

DEPARTMENT OF THE ARMY
HEADQUARTERS, 12TH EVACUATION HOSPITAL (SMBL)
APO San Francisco 96353


AVBJ GD-EA

15 December 1970

SUBJECT: After Action Report, Inactivation of 12th Evacuation Hospital (SMBL)
Cu Chi, RVN, 9 October 1970, to 4 December 1970

Commanding Officer
68th Medical Group
APO SF 96491

1. Purpose: To record a chronology of events and activities during the closing of an evacuation hospital.
To select and analyze significant problem areas.
To make recommendations on procedures for future closings.
To offer observations and impressions.
2. Organization
 - I. Log and enclosures
 - II. Significant Problems and Recommendations


RICHARD C. HARDER
LTC, MSC
Commanding

I

LOG

- 9 Oct. Hqs- BG Thomas, CG, U.S. Army Medical Command, Vietnam (Prov) on final visit confirmed that hospital would be closing. He did not give any dates but informed staff to follow 25th Infantry Division plans closely.

Major Kielman, Plans Div and Major Sande, General Supply, Medical Command visited. Major Sande advised on supply plans. Major Kielman informed Commanding Officer that 25 November would be standdown and 15 December deactivation dates.

- 10 Oct. Hqs- Commanding Officer informed officers and men, in separate meetings, of plans for closing hospital. This was done to dispel rumors, reassure personnel, and prepare them for the change.

Sup- Asked 68th Medical Group for Regulations related to closing a hospital. These included: MACV Dir 735-3, USARV Reg #200-26, Sup #1 to AR 310-49, Anne F to USAMEDCOM V OPLAN 183-70.

- 11 Oct. Hqs- All MSC's, Chief Nurse, CSM, 1SG, Chief Wardmaster met to plan for closing.

Nursing Service and Registrar contributed one man each to supply to help on completing supply inventory.

Sup- Inventory was conducted on Federal Supply Class 6515.

- 12 Oct. Hqs- Commanding Officer called to 25th Infantry Division Headquarters to read message that directed inactivation of unit.

Lab- Pathologist assigned to the laboratory.

- 13 Oct. Hqs- Executive Officer reviewed message directing inactivation, also USARV OPLAN 183-70.

Three officers from RVN Medical Center visited.

Colonel Bernstein, MACV Surgeon, visited.

Staff Sections requested to maintain Log (Enclosure 1).

N.Svc- Chief Nurse handed out preference statements to her personnel. Gave an additional briefing to staff to keep them informed.

Sup- Property Book Officer took inventory of all unit property in BEQ's.

Sent two loads of equipment to Long Binh for turn-in.

Lib- USARV notified of closing of Special Services Library.

14 Oct. Hqs- Colonel Noel, Deputy USARV Surgeon visited.

Captain Ernst, MC, Advisor, 25th ARVN Division visited.

Sup- Property Book Officer inventoried property on ward B-8, stand-by ward.

Chief, Supply and Services and Property Book Officer visited the Installation Coordinator. Learned that he had submitted Forms MACDC 13, 14, 15, thereby saving the unit considerable time and work.

Per- Turned in to S-1, 68th Medical Group a list of marginal personnel for immediate action on pending courts and boards.

HospCo- Started work on clearing procedures for unit fund.

15 Oct. Hqs- Received written instructions from USAMEDCOM on following dates: Standdown - 25 November 1970, and inactivation - 15 December 1970.

Sup- Medical Supply made plans to start phasing out supplies on 1 November 1970.

16 Oct. Hqs- Commanding Officer and Executive Officer briefed an ARVN group on the hospital facilities.

Commanding Officer and Executive Officer made study of impact on unit if Standdown date of 25 November and inactivation date of 15 December 1970 remained as initially directed. These dates appeared to be unrealistic since the last 25th Infantry Division unit was scheduled to leave Cu Chi on 14 December 1970.

N.Svc- ANC assignment preference sheets were completed and turned in by all Nurses.

Sup- Chief, Supply and Services visited 68th Medical Group and 1/32 Medical Depot to work out closing problems.

All Supply Conex Containers were emptied.

Learned that all inventories to be turned in to higher Headquarters had to be completed on 20 October 1970, four days after notification to deactivate.

17 Oct. Hqs- The Executive Officer made a trip to 68th Medical Group Headquarters for a conference with LTC Schiavone, Executive Officer. Agenda: (1) Requested transfer of 185th Medical Detachment on 1 November 1970.

(2) Requested opportunity for enlisted personnel to submit preferences for reassignment.

(3) Requested permission to submit names and numbers of personnel for rear party.

(4) Requested 68th Medical Group's assistance in getting standdown date changed to 15 November and inactivation date to 5 December 1970. This request was based upon discussion with 25th Infantry Division staff members. These new dates would place us at the mid-point in closing Cu Chi Base Camp. The initial dates of 25 November and 15 December 1970, placed us in a position of being the last unit to leave Cu Chi. This obviously was an unrealistic position for a medical unit. The 25th Infantry Division Intelligence reports also indicated that we should leave at the earliest possible date.

Arranged with LTC Roberts, Surgical Consultant, for a visit to discuss MC assignments.

N.Svc- Turned in ANC preference statements to Colonel Murphy, Chief Nurse, MEDCOMV.

Sup- Supply Officer from 3rd Field Hospital visited to coordinate lateral transfer of property.

