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47th General Hospital

Carlton S. Allen Major, Medical Reserve Corps  
*369th Medical Regiment*

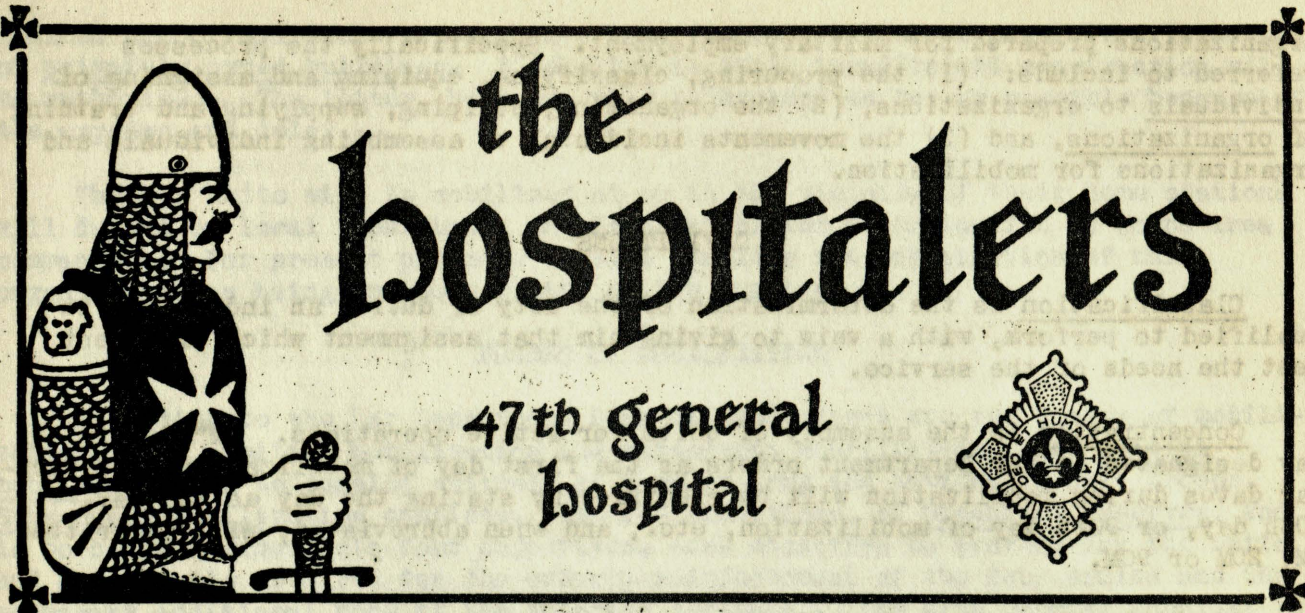
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Vol. I

January 26, 1938

No. 4

MOBILIZATION OF A GENERAL HOSPITAL AND  
DUTIES OF ITS OFFICER PERSONNEL ON "M" DAY\*

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369th Medical Regiment

Mobilization for National Defense is the operation of assembling and preparing the man power and resources of the country to meet war conditions. It includes all arrangements necessary for raising fighting forces and sustaining national life, i.e., the organization of both man power and industry for military purposes. The greatest degree of national effectiveness will be attained when military and industrial mobilization are so coordinated as to effect the maximum of war time production with a minimum disturbance of normal conditions.

While the actual operation of mobilization begins on "M" day, preparation for these operations is a continuing peacetime function of all commanders, staff, and other officers in order that, insofar as possible, each responsible official will be prepared to undertake the duties required of him, thus reducing to a minimum the orders and instructions to be issued on "M" day by the War Department.

Mobilization of man power for military purposes is the operation of assembling a part or all of the military manhood of the nation and their arrangement in organizations appropriate to the purpose to be accomplished. It includes all of the processes required to convert trained, partly trained or untrained individuals into

\*An address to the personnel of the 47th General Hospital on the occasion of its unit meeting on December 8, 1937.

organizations prepared for military employment. Specifically the processes referred to include: (1) the procuring, classifying, equipping and assigning of individuals to organizations, (2) the organizing, equipping, supplying and training of organizations, and (3) the movements incidental to assembling individuals and organizations for mobilization.

## DEFINITIONS

Classification is the determination of the duty or duties an individual is qualified to perform, with a view to giving him that assignment which will best meet the needs of the service.

