical staff to identify the individuals and for the medical corps to keep them pacified on a non-duty status until the paper work is accomplished. It would not appear profitable to have the medical corps assume the care of these individuals while they were being processed. Medical Corps members may profitably act in the capacity of staff advisors participating with command in setting up a monitoring system for their particular region which can facilitate dispositions.
- b. Reference item concerning topical ophthalmic ointments, page 6, paragraph 2g(1): Concur. A policy letter is being prepared by the Surgeon's Office which will be disseminated to all medical units and Command Surgeons.
- c. Reference item concerning long term follow-up of segmental renal resection, page 7, paragraph 2g(2): Concur. This information will be disseminated by the Surgical Consultant on his professional liaison visits.
- d. Reference item concerning routine surgical procedures, page 7, paragraph 2g(3): Concur. This is a matter that should be considered by appropriate consultants to The Surgeon General.

FUL THE COMMANDER:

Captain, AGC

Assistant Adjutant General

Copies furnished: HQ, 93d Evac Hosp HQ, 44th Med Bde

GPOP-DT (5 May 68) 4th Ind SUBJECT: Operational Report of HQ, 93d Evacuation Hosp, for Period Ending 30 Apr 68, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 28 JUN 1968

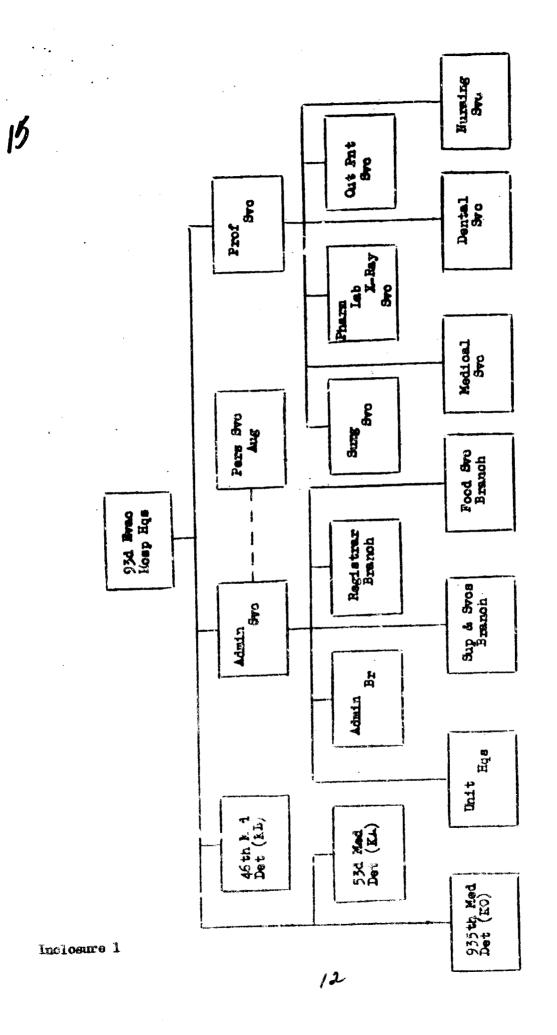
TO: Assistant Chief of Staff for Force Development, Department of the Army, Washington, D.C. 20310

This headquarters has evaluated subject report and forwarding indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