Verified lateral transfers with Major Bates, Group S-4. Major Bates instructed unit supply that no more unserviceable property should be turned in. All classes of property inventoried as of this date and IRs prepared.

FdSvc- Completed recommendations for all awards.

Reg- 68th Medical Group permitted unit to again evacuate patients to the 6th Convalescent Center (Encl 2).

18 Oct. Hqs- Two supply representatives from 3rd Field Hospital visited.

Definitive care of Vietnamese patients ceases (Incl 3).

HospCo- Issued \$25.00 check to the hospital's 37,000th patient.

FdSvc- Prepared letters of appreciation for all Vietnamese employees.

19 Oct. Hqs- LTC Roberts visited to discuss MC assignments.

NSvc- First nurse departed this unit.

Sup- Two officers from Saigon Support Command visited to coordinate laundry operations during closing.

HospCo- Started work on postal locator cards for all personnel.

20 Oct. Hqs- Received LOI from 68th Medical Group.

NSvc- Roster of personnel to be retained for closing prepared and submitted, (Incl 4). Wards B-8 and C-2 closed. Preparation of recommendations for awards began.

OER's for ANC were initiated.

Sup- MSG Sosa, S/4 Office, 68th Medical Group visited. Inventory reports submitted to 68th Medical Group.

Per- MSC's turned in preference statements (Incl 5).

HospCo- Took inventory of unit fund property.

EM advised in training to improve security of valuables since theft usually increases during this period.

FdSvc- Inspection by 68th Medical Group Food Service Personnel.

Lab- Laboratory Officer visited 9th Medical Laboratory to discuss personnel assignments and disposition of equipment.

21 Oct. Hqs- Major Baker, S-1 68th Medical Group and Major Kleber, S-1 Medical Command visited. They were briefed by the 25th Infantry Division DISCOM Commander. They agreed that the dates of 15 November and 5 December 1970, were reasonable.

Sup- Supply representatives from 93rd Evacuation Hospital visited.

Lib- Plans were made with CPS to close Medical Library.

22 Oct. Hqs- Executive Officer asked supply officer to make arrangements through medical channels for fork lift and banding material.

Received unofficial work from 68th Medical Group MRO to:
Cease Vietnamese Patient Admissions on 3 November 1970,
cease U.S. patients on 8 November 1970, and reach zero census
by 15 November 1970.

DISCOM S/5 informed that the unit will stop MEDCAP on 29 October 1970.

Sup- Asked 68th Medical Group for assistance in obtaining fork lift and banding material. Lieutenant Bass from 68th Med Group appointed project officer for closing.

Submitted anticipated personnel requirements to headquarters (Incl 7).

Reg- Major Young, Registrar, 24th Evac Hosp visited to discuss the transfer of Medical Records and Funds to the 24th Evac Hosp.

Lib- Physicians notified of closing date of Medical Library.

Pers- Discussed disposition of marginal personnel with 68th Med Group. Enlisted preference statements distributed (Incl #6).

HospCo- Made up 2565-1 to salvage unserviceable unit and patient fund property.

23 Oct. Hqs- Executive Officer informed S/1 68th Med Group that the many visitors to hospital constituted interference to staff in getting work accomplished. CSM Trump informed by CSM Maine, 68th Med Group, that Colonel Moyer thought an Infantry Brigade would remain at Cu Chi for defense of closing units. A check with DISCOM revealed that an Infantry Battalion would make up defensive unit. This information was returned to 68th Med Group.

NSvc- Review of ANC Data Cards DA 8-245 started.

Sup- Notified by Lieutenant Bass that unit would support 185th Med Detachment until 1 November 1970, when 24th Evac Hosp assumes control.

Reg- Prepared projected admissions and dispositions of patients, 23 October to 15 November 1970, and distribution (Incl # 8, with actual figures added).

24 Oct. Hqs- Executive Officer with MSC's and Chief Nurse met to refine plans for closing. Agreed to hold all NCO's on retained list until 30 November 1970.

Commanding Officer and Executive Officer attended a 25th Infantry Division briefing on closing plans for Cu Chi.

Letters written to stop publications.

Sup- Lieutenant Bass informed unit to use Division Transportation for assistance.

Lib- All books from Medical Library collected from wards and clinics.

25 Oct. Hqs- Informed CG, USAMEDCOM V (P) that our unit would cease MEDCAPs on 31 October 1970 (Incl #9).

Received information from DISCOM that USARV had approved 15 November 1970, as standdown date; that MACV plans to discourage use of 12th Evac Hosp by Vietnamese; that some TOE property can be turned in prior to 1 November 1970, the beginning of Key Stone property turn-in Operation.

Lib- Medical Library books inventoried, packed, and labeled to transfer them to 3rd Surg Hosp.

26 Oct. Hqs- Executive Officer at 68th Med Group gave clearance to transfer marginal personnel by 1 November 1970.

All elective surgery curtailed.

Received supplement to original LOI, 68th Med Group with Dates as follows:

- (1) 3 November- cease Vietnamese admissions.
- (2) 8 November- cease all admissions.
- (3) 15 November- zero census.
- (4) 4 December- close hospital and turn-over installation

Sup- Chief, Supply and Services called Keystone coordinator in Long Binh. He referred us to his project officer who visited us, gave us necessary forms and answered questions. NOTE: Keystone information not yet available from S/4, 68th Med Group.

MEDCOM Supply personnel arrived unannounced to pick up their lateral transfer property. Took two hours to look for items.