Concentration is the assembly of units for active operations. "M" day is the day designated in War Department orders as the first day of mobilization. Particular dates during mobilization will be specified by stating the day as 2nd day, 20th day, or 90th day of mobilization, etc., and when abbreviated, will be written 2M, 20M or 90M.

A mobilization center is a place or locality in the zone of the interior, designated as the point where certain units will be mobilized or will have their mobilization completed.

A replacement center is an establishment in the zone of the interior where individuals are held as replacements. Normally a replacement center will consist of a number of schools to train officers and enlisted men. Following a course of training in the replacement center the trainees are assigned to a replacement depot which is an agency in the theatre of operations for the reception and distribution of replacements.

Supply credits are lists of specific quantities of supplies in designated places, allotted to a commander, and available to him on demand, either as a whole or in part within any limiting dates which may be specified.

These supply credits may be established by the War Department on or before "M" day, apportioning specified available supplies among Corps Area and other commanders. Supplies so credited to a commander remain subject to his shipping instructions, and will be shipped in such quantities within the limit of the credits and at such times as he may direct. Upon arrival at a local supply depot they will be available without formal requisition.

Supplies credited to a commander will not be shipped in the absence of specific instructions from him (M.R. 4-4, par. 43). When supply credits have been exhausted formal requisitions will be used to supplement this method of distribution if, and when, necessary (M.R. 4-4, par. 48, p. 8). Items of property received should be entered on stock cards and subsequently cared for as established by army regulations. Laundries and dry cleaning service will be obtained by contract or through open market engagement of services during the early days of mobilization, and until decision can be made as to whether the government will operate such plants (M.R. 4-4, par. 61). No doubt provisions will be made for equipment of this unit because of its size, with the necessary laundry machinery.

## SHELTER

In order to expedite mobilization, full use will be made of Federal, State, County and Municipal buildings, that are available in a Corps area, for the shelter of troops and supplies. If the public buildings indicated, supplemented by the

maximum use of available tentage, are insufficient, use where possible will be made of privately owned buildings. If shelter is still insufficient construction will be authorized. The latter, however, will be avoided as far as possible because of the expense and delay.

Whether units will be mobilized at or in the vicinity of their home stations will depend on local conditions, and is a matter for determination by Corps area commanders. For present purposes we will consider the mobilization of this organization as being in the vicinity of Los Angeles.

#### PHASES OF MOBILIZATION

According to the War Department Plan of 1933, there are two phases of mobilization, i.e., initial mobilization and subsequent mobilization. The initial mobilization is to consist entirely of Regular Army and National Guard troops. Subsequent mobilization consists, with few exceptions, of Organized Reserves, and is to be subdivided into four objectives, each objective to provide for the units and individuals required for the orderly reinforcement of the four armies and the necessary additional zone of the Interior personnel. The 47th General Hospital is assigned to the subsequent mobilization group, 1st objective.

The times prescribed in the plan for procurement of personnel for, and the assignment of troops to, the several objectives, are tentative and are subject to changes to meet the possibilities of the procurement program. Keep in mind, in the first place, that your group belongs to the second phase, that of subsequent mobilization, and in the second place, that the War Department Mobilization Plan does not plan for any strategical concentration of troops, and goes no further than the assembly of individuals and units for organization, equipment, training, and preparation for war. The real function of the organization will come later.

#### PERSONNEL

Table of Organization, No. 863W, specifies that the number of personnel of a General Hospital is to be as follows: forty-two commissioned officers, four hundred enlisted men, one hundred and twenty nurses, an aggregate of five hundred and sixty-two individuals. Your present assignments consist of thirty-seven officers, two of which are listed as Chaplains, whereas you rate only one. Accordingly, the organization is short six officers, and physical re-examination will probably give you more shortages. Bear in mind that assignment for replacements will be made from the list of Reserve Officers and will be made prior to "M" day, probably a full complement. Therefore, it will be to your advantage to contact new men, those you think will fit in, urge their acceptance of a reserve commission before "M" day, and recommend them to higher authority.

Your commanding officer knows each one of you, knows your qualifications and capabilities, but what about your enlisted men? The securing of trained sergeant technicians for laboratory, medical, surgical and pharmacy duty, and trained privates to include pharmacists, X-ray photographers, dental technicians, laboratory, medical, surgical and sanitary duty and typists who understand medical terminology, is not an easy job. Voluntary enlistment will have ceased as the general plan states specifically that "procurement of enlisted personnel through selective service will have become effective upon subsequent mobilization."

