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CIPPLE

EE Trip Dr. Gibson 1951

MEMORANDUM FOR: Chief, EE

28 March 1951

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- 1. The attached report of my recent medical survey is enclosed.
- 2. In order to save duplication of typing, it has been written in sterile form.
  - 3. It is requested that you effect distribution as follows:
  - a. Original through pertinent offices within your Division.
    - b. First carbon to the
    - c. Second carbon to the Chief, Medical Staff.

FRAME. GIBSON, JR., M.D. Deputy Chief, Medical Staff

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MEAGRANDUM FOR:		27 Herch 1951	
SUBJECT:	Medical survey of Z	RELOPE and	

### 1. Purpose

- a. During the period from 8 March through 24 March 1951, subject survey was accomplished on a field trip with the following primary objectives:
  - (1) Professional advice and assistance in the procurament, installation and activation of the medical facilities required for ZRELOPE.
  - (2) Determination of the medical personnel and supply requirements of

### 2. Introduction

- a. Without making a production number of this report, it may seem to have included too much detail; however, it is our belief that enyone who "needs to know", even the texpayer if necessary, should have the satisfaction of knowing that our activities have been duly recorded and readily justifiable.
- b. At the risk of emulating Bleanor Roosevelt's column, we have adopted the elementary course of describing our pilgrisage chronologically on a day-to-day basis, each date being further considered as to place, contacts and order of business, which we have optimistically listed under "accomplishment". Such as arrangement will save the harassed executive wasted time (even if he has taken the rapid reading course).
- e. Since this report is intended to enlighten medical, as well as operational and administrative personnel, we have taken the liberty of embellishing the traditionally torse account with some personal observations and impressions. These reflections, like poison, will be clearly labelled as "comments", and may be taken or left accordingly.
- d. It is suggested that any policy-level readers, who have already become impatient at this prolonged preamble, skip the next several pages and concentrate on our neat and potatoes course in paragraph 19, entitled "Recommendations". All those still with us will be spared the details of the

uneventful

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uneventful transatientic flight, and may lok up the elandestine clinician at	(b)(1) (b)(3)
5. Friday, 9 March	(b)(3) (b)(6)
b. Centect:	(b)(3) (b)(6)
c. Accomplishment: Discussed Initial efforts to select a suitable site for d. Comments: Inasmuch as had arrived at the	(b)(1) (b)(3)
station only a few weeks earlier, our conference was chiefly valuable as indoctrination in the resonabiliation of the two worlds known as "The Field" and "Headquarters". Despite all our efforts et geomedical sophistication, we still gawk at	(b)(3) (b)(6)
the secwingly conflicting concepts which appear to exist be- twoon the "nerve endings" in and the "brain" at the home office. As will be pointed out later, this situation is more appearant than real.	(b)(1) (b)(3)
4. Saturday, 10 March	(b)(1) (b)(3)
a. Place:  b. Contacts:  and members of the support  steff	(b)(3) (b)(6)
c. Accomplishment: Introduction to organic structure of	(b)(1) (b)(3)
d. Comments: While our initial contact with the Station staff was a most stimulating experience, the panorama of	(b)(1) (b)(3)
destruction in was forcibly impressive. There is no question but that rebuilding has progressed at an admirable rate, yet the very knowledge of this fact emphasizes the de-	(b)(3)
gree of desolation which must have existed six years ago.  After a few days, one becomes less and less aware of the rubble, until it blends unnoticed into the landscape; eventually the ruins become a monotonously accepted fact, just as the news reports of the original bombings became daily common place items in the news, without personal significance. Yet it is not difficult, even for an individual of cold, scientific persuasion, to visualize the sheer horror which must have accompained the actual devestation. This contemplation, bordering on the emotional, is not prompted by any remores over the punishment of aggression; rather it impressed us as a sober lesson in the grim seriousness of	(b)(1) (b)(3)
our minor part in the organization's mission. In the light	