Called 1/32nd Med Depot, Maintenance Section and asked for a team to code our Medical Equipment for turn-in.

Reg- Informed that 24th Evac Hosp had a sewage problem. Prepared to receive some of their patients.

Lib- Set closing of Special Services Library for 10 November 1970. Sent out notices on all books checked out.

HospCo- Clerks requested to type up clearance papers in spare time.

Turned in unserviceable Unit and Patient Fund Property to FDO.

Sent to S-1, 68th Med Group list of Marginal Personnel for transfer on 1 November 1970.

FdSvc- Wrote letters of appreciation for all EM.

27 Oct. Hqs- Commanding Officer, 58th Med Battalion visited to coordinate bus and ambulance support.

No information yet from S/4, 68th Med Group on Keystone Property turn-in plans. Learned that Lieutenant Bass sent some information by mail on 24 November 1970.

NOTE: When, during closing, time is extremely valuable, mail service is not the best method available to assist the closing unit.

S/4, 68th Med Group referred location of a fork lift back to unit.

NSvc- Colonel Murphy gave Chief Nurse the assignments of her personnel in phone conversation.

Sup- Staff visited S/4, 68th Med Group to set up procedures for turning in equipment and vehicles.

Reg- Med Command, Med Reg and Reds, sent our unit over 40 undetermined Line-of-Duty forms for distribution. This could have been done before unit was alerted to close.

HospCo- Prepared Unit and Patient Funds for audit. EM notified that unit would provide or arrange transportation for them.

FdSvc- Prepared TOE Equipment for turn-in.

28 Oct. Hqs- Distributed Sequence of Events Calendar (Incl #10).

Began coordinating meetings, 1800 hours daily, with MSC's, Chief Nurse, and key NCO's.

Executive Officer attended a conference at USARV Headquarters on unresolved closing problems at Cu Chi- 45 officers present. The lack of adequate communication between various headquarters was readily apparent. Learned that 12th Evac Hosp will probably be turned over to a MACV Team.

Sup- Turned in 100 weapons and TOE Kitchen Equipment. This was done to avoid the rush and schedule beginning 1 November 1970, thereby gaining valuable time.

HospCo- Revised Physical Security Plan.

29 Oct. Hqs- Commanding Officer worked with CPS on a schedule for moving out MC's based on census and specialties.

NSvc- Closed Wards C-1 and C-3. Six daily hire personnel were assigned to the wards to assist in cleaning.

Sup- Received schedule for turn-in of Keystone equipment.

Turned in 100 more weapons. Since each weapon is broken down, inspected, and packed, this is a day long process.

No location yet of forklift or banding equipment.

Lib- Unit informed to close Special Services Library on 1 October 1970.

HospCo- Turned over Unit and Patient Fund Records to Central Post Fund.

FdSvc- Began cutting rations due to decrease in census.

30 Oct. Hqs- Forms sent out to secure nominees for Color Guard Personnel (Incl #11).

Received permission from 68th Med Group to send Medical Patients to the 24th Evac Hosp and 93rd Evac Hosp, thereby stopping input on long term cases, such as malaria.

NSvc- Two enlisted personnel attached to Headquarters for clerical assistance. As wards close, personnel will be added to manpower pool for unit work.

Sup- Remaining weapons turned in. 55 weapons were hand receipted from 3rd Field Hosp, 93rd Evac Hosp, and 24th Evac Hosp for use by reaction forces.

Tried additional resources in an effort to obtain forklift.

31 Oct. Hqs- From 68th Med Group, Lieutenant Hume, Lieutenant Bass, and Lieutenant Cottrell visited to coordinate closing in their areas.

CSM from the 3rd Field Hosp visited.

NSvc- Ward C-8 closed.

Sup- Major Bates, 68th Med Group S-4, informed unit that bulk items could not be given to 3rd Surg Hosp.

HospCo- Clearance forms completed for first increment of departing EM.

Lib- Special Services Library closed. Started packing books.

1 Nov. Hqs- No information yet on use of hospital facilities.

Patient census- 86.

List of MC's prepared and sent to Surgical Consultant indicating availability dates of each physician.

Arranged with 68th Med Group to Medically Evacuate the Commanding Officer on 10 November 1970.

NSvc- Ceased admissions for Vietnamese Civilians.

Sup- Keystone Officers visited for coordination.

Lab- Expendable supplies prepared for pick-up by 3rd Field Hosp.

2 Nov. Hqs- AOD procedures modified so that MSC's would be available each day. (Incl #12)

Sup- 185th Med Detachment property turned over to 24th Evac Hosp.

30 gas masks picked up on Hand Receipt from 3rd Field Hosp.

Unit's gas masks turned in, another time consuming procedure.

Pers- Coordinated with 25th Infantry Division Finance on out-processing. Arranged for Personnel Officer to pick up all Finance Records as a convenience to departing personnel.

Arranged with 222nd PSC to pick up 201 Files for individuals moving to 67th Med Group.

3 Nov. Hqs- Colonel Moyer, Major Bates, and Major Bellinger from 68th Med Group visited.

Major Lanier, Executive Officer 93rd Evac Hosp visited.

NSvc- All Vietnamese admissions to the hospital ceased.

Sup- Major Bates gave instructions on Lateral Transfer plans.

4 Nov. Hqs- Informed by 68th Med Group that marginal personnel would leave on or about 15 November 1970. We had requested disposition of these men for 1 November 1970.

NSvc- Ward C-4 closed.