However, Corps area commanders will procure and train the necessary enlisted cadres, including essential specialists, for each unit prior to its mobilization, when they know that subsequent mobilization is to be ordered. The necessary enlisted

cadres and essential specialists for the first part of subsequent mobilization will be included in the initial mobilization, i.e., while volunteers are still being received. In other words, voluntary enlistment during the time allowed will not be curbed in any way, and specialists not required for the initial period of mobilization will be held over at reception centers for second phase mobilizations.

#### SUPPLIES

All enlisted personnel assigned through reception centers will be provided with complete individual equipment (Class II). Organizational equipment will be supplied through the distributing points on demand, and replacements will be made from the same source on requisition.

To return for a moment, consider the possible location of the 47th General Hospital. A tentative location has been chosen, we presume. It may have been a hotel, a warehouse, or for the present, let us consider the possible use of the fair grounds at Pomona, California (see M.R. 4-2, par. 3, p.3). Fair grounds and exposition buildings and grounds, because of their extent and the fact that they are usually equipped with necessary utilities, are of exceptional value for military use. Regarding the use of public buildings, school buildings, etc., it should be remembered that during the emergency all usual and customary functions of the Federal, State and local governments will be continued as in peacetime, and in some cases, the activities may be expected to be increased in time of war, and the school buildings will be occupied as usual.

#### PROBLEM

Our foreign relations have been strained for some months, of which we are all aware through information in the daily papers and news broadcasts over the radio. As a final overt act which broke relations, a foreign power attempted to damage the Panama Canal by dropping high explosives from bombing planes from a considerable height, previous to which, various reports from fishing parties in Alaskan waters stated that supplies had been landed in certain unfrequented coves along that coast.

Congress has declared that a state of national emergency exists although there has been no formal declaration of war by either power. Each officer of the 47th General unit received a warning notice today from Corps Area Headquarters which stated that "M" day is December 21, 1937; that the unit will be mobilized on 9LM (March 22, 1938), at its mobilization center, Los Angeles. Also that filling of the unit to war strength will begin on 10LM day with the delivery of 100 men; 100 men to be delivered at the end of each 5 day period thereafter, until the number of 400 has been reached. A list of necessary and required personal equipment for each officer was inclosed. The commanding officer was informed that necessary organizational equipment would be issued at the local supply depot (to be established), on request to Corps area headquarters. Later the commanding officer, 47th General Hospital, notified his subordinate officers that messes would be established on 106M.

On March 17, 1938, each officer received orders assigning him to active duty, effective March 22, 1938.

#### ACTION OF COMMANDING OFFICER

Upon receipt of notice of "M" day each officer will (1) contact his commanding officer at once and learn his need of any aid which he might be able to offer, (2) begin to prepare himself with personal equipment, and (3) begin to arrange his business affairs so that some one else could care for it in his expected absence.

As commanding officer, I would arrange for biweekly conferences with my officer personnel, and endeavor to expedite their preparations for duty. Such conferences would be held for the purpose of refreshing myself and my officers with duties of mobilization and the formulation of a plan for training of the enlisted personnel.

I would endeavor to form a cadre of women nurses by obtaining volunteer candidates for the nurses reserve corps, and if a building had not already been obtained learn where a building is available near the Hospital Unit establishment, which would be suitable for nurses quarters. When such a building was found, I would recommend to Corps Area Headquarters that the building be taken over at the time needed. Until such time nurses would be allowed to sleep at home after induction into the service.

On 91M all officers would report themselves for duty to the commanding officer, mobilization center of the Hospital unit, Los Angeles, at the same time notifying Corps Area Headquarters of their action.

As commanding officer, I would make a visit of inspection to the building assigned to the 47th General Hospital, accompanied by the following administrative officers of my staff, i.e., Executive officer, Quartermaster or Supply officer, Adjutant, Detachment Commander, and Mess officer. I would pay particular attention to the accommodations, facilities and environs of the building. If not already supplied, I would request additional electrical service installations as may be necessary in the Roentgenological service.