K. F. OSBOURN

MAJ. AGC Assi AG



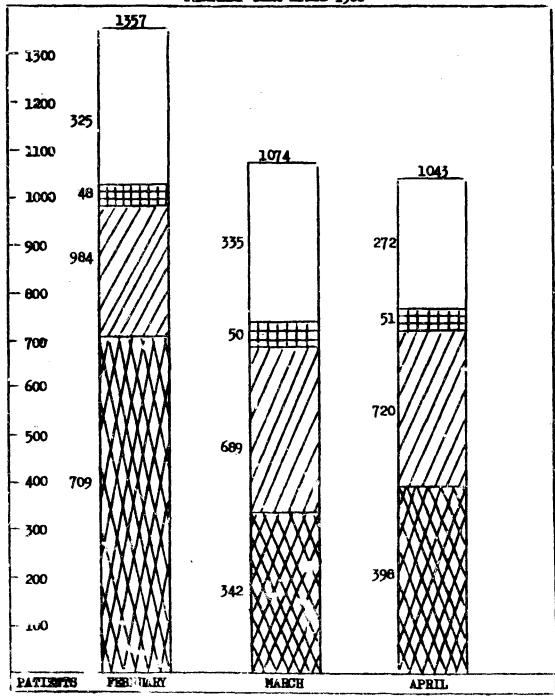
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	FERUARY	MARCH	APRIL	TOTAL
DIRECT ADMISSIONS	1151	1034	1005	3190
TRANSFER AIMISSIONS	206	40	38	284
TOTAL AIMISSIONS	1357	1074	1043	3474
diaganthous to duty	553	520	460	1533
DISPOSITIONS BY TRANSFER	819	550	593	1962
TOTAL DISPOSITIONS	1372	-J70	1053	3495
Transfers to:				
IN COUNTRY	286	226	255	767
PACOM	522	303	324	1149
CONUS	n	21	14	45
TOTAL	819	550	593	1962
FOSPITAL DEATHS	24	17	17	58
AVERAGE PATIENT STAY:	minima and a second	Office and the second seco	-	Second Miles and American Second Seco
PATIENTS TO DUTY	5.3	6.6	6.5	6.1
EVACUATED PATIENTS	4.2	6.3	6.^	5.6
AVERAGE BEDS OCCUPIED	254	227	213	231

Inclosure 2

CATEGORIZATION OF PATIENT ADMISSIONS OND REACTIVATION ROSPINAL

93D SVACUATION HOSPITAL PERIVARY THRU APAIL 1968



SOURCES REGISTRAR









Phermacy Statistics Prescriptions filled	Inpatient	Outpatient	Total
PERUARY	8,739	942	9,681
MARCH	5,826	1,242	7,068
APRIL	6,098	1,106	7,204
TOTALS	20,663	3,290	23,953

Laboratory Statistics	FEBRUARY	iarch	APRIL	TOTALS
Laboratory Frocedures	14,458	15,290	13,379	43,137
Point Value	29,929	33,840	29,036	92,805

L-ray St	atistics	Inpatient	Outpatient	Total
	Patient	639	1,645	2,284
FEERUARY	Exposure	2,052	5,530	7,582
	Fluoroscopy	12	27	39
	Patient	527	1,669	2,296
MARCH	Exposure	2,120	6,537	8,657
	Fluoroscopy	37	28	65
	Patient	709	1,894	2,603
-	Exposure	2,777	7,66 5	10,442
	Fluoroscopy	68	40	108
	Patient	1 , 975	5,208	7,183
TOTAL	Exposure	6,949	19,732	2(-,681
	Fluoroscopy	117	95	212
		2-	3 5	

			 		
OURPATIENT STATISTICS	Perhary	MARCH	AP RIL		
DISPENSARY	61	72	96		
SURGICAL CLINIC	Now combine	Now combined with the emergency room			
MEDICAL CLINIC	340	400	500		
DENTAL CLINIC	426	548	353		
TU CLINIC	163	190	141		
CPHINIALHOLOGY CLINIC	185	254	237		
ORTHOPEDIC CLINIC	429	669	839		
ENT CLINIC	0	0	. 0		
PHYSICAL THERAPY CLINIC	434	430	480		
NP CLINIC	713	1,082	1,311		
EMERGENCY ROOM	1,857	1,599	1,652		
TOTAL VISITS	4,608	5,244	5,609		

ANCILLARY ACTIVITIES (NOT INCLUDED ABOVE)	FEBRUARY	MARCH	APRIL
IMMUNIZATIONS	389	229	320
ENC'S	233	335	332
SKIN TESTS	C	0	Q
AUDIOCRAMS	238	274	267
SPSCTACLES ORDERED	779	769	00ر
SPECTACLES REPAIRED	248	250	210
REFRACTIONS	475	406	401
PARTIAL PHYJICAL EXAMS	213	254	255

Inclosure 3

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RIGHATING ACTIVITY (Cosperate author)	The state of the s		SECURITY CLASSIFICATION
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EFERT TITLE			
Operational Report - Lessons Learned, He	eadquarters,	93d Evacu	atica Hospital
Experiences of unit engaged in countering	BUTRENCY OPER	ations	1 Feb - 30 Apr 1968
SUTINGRIES (First name, middle initial, lest name)	. /		
CO, 93d Evacuation Hospital			
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5 May 1968	17		
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