Total patient census 61 (34 U.S. Personnel and 27 Vietnamese).

Sup- MACV Team #43 and 11th Armored Cavalry Regiment picked up some expendable supplies. All expendable items were taken to Ward C-1 as each ward closed. Units picked up items Super Market style and hauled them out themselves.

Began making arrangements on shipping 6th Convalescent Center items.

Pers- Received assignments of 1st increment of 60 EM departing on 14 and 15 November 1970.

Out-processing system for personnel completed. Instructions compiled to attach to clearance papers (Incl 13 and 14).

Lab- Sent last procedures to 9th Medical Laboratory.

5 Nov. Hqs- Men in manpower pool cleaned wards and moved furniture. As each ward cleared, like items were stored in previously vacated wards which facilitated counting and shipping.

NSvc- Ward B-2, Pre-Op, was closed.

Sup- Major Bates added a list of items to lateral transfers, after deadline had passed.

Reg- Made final arrangements to evacuate the Commanding Officer.

Pers- Some MC assignments arrived.

HospCo- Conducted Dry Run with the Reaction Force.

6 Nov. Hqs- Census 47.

Names of Honor Guard Personnel submitted to 68th Med Group.
(Incl 150)

Made plans for closing ceremony on 9 November 1970.

MACV Team #99 personnel visited to make plans for taking over hospital facility.

Sup- Signed lateral transfers at 68th Med Group.

Reg- Patient evacuation four days ahead of forecast.

Pers- MSC and ANC assignments and orders received. MC and ANC drops confirmed for those with DEROS through 15 February 1971.

7 Nov. Hqs- Census 39.

Manpower pool operating with two nursing NCO's in charge. All personnel in excess of operational needs report to pool and are sent out to sections on request.

Transportation Office set up to handle all requests for vehicles and to dispatch Headquarters vehicles. Two nursing NCO's in charge. They also arrange air reservations and requests. 58th Med Battalion, 3rd Field Hosp, 24th Evac Hosp, and 93rd Evac Hosp are to send transportation for personnel being assigned to their hospitals.

Captain Case, Med Command visited to help Registrar procedures.

Some MC assignments were changed.

NSvc- Ward C-5, Surgical Ward closed. Ward C-7, Medical Ward closed.

Departure dates and schedule distributed to ANCO's (Incl #16).

Sup- Chief, Supply and Services made another trip to 68th Med Group to try to get lateral transfers arranged.

Major Sande, S/4 Med Command told us that we had to pack and crate equipment for depot. Unit had no resources for this work and these orders were later rescinded.

8 Nov. Hqs- Census 10 patients. Arrangements made with CPS to have all evacuated on or before 10 November 1970.

MG Bautz, CG 25th Infantry Division made final visit.

NSvc- Ward C-6, Surgical-Orthopedic Ward closed.

Emergency Room closed for admissions at 2400 hours.

Reg- Worked on procedure to close Patient Trust Fund when unit had \$ 180.00 shortage. There is no guidance on how to do this, as explained in the last ORLL. We finally sent a patient in Japan who had placed \$ 300.00 in the Fund a check for \$ 120.00 and told him to put in a claim for \$ 180.00. This is a totally unsatisfactory procedure and is unfair to the patient.

9 Nov. Hqs- Final staff meeting with Commanding Officer prior to his evacuation.

Closing ceremony at 1800 hours. Color Guard Personnel presented, Chaplain gave the invocation and the Commanding Officer addressed the unit. (Incl 17)

New Years Party at Officer's Club.

NSvc- Ward B-7, Intensive Care Unit closed.

Emergency Room decreased to two litter spaces. All narcotics were turned in to Pharmacy. One ANC on duty from 0700 - 1900 hours and on call for the night shift. Two corpsmen and one MC on duty.

Operating Room and Anesthesia stripped except for one OR suite.

News sheet distributed to ANC's (Incl #18).

Sup- Team from 1/32nd Med Depot arrived. Most of the oxygen tanks were sent to the depot.

Difficulty experienced in locating boxes to pack books and supplies in.

10 Nov. Hqs- Census - "0", reached five days prior to standdown (Incl #19).

Colonel Noel, Med Command and LTC Schiavone, 68th Med Group visited to inform us that Minister of Health was interested in hospital and would visit on 16 November 1970.

Executive Officer and Registrar took the Commanding Officer to Tan Son Nhut for Medevac.

Executive Officer assumed Command.

Sent 68th Med Group requirements for shipping flags to COMUS (Incl #20).

NSvc- Colonel Murphy, Med Command visited.

Emergency Room converted to an Aid Station. MCLs still in unit awaiting orders. We anticipated some emergency cases from areas which did not know we had closed as a hospital. Therefore we kept 30 units of blood, 1 cardiac monitor, crash unit and an EKG machine. We subsequently treated four emergencies which were immediately sent out by Dust Off.

Sup- Made arrangements with Division Transportation Office for 1st S & P to haul bedside cabinets to depot.

HospCo- Turned in Unit and Patient Fund Property to CPF.

Lab- Set up basic Lab tests in the aid station.

11 Nov. Hqs- Invitations to deactivation ceremony to friends of color guard submitted (Incl 21). Note invitation submitted two days later, refused (Incl 22).

M.CV Team #99 coordinator visited to arrange for transfer of facility.

Made plans for reinforced security force, including three 12 hour guard posts for the hospital area.

NSvc- Last OR suite stripped and turned over to supply. OR Registers and Narcotic Control Books turned in to Registrar.