The inspection would include matters of general police, drainage, disposal of wastes (including excreta), bathing facilities, plumbing, water supply distribution, heating, ventilation, eradication of insects by screening, and other sanitary matters. The quartermaster would be directed to bring about the necessary remedial action without delay. Any defects found would be reported at once, and minor defects as far as possible would be directed to be repaired by the enlisted personnel of the unit upon arrival thereat. The personnel of the unit as it arrives should be primarily employed in making their environment healthy and comfortable.

The quartermaster will be directed to provide such instruments and equipment as is necessary for police and sanitation. Any unhealthy conditions beyond the control of the commanding officer will be reported at once to local health authorities. Having made the building and its surroundings sanitary, the problem is to keep it so. A sanitary order should be promptly issued specifying the sanitary requirements to be carried out within the command.

#### APPOINTMENT OF SPECIAL OFFICERS

I will promptly establish an adequate intelligence service, by appointment of one of my officers to function as intelligence officer. His duties will at first relate to medical and health conditions, contagious diseases, etc., in the surrounding territory. The scope of inquiry of this service will be widened later.

A transportation officer will be appointed who will be responsible for the movement of all material and personnel, incoming and outgoing. The designation of such an officer is made and his actions governed by such instructions as may be given by the transportation service of the office of the Quartermaster General.

A communications officer will be appointed who will be charged with the installation and satisfactory operation of such telephones, telegraph, radio or other communication system as may be necessary to the proper function of the unit.

All officers' duties pertaining to communications, transportation, intelligence and recruiting are in addition to his other duties. Recruiting in this unit will apply to women-nurse corps only.

#### PHYSICAL EXAMINATIONS

An examining team of six officers within the command was appointed, and their physical examination, and required prophylaxis, (typhoid, paratyphoid, etc.) was accomplished at once. These in turn examined the balance of the officer personnel as they arrived. The chief of laboratory service, one of the nurses, and four other officers were found to be physically unfit for duty; two officers were in Europe and would not be available for several months. I notified Corps area headquarters at once and requested that replacements be made as early as possible. I also stated that I knew four officers, members of the reserve corps, unassigned, and recommended them as replacements by name.

I arranged at the Los Angeles General Hospital for the examination, unless already accomplished as shown by their records, of certain enlisted men upon their arrival, men required as food handlers, barbers, etc., to ascertain as to their freedom from contagious diseases or as carriers thereof, such as typhoid, paratyphoid and dysentery, for which a laboratory examination is required. I appointed a suitable officer of the unit who, in addition to his other duties, will be charged with general supervision of sanitation.

#### OFFICE SUPPLIES

The Quartermaster-supply officer was directed to take immediate steps to procure necessary office equipment and supplies without delay, enabling me to open my office and begin function of same for the administration and development of my unit in all required respects. He was also directed to take immediate steps to procure such quantities of iron beds, mattresses, sheets, blankets, pillows, furniture, light globes, tables, mess and kitchen ware, paint and sign material as will enable the command to meet the immediate needs of the personnel as it reports for duty. As rapidly as the enlisted men arrive the above supplies will be installed, and augmented when necessitated by the arrival of new men. Other supplies such as organizational hospital equipment, such as X-ray machines, sterilizers, etc., will not be forwarded until the unit is prepared and needed, for function as a hospital. Clothing and individual equipment will have been issued to the enlisted men at the reception center before their arrival.

The adjutant was directed to procure a table of organization and a table of allowances, and will maintain a complete file of orders. He will obtain a supply of the following papers which are basic forms and are records with which the reception officers first come in contact and with which they must be familiar. They pertain to the unit personnel.

1. Morning report.
2. Daily sick report.
3. Requisition blanks.
4. Duty roster.
5. Document file.
6. Service record.
7. Pay rolls.
8. Authorization for allotment or deduction of pay.
9. Individual supply records.

## SUBSISTENCE

Until messes are established, officer personnel will be authorized to eat at home or at a restaurant. There will be a short period before the mess for enlisted men is established after their arrival, during which time they will have to be fed in hotels or restaurants. These meals will be contracted for at rates allowable by regulations (not in excess of three times the established garrison ration), and paid for in the manner established by regulations. When the mess is established rations in kind will be obtained from the supply point by requisition.