Sup- Loaded first S & P trailer- 135 bedside cabinets. Trailer dropped by DTC- unit had 24 hours to load to get it in division convoy to Long Binh.

Pers- Personnel Officer visited 222nd PSC and S/1, 68th Med Group to coordinate and expedite orders. Lists were not in agreement. Difficulty encountered in obtaining orders on officers going to 67th Med Group.

No orders or instructions on marginal personnel promised on 1 November 1970.

Lab- All equipment cleaned and segregated for disposition.

12 Nov. Hqs- LTC Joe Gipsen, Executive Officer, 91st Evacuation Hospital visited. He was the Executive Officer who brought the 12th Evacuation Hospital into Vietnam.

Sup- Man power pool began providing "shotguns" to ride supply trucks, thereby relieving supply men for more critical tasks.

Picked up Code "R" narcotics from Pharmacy and added to stock. Narcotics will be turned in to 1/32nd Med Depot. Code "K" items were signed for by gaining units.

HospCo- First increment of departing EM briefed, clearance papers and finance records distributed.

FdSvc- "12th Evacuation Hospital Thanksgiving Dinner" served. This included decorations and the usual holiday menu minus turkey. This date was selected since the first group of departing personnel leave on 13 November 1970.

13 Nov. Hqs- First increment of personnel (16 ANC's) departed to 93rd Evac, 24th Evac, 3rd Field and 18th Surgical Hospitals in Division bus, 3/4 ton and 2 1/2 ton trucks. NOTE: the quantity of personal property of all personnel is staggering. As a guide, one 2 1/2 ton truck is needed to move five ANC's or MC's. One 2 1/2 ton truck moved property for three married couples. Vehicles were provided by gaining unit.

Still no information on ultimate use of facility.

Difficulty was incurred in controlling personnel who were detained for roll up force. Personnel requested for retention (Incl 23) were hard to find for use in the manpower pool until daily formations were called and until personnel were assigned to Detail NCO's.

Reg- Consolidated all medical records to transfer to 24th Evac Hosp into nine filing cabinets. Filing cabinets have been cleared for lateral transfer to save time in handling records.

Pers- Asked S-1, 68th Med Group again to move five marginal personnel.

FdSvc- Civilian personnel informed of rights and benefits when terminated.

Lib- 5000 Special Service Books packed in 100 cartons.

14 Nov. Hqs- Another increment of personnel departed, nine ANC's.

DISCOM staff informed us that USARV does not want facility for ARVN's.

Unit Fund Party.

Sup- Informed that Saigon Support Command would provide fork lift but this did not work out.

Sent two S & P loads of beds to depot.

Major Bates gave unit schedule for transfer of property to other units. Unit instructed to move 85th and 95th Evac property to 68th Med Group.

Pers- Finished all OER's.

15 Nov. Hqs- Final increment of first movement, with eight ANC's, departed. Movements were spread over three days so that receiving hospitals could more efficiently handle in-processing. This system also worked well for us in out-processing.

Arranged two C7 flights to 3rd Surgical Hospital through DFO for 11 personnel and their property.

Sup- Since all other resources failed, we finally called on Division for fork lift. We initially felt that we should obtain assistance through medical channels, since we know the demand for Division equipment would be heavy and in conflict with our schedule.

Pers- Sent one EM in the marginal personnel category to 93rd Evac Hosp.

16 Nov. Hqs- MACV Surgeon and RVN Minister of Health visited to determine if the civilians could use hospital.

Reg- Moved medical records to 24th Evac Hosp.

Sup- Autoclaves and OR tables shipped to depot.

Representative from 3rd Surgical Hosp arrived to coordinate transfer of their property via Chinook helicopter on 17 November 1970.

Started clearing WOQ's of PCS property.

Pers- Executive Officer called Executive Officer, 68th Med Group asking for transfer of four remaining marginal personnel. Permission granted later in day.

No clear information on drops for personnel.

Civilian Personnel procedures not clear- not much assistance received from Long Binh CPO.

Informed S/1, 68th Med Group that we could release color guard on 2 December 1970.

Lib- Throughout closing there was confusion on disposition of Special Service Library. Med Command told us to send to 6th Convalescent Center, ultimate destination, but a message from CG, USA RV directed shipment to other units.

17 Nov. Hqs- Chinook from 3rd Surgical Hosp made three trips with Unit Fund, club and medical property.

Started cleaning and clearing BOQ's. NOTE: clearing billets is a time consuming and difficult job. Officers and EM alike accumulate an amazing amount of junk and government property. Extreme care has to be taken to assure that personnel do not remove government property to new unit. We decided to inspect each truck of personal effects before it departed to preclude loss of unit property. As a guide, unit can expect to remove a 2 1/2 ton truck full of lumber, old furniture and trash from quarters of 12 - 14 personnel

Pers- Orders on MC personnel still coming in. Movement of MC's to 67th Med Group were held up since orders were necessary to ship baggage.

No word yet on drops.

Throughout closing, personnel actions have been confused, apparently due to change in inactivation dates from 15 to 4 December 1970. There is reason to believe that the new date of 4 December 1970, was not effectively communicated.

Assignments on some MC's and the Laboratory Officer were changed at least one time - on Laboratory Officer five times. This type of action is extremely demoralizing to individuals and contributed to the complications of closing the hospital.

FdSvc- All non-unit personnel terminated use of mess facilities.

18 Nov. Sup- Took inventory on all medical supplies, which will be turned back to depot. No more issues to hospitals.

HospCo- Shakedown inspection conducted looking for arms and ammunition.

FdSvc- Instructed to break down dietary food for four receiving hospitals.

Lab- 9th Med Laboratory arrived to remove some equipment. The delicate instruments are to be sent out by helicopter.

19 Nov. Hqs- Colonel Moyar, Lieutenant Bass, CSM Maine, 68th Med Group visited. Colonel Moyar presented 68th Med Group reenlistment plaque to unit.

Sup- Loaded out four S & P's. 24th Evac Hosp removed equipment and supplies that filled six 2 1/2 ton trucks.

Investigated possibility of obtaining kitchen equipment for lateral transfer to other hospitals from 25th Division units.

Pers- No information on drops.

Personnel Officer visited 222nd PSC to expedite orders.

Four remaining marginal personnel transferred to other units in 68th Med Group, 19 days after date desired by unit. In the future, recommend that marginal personnel be moved at least two weeks before standdown, and as a matter of routine by 68th Med Group. The unit should not have to exert pressure for this action since it is directed in OPLANS and LOI's.

20 Nov. Hqs- Work continues on recommendation for meritorious unit citation and AMEDD Activity Report.

First group BEQ's being cleared and repaired.

Called Major Bates to see if we could use division kitchen equipment for lateral transfers, thereby letting us leave our equipment for continued usage.

Sup- Sent out 2 S & P's with expendable medical supplies plus three 2 1/2 ton trucks.

Pers- Final E-5 board convened.

Drop orders came in on MC and ANC Officers.

CPS, assistant Chief Nurse and Food Service Chief departed unit.

21 Nov. Hqs- Began cleaning all BOQ's.

Fired several hooch maids who were stealing government and personal property.

Gave away final group of club furniture.

Signed over first increment of MACV property to MACV Team #99.

Chief Nurse, CSM, Executive Officer attended closing ceremony for 25th Medical Battalion.

Sup- Sent last two loads of eight trucks of expendable medical supplies to depot. The balance after many loads were picked up by hospitals in 68th Med Group.

NOTE: Without witnessing a closing activity, it is difficult to comprehend the vast amount of supplies and equipment that must be shipped from the unit.

Still writing on final disposition instructions on Special Service Library. No information from 6th Convalescent Center on their plans to pick up library.

Pers- Three ANC personnel who received drops departed. They left one day later than necessary due to late arrival of orders.

22 Nov. Hqs- Planned to clear 40 buildings on 26 November 1970.

Decided to move all men in rear party on 30 November 1970, except 93rd Evac Hosp and DEROS personnel. We set this date to permit us to pay them before departure, as well as to clear the area of additional personnel.

Sup- Cleared Medical Supply warehouse.

6th Convalescent Center representatives arrived unannounced to begin moving Special Service Library equipment.

Pers- Received orders on 100 EM.

23 Nov. Hqs- VC in area around base camp - three enemy KIA.

USARV message arrived which we interpreted as clearance to transfer kitchen equipment to MACV. Later learned that Med Command and 68th Med Group were not informed of message nor agreed with our decision.

Sup- PCS equipment moved to Cu Chi airfield - a small depot set up to save travel to Long Binh and a major factor in getting us out of Cu Chi early.

Five conex containers filled by 6th Convalescent Center personnel, with our assistance.

Pers- Worked out list of EM who still did not have orders.

Sent two MC's to Cam Ranh Bay to wait on DEROS.

Sent all OER's and EER's to 68th Med Group.

24 Nov. Hqs- Finished MEDD Activity Report.

Captain Petters, Personnel Officer moved office to 68th Med Group Headquarters.

Moved nine 2 1/2 ton trucks of PCS property.

Pers- Worked with 68th Med Group on EM who are on extensions, do not get drops, and still need assignments.

25 Nov. Hqs- Chief Nurse and Executive Officer attended closing ceremony of 25th Infantry Division.

Discussion continues on turnover of kitchen equipment.

26 Nov. Hqs- Chief Nurse, Laboratory Officer and Captain Kearns departed. Captain Kearns held back because request for extension papers did not get out of 222nd PSC and we were not informed of their status.

Thanksgiving Dinner served.

159th Dustoff pilots moved into BOQ's.

Sup- More discussion on transfer of kitchen equipment.

Preliminary clearance of some buildings.

27 Nov. Hqs- Executive Officer took Meritorious Unit Citation recommendation to 68th Med Group.

Final roll-up arrangements made with Executive Officer, 68th Med Group, to include a temporary Headquarters in conference room for approximately ten days.

584th Ambulance discharged to unit.

Sup- 24th Evac Hosp personnel picked up remaining laundry items and medical maintenance repair parts.

Pers- Tried to locate more orders at 222nd PSC - discovered that most were lost in distribution. We had to take copy from 222nd PSC files and make true copies, an unnecessary and time consuming task.

28 Nov. Hqs- More discussion on disposition of kitchen equipment. Executive Officer was called by Major Wilkerson, USARV Supply Office.

Destroyed classified documents.

Agreed to let MACV Team #99 and 39th Signal Company occupy our cleared buildings. The 39th Signal Company agreed to start feeding in our mess hall 1 December 1970, thereby continuing food service operations without interruption and relieving our personnel of last minute cooking responsibilities.