## CARE OF THE SICK

Sick call for the members of the unit will be held by a medical officer belonging to the same. Minor ailments will be cared for on the premises and unless the Corps Area has established another hospital or until your own hospital is functioning, arrangement will be made for use of public or private hospitals. The services of part of your professional personnel may very likely be called for in the making of physical examinations for other organizations. Part of the functions of the commanding officer of a medical unit is the organization and maintenance of an itinerant medical service for units applying for the same, and not themselves possessing requisite medical personnel.

## TRAINING

After reasonable results have been attained by the unit in respect to sanitation and comfort, the next problem is training. The personnel, however well instructed it may be in technical and professional matters, will be relatively inexperienced in Army ways, methods, and purposes. However, this is not as true today as it was in 1917-18, far from it, for you have had classes, biweekly conferences and summer training camps, whereas twenty years ago many medical officers had never even seen a military map, much less know how to read one; nor did they know a great deal about military tactics.

In planning all military training the desirability of training of understudies, the younger officers, should be constantly in mind, so that withdrawal of personnel from duty with your unit will not seriously impair its efficient operation. The War Department Mobilization Plan contemplates that a period of four months will be available for the training of units shown in the tables, "Troops to be Mobilized" (for units of the subsequent mobilization).

Training programs should embrace and emphasize (1) recruit instruction on the essentials of military training and (2) special training applicable to the medical and surgical service. Daily schedules will be published and posted on bulletin boards for the guidance of all concerned, one to two hours of drill or physical exercise mornings will be the usual procedure for six days a week, and no night classes. There are no set programs established for any medical organization, each being different in requirements; however, in this organization, training in field exercises will obviously not predominate.

Subjects will be divided as follows: (1) disciplinary and (2) technical (the nature of the function of a general hospital precludes tactical training).

Disciplinary subjects will include the following:

- |   |  |
|---|--|
| 1. Articles of War and Army regulations | 5. Personal hygiene  |
| 2. Care of equipment                    | 6. Close order drill (with physical exercises and mass games). |
| 3. Customs of the service               | 7. Care of quarters  |
| 4. Military courtesy                    |  |



(Disciplinary subjects will cover a period of about two weeks, or longer if time is available.)

Technical subjects will include the following:

1. First aid
2. Anatomy
3. Splints and bandaging
4. Sex and field hygiene
5. Paper work
6. Litter drill
7. Ambulance drill
8. Tard management
9. Gas defense

(Technical subjects will cover a period of approximately ten weeks, the same time as contemplated to be carried out in replacement centers. M.R. 3-1, p.3)

Every officer will take part in the drilling of enlisted men until reasonably competent therein; as part of his own physical training and practical instruction in the handling of enlisted men. Furthermore, regulations require that the training of enlisted men will be carried out by commissioned officers and will not be delegated to enlisted men.

Officers will be directed to familiarize themselves further from time to time with Army regulations and the Manual for Courts Martial insofar as all may be reasonably informed as to legal requirements and procedures. As one feature of the latter subject, it might be suggested that officers familiarize themselves with the method of handling of conscientious objectors as outlined in M.R. 1-4, par. 9. Special attention will be given to the relations between all officers, and between officers and enlisted men, in respect to the promotion of a harmonious, interested and efficient service.

It seems appropriate here to give a definite of discipline. It has been defined as "instant and willing obedience to all orders and in the absence of orders, do what you believe the order would have been." Endeavor to instill a willing and cheerful obedience in your enlisted men by (1) force of example, (2) appeal to the man's common sense and finally (3) reliance on his pride.

In your relations with your commanding officer, and in performing your duties under him, remember that he as commanding officer cannot attend personally to many activities and details of the unit, but is held responsible for their efficient performance and excellence of results, and it is up to you, Junior officers, to back him up, as the reputation of every commander is made or broken by the relative efficiency of his subordinates.

in conclusion let me quote the following, "When mobilization is ordered, the time for asking questions or studying the details has passed. The person who waits until the time for mobilization to study the duties he is to perform, or to ask questions concerning them, fails in the performance of his duty just as much as one who waits until the zero hour to ask an explanation of his orders."

The gratitude of the officers of the 47th General Hospital goes to Major Carlton S. Allen for the unusually fine paper which he presented to the unit on the evening of December the 8th, which has been published in full in this issue of the HOSPITALERS. This paper shows the result of considerable study and thought and stands as an example of what can be done in making the meetings of the medical reserve units really worthwhile. Thank you, Major Allen!