Sup- Unit laundry ceased operations. Major Bates requested lateral transfer of two walkin refrigerators to 3rd Surgical Hospital. Since door to building would have to be enlarged to do this, and transportation to 3rd Surgical Hospital is unpredictable, this was not considered practical. Unit transferred items to MACV.

Pers- Eight EM departed for 6th Convalescent Center.

Personnel Officer went to Long Binh again to check on orders.

No authority yet for orders on color guard. Decided to send personnel present to 6th Convalescent Center to wait for paper work.

Still have five EM without PCS orders.

29 Nov. Hqs- Moved most of Headquarters supplies and personnel to 68th Med Group.

Arranged for final movement of personnel. Planned to have EM waiting for DEROS billeted at 24th Evac Hosp POW wards.

Another call from Major Bates on kitchen equipment.

Pers- Personnel Officer made another trip to 222nd PSC for orders.

FdSvc- Dietary food not yet picked up by 24th Evac, 3rd Field and 3rd Surgical hospitals. LTC Baggan, MEDCOM Dietitian, informed.

30 Nov. Hqs- LTC Baggan arranged for 93rd Evac Hosp to pick up dietary food.

Closed aid station.

Closed headquarters.

Served last meal and turned over mess hall to 39th Signal Company.

Executive Officer held meeting with MSC's and key NCO's to plan for final activities and arranging convey to Long Binh on 2 December 1970.

Moved remaining EM from BEQ's into wards to facilitate clearing on last day.

Cleared additional buildings with PA&E.

Since we turned buildings over directly to MACV, we saved considerable time. For example, they require sand bags to be stacked if some are loose, signs and slogans painted on billets partitions must be painted over, etc. It was still necessary to remove all signs in the hospital area (wards, directory, unit, etc).

Two trucks from 68th Med Group had been arranged for 1 December 1970, to transport DEROS personnel to 24th Evac Hosp - handled by our transportation NCO and CSM Naine. Request was made to keep our trucks free to haul equipment and trash. When we called to check on arrangements, we discovered trucks had not been scheduled and we had not been informed that the trucks would not be arriving.

Sup- Returned borrowed weapons and gas masks to 3rd Field and 24th Evac hospitals.

Pers- EM departed for 3rd Surgical, 3rd Field, 24th Evac hospitals and 58th Med Battalion.

Last working day for civilian personnel. They will be paid by Captain Petters on 14 December 1970, for 1) Separation, 2) Tet Bonus and 3) Last two weeks of work.

Picked up all finance records for remaining personnel.

1 Dec. Hqs- Color guard personnel depart Cu Chi and Long Binh for 6th Convalescent Center to wait for departure on 14 December 1970.

The reason for 12 day delay was never explained to unit. The personnel selected for color guard were held past their new DEROS dates.

Last two MC's depart for 6th Convalescent Center.

Buildings accepted by MACV.

Cleaned remaining EM billets.

EM briefed on unit departure and convoy plans.

Yellow alert all night - 20 VC on perimeter, two enemy KIA.

Sup- Lieutenant Curtis visited 58th Med Battalion to arrange for storage of unit vehicles and to arrange for turn-in.

Major Bates returned some approved lateral transfers.

Last loads of medical and PCS equipment sent out.

Hauled 14 loads of trash to salvage and land fill.

Ammo turned in.

All flak jackets collected.

2 Dec. Hqs- Men up early to clear and clean last three wards used as billets.

Police conducted of entire hospital area.

Final inspection and acceptance by MACV Team #99.

Turned in Mess Hall collection books.

Convoy lined up at 0930 hours and departed unit at 1230 hours and arrived at 68th Med Group at 1410 hours. 13 unit vehicles and one DTO bus carrying 41 personnel made up convoy. No incidents and no vehicle breakdown. Captain Tracy Convoy Commander.

Vehicles stored at Motor Pool, 58th Med Battalion.

EM taken to billets.

3 Dec. Hqs- Staff working on letters of appreciation, awards for achievement, processing DEROS personnel, closing out supply records and turning in vehicles.

Med Command Plans officer called to inform unit that we would have to pack and crate unit flags with our own resources. He was informed that the color guard departed 2 December 1970, with flags in their luggage.

4 Dec. Hqs- Official closing date of hospital.

Work continued on awards and supply records.

Roll-up force strength on this date:

- Commanding Officer
- Adjutant
- Personnel Officer
- Medical Supply Officer
- Unit Supply Officer
- Registrar
- Company Commanding Officer
- Command Sergeant Major
- Four Headquarters Clerks
- Two Supply Personnel
- Five Motor Pool Personnel
- Twenty Personnel awaiting DEROS

Achievement awards prepared for 21 personnel for closing actions.

7 Dec. Hqs.-CO, LTC Harder, departed for next unit, CPT Petters CIC.

10 Dec. Hqs.-Last vehicle turned in.

11 Dec. Hqs.-Files Retired.

12 Dec. Hqs.-Awards Finished.

15 Dec. Hqs.-Color Guard departed for Fort Lewis.

15 Dec. Hqs.-Roll up force zero strength.

15 December 1970

SUBJECT: After Action Report, Inactivation of the 12th Evacuation Hospital
Cu, Chi, RVN, 9 October 1970, to 4 December 1970

II

SIGNIFICANT PROBLEMS AND RECOMMENDATIONS

Headquarters: Determination of Standdown and Closing Dates.

As stated in log, the initial dates of 25 November and 15 December 1970, were totally unrealistic in relation to the closing plans of the 25th Infantry Division. Had we stayed with the original schedule there would have been problems of support and security.

As a by-product of the change of dates, it appears to us that some sections never received word that 4 December 1970, became the new closing date. For example, enlisted men who had completed ten months service were held for dates up to and including 15 December 1970, for their drops. Although the color guard was free to depart this unit by 2 December 1970, they had to wait in country until 14 December 1970. This observation was also confirmed in various phone conversations.

Plans for Color Guard.

The instructions on this phase of closing were never clear. We received very general guidance - nothing specific nor in writing. The men left this unit not knowing their uniform requirements, date of ceremony, nature of the ceremony, nor the time required at Fort Lewis.

Recommendations: Establish an SOP that can be sent to unit with LOI.

Transportation Requirements.

Requirements for vehicles reach staggering proportions. Unit vehicles must be retained for moving supplies and equipment.

Recommendations: Establish an office in Headquarters with an MCOIC who can coordinate requests and manage resources effectively.

Request units receiving personnel or supplies to provide their own transportation.

Use local Transportation Office to arrange passenger flights, bus transportation or trucks for hauling equipment. In our situation, the Division Transportation Office provided this support.

Personnel: Obtaining Assignments and Orders.

We encountered a number of problems in this area, many attributed to a lack of precedent in the command on drops. The lag time between receiving the member's assignment and the orders caused an inconvenience in moving personnel. On several occasions, orders were cut but they did not reach the unit, which indicates a breakdown in the distribution system.

Civilian Personnel Policies.

We had 45 civilian personnel to out-process. The information on this procedures is limited and difficult to obtain. Since there were new personnel in the Long Binh CPO, their assistance was not as great as one would expect.

Recommendation: Improve instructions in LOI on terminating civilian personnel or send a representative from local CPO to the unit to assist in arranging closing procedures.

Processing Awards

Unit initially processed awards with the understanding that those for individuals within 120 days of DEROS would be prepared and held by 68th Medical Group until 90 days before DEROS for processing. This was later changed so that 68th Medical Group would not start processing until 60 days before DEROS.

Recommendation: That 68th Medical Group process awards up to 120 days of DEROS by holding until 90 days and then submit to Med Command.

1. Persons will be going to new units for a short period and new units will not be likely to recommend for awards until individual has been at new unit for some period of time. This makes it more probable that the individual will not be recognized while in country. ETS people may never get the awards.

2. Drops coming through will decrease the possibility of people getting awards before they leave country.

3. The fact that most 68th Medical Group units have excess personnel decreases the possibility of new units recognizing outstanding efforts because opportunity for outstanding efforts is decreased.

4. Sending the awards to the member's new unit merely increases the paper work demand on the receiving hospital and further increases the potential for lost paper work.

Registrar: Closing Patient Trust Fund.

If there is a shortage in the Patient Trust Fund, such as \$ 180.00 in our case, there is presently no policy that permits the unit to recover the loss so that all patients may be paid.

Recommendations: Presented in final unit ORLL.

Supply: Technical Inspection of Medical Equipment

The team sent to Technically Inspect medical equipment made three trips to Cu Chi. In so doing, the Technical Inspection processing was interrupted by starting late in day or departing early. Also, they did not work on Sunday. As a result of this travel, the unit's shipment of medical equipment to 1/32nd Med Depot was delayed four or five days. In addition, after the team arrived, we learned that they wanted like items together. We were further delayed in meeting this requirement.

Recommendation: Technical Inspection Team should work through equipment until inspection is completed. Instructions to unit should be forwarded ahead of team.

Lateral Transfers: Transfers of property to other medical units continued through the last days of closing. This is a highly disruptive procedure since discussions must be conducted between 68th Medical Group and the receiving unit and paper work has to be processed. The property has to be located and segregated and transportation arranged. Too frequently, the unit had to devote valuable time in working out these arrangements which should have been done by 68th Medical Group and the receiving unit. We also encountered units who asked for equipment but they never claimed it nor did they inform the 12th Evacuation Hospital of this change in plans. In several cases, 68th Medical Group told us to hold equipment which we later learned that the receiving unit did not want or need. A transfer of two trucks was still pending on 7 December 1970, and a document for a previous transaction was still missing on this date.

Recommendation: Lateral Transfer transactions should cease on date of stand-down. In our case, other units had 30 days to review the inventory lists and inspect equipment prior to standdown.

Equipment Turn-in at Keystone

This was a Keystone unit, meaning that we had stated procedures to follow on turning in TOE and PCS equipment. The general information we received from OPLANS. However, we encountered difficulty in obtaining specific information for our use. The information we needed was delivered to us by a Keystone representative in Cu Chi. Later, we had this information confirmed by S/4, 68th Medical Group. In the meantime, we lost ten days of valuable time during which we could have turned in excess, TOE, and unserviceable items because we had been erroneously informed by S/4, 68th Medical Group that this could not be done.

Recommendation: **Clarification** of Supply procedures to insure timely dissemination.

Availability of Fork Lift and Banding Material.

We attempted to locate these resources through medical channels so that we would not need to rely on non-medical units. We thought we could more effectively schedule our work if we had our own equipment. Supply personnel in Med Command and 68th Medical Group worked on this project for a period of three weeks. Finally, we were required to use 25th Infantry Division assistance. This is not a new problem, since the After-Action Report of the 45th Surgical Hospital refers to the same situation.

Recommendation: Obtain access to a forklift and banding material that unit can procure through medical supply sources.