"THE HOSPITALER"

THE ADJUTANT'S COLUMN

There is a shortage of thirty-six officers in the Medical Cops of the Regular Army. Examinations to fill these vacancies will be held between March 14 and 18, 1938, probably at March Field, Riverside, California. Applications for authority to take this examination should be submitted to the Surgeon General, Washington, D. C., prior to February 26, 1938.

\* \* \* \* \*

Important Notice: "Recommendation for the promotion of a Reserve officer will be made by the reserve officer's unit commander." This instruction was issued on December 17, 1937, by the Corps Area Commander based on Army Regulations 140-5.

If this Regulation means all that it says, the Adjutant would like to put up a dollar against the hole in a sugared doughnut that certain of the gold-brickers and laggards in a certain reserve hospital unit are going to have to transfer out of that unit to get promoted! It's getting high time that some reserve officers either get busy and show some interest or turn in their Sam Brown.

\* \* \* \* \*

Active Duty: Those officers who expect to go on active training with the 47th General Hospital next summer are hereby tactfully reminded that at least 25 hours of inactive duty training this winter is a basic requirement. Whereas the unit training of the 47th General Hospital this winter has been directed toward preparing its officer personnel for a tour of duty at Letterman General Hospital attendance at unit meetings will be regarded as a prerequisite. Officers who have had regular attendance will be given every consideration.

\* \* \* \* \*

Unit Meetings: Officers are also reminded that meetings of the 47th General Hospital are held in Evans Hall of the White Memorial Clinic Corner of Michigan and Boyle, every second Wednesday during the month unless otherwise specified. These meetings begin promptly at 7:30 P.M., and unlike the usual medical meeting **WILL BEGIN AS SCHEDULED.** In the past, considerable disturbance of our meetings has been caused by the telephone. Whenever there is a meeting in the hospital, the telephone operators are in a habit of referring all calls for doctors to that meeting. We have been bothered considerably for calls for men who are not present. In order to relieve this situation we are trying a new plan. Hereafter the attendance record will be signed by the officers before 7:30 in Evans Hall. It will be taken to the operator's desk in the White Memorial Hospital, so we will be disturbed by calls for only those officers present. Those who arrive later than 7:30 will have to stop at the telephone desk and sign the attendance record if they expect calls to reach them. This emphasizes the advantage of promptness.

\* \* \* \* \*

Medical Reserve Pistol Team: We are informed that a pistol team is being formed and Col. Holt is having much to do with it. We have been challenged by Santa Barbara, so you fellows interested in pistol shooting keep your ears open for further announcements. Practice will be on the University Division Police Range at Sunset Fields Golf Club (Crenshaw near Santa Barbara). It is in a canyon one-fourth mile southwest of the club house. Follow the signs or ask someone. Practices will probably be on Sundays. The .45 calibre service pistol, of course---none of this "rabbit-shootin'" stuff.

The Executive Officer would like to suggest that every officer of this unit would do well to carefully preserve every issue of the HOSPITALERS for future reference. The paper by Major Allen is one that can be referred to with profit in event of call to service. From time to time, papers of real worth will be published in this unit organ as well as problems prepared by the various officers and presented to the group. Keep a folder handy in your desk, label it properly and then drop each issue of the HOSPITALERS in it after you are through reading it. When a volume or two has been published, have them bound conveniently by your local stationer or printer for permanent reference. The editorial staff assure you that it will be a part of your military library that will be worth preserving.

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NEXT UNIT MEETING

Wednesday, Feb. 9, 1938; 7:30 P.M., Evans Hall, Dispensary Building, Corner Michigan and Boyle Avenues, Los Angeles. SUBJECT: PATIENT RECORDS IN A GENERAL HOSPITAL and SICK CALL AND ITS RECORDS. These are very important subjects to every officer assigned to this unit. Major Ben E. Grant, who gave considerable time to this problem while on tour of duty at Letermann General Hospital will present a problem on Hospital Records while Lieutenant Herbert G. Childs, who has been giving instruction on Company Records, will present a problem on Records of Sick Call. This will be a worthwhile meeting to every officer in this unit.

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SERGEANT SAM SPOOFER SAYS---

"The guy what goes to a unit meeting and then whispers to a feller officer throughout the whole exercise when a superior officer is trying to present a problem for the benefit of those concerned, needs to take another correspondence course in Military COURTESY!"