of current

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os Angeles. Whether it be morbidity or herd-headed reality, issual absorption of the effects of total war strikes us as worth-while conditioner for any Headquarters planner; and ny suggestion of faceticusness appearing in this report has been survived consciously with full realization of the undementally solemn aspects of our job.  Sunday, 11 March  a. Flace: Best of  b. Contact:  c. Accomplishment: Frankly, primarily personal and social; secondarily, background indectrination in USAFE flaxs.  (b)(1)  d. Comments: Although the field is undoubtedly on a core actual seven-day week than Headquarters, there seemed to be no advantage in demending a Sabbath interview with the hier.  Seing a business management furnished us with a lucid insight into the broad military and socionogists in that portion of with which he contacts in the series of the series of the metropolitan areas.  Senday, 12 March (morning session)  a. Place:  b. Contacts:  (b)(3)  (b)(6)  (c)  c. Accomplishment: The officially received, debriefed and briefed by the above executive contacts. Stated our dission, discussed their respective views on the subject and briefed by the above executive contacts. Stated our dission, discussed their respective views on the subject and briefed by the above executive contacts. Stated our dission, discussed their respective views on the subject and briefed by the above executive contacts. Stated our dission, discussed their respective views on the subject and briefed by the above executive contacts. Stated our dission, discussed their respective views on the subject and briefed by the subject and the our visitations were selected solely by the	(b)(1 (b)(3
	(b)(1) (b)(3)
c. Accomplishment: Frankly, primarily personal and	(b)(6)
Viara.	(b)(1) (b)(3) (b)(3)
administrator rather than a flyer, furnished us with a lucid insight into the broad military and sociological problems in that portion of with which he was familiar. A drive along presented a refreshing contrast to the semewhat depressing vistas of the metropolitan areas.	(b)(6) (b)(1) (b)(3) (b)(3)
a. Place:	(b)(1 .(b)(3
o. Accomplishment: The officially received, debriefed and briefed by the above executive contacts. Stated our mission, discussed their respective views on the subject and accepted the planning of our itinerary. In reference to the latter point, we want to emphasize that we offered to go anywhere, and that our visitations were selected solely by the field Chiefs.	
d. Comments: It is possible that we might have been	

mistakon for

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it will suffice to say that our reception by the Mission Chief was characterized chiefly by its lack of afflucture ness.	
The lid not really take offence at the frigidity of our initial encounter, since members of our profession are conditioned to emotional rejection besed upon immature association with unpleasantness, pain or death, all of which are often regrettable accompanisants of our ministrations.	
7. Conday, 12 March (evening session)	
a. Place:	(
b. Contact:	
e. Accomplishment: Discussed plans for the training site near Since no provisions for medical facilities had been made, recommended inclusion of a dispensary of at least 400 square feet, with sink, and an adjoining toilet of at least 36 square feet. A technician (registered	
male nurse) is currently being cleared for assignment to this installation. A modical sumply and equipment list will be prepared and submitted within three days after this report.	(b)(1) (b)(3)
d. Comments: is said to be the least desaged of the cities in Occupation has failed to alter its	(
old dorld cherm; even our visit to the was not marred when the obliging plants atruck up the line our honor.	(1.)
3. Tuesday, 18 March	(b) (b)
a. Place:	(
b. Contacts: Staff Sembers	(
o. Accomplishment: Ascerteined individual employee reactions to local medical core. General impression was that the Army turned over jost patients to indigenous physicians. Since house calls were not provided, we were requested to prepare a list of "approved" indigenous practitioners.	(b)(1) (b)(3)
d. Comments: Without drawin any conclusions, it was interesting to note that the higher-ranking officers were not particularly enthusiastic about the need for	

intraorganizational

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intraorganizational Medical Officers to care for our own employees, whereas the lower echelon people themselves were warmly receptive to the idea. This observation may be of no significance, except that possibly one's state of health eversess improves in direct proportion to one's grade. In any event, we concluded that assignment of intraorganizational physicians solely for the benefit of our employees was debatable; however, such services will be adequately provided coincidentally with the medical support program for indigenous personnel.

9. Wednesday, 14 March  a. Place:	(b)(1) (b)(3)
b. Cont ot:	(b)(3) (b)(6)
c. Accomplishment: Discussed medical requirements for subject station. Considered following possibilities for screening candidates:  (1) Evacuate prospects by plane to suitable site where they sould be promptly evaluated or returned if disqualified	(b)(1) (b)(3)
(2) Unvo sandidates examined at a safe bouse in	(b)(1) (b)(3)
(3) Have the candidates examined locally in by the Army.  ###################################	(b)(1) (b)(3)
d. Comments: If one had become immune to the signs of destruction in would provide a startling reminder of the incredible thoroughness of modern bombing.	(b)(1) (b)(3)
Although is very much in hostile territory, there was no evident atmosphere of danger. As a matter of fact, the soldiers we glispeed did not seem nearly so menacing as the Customs Inspectors at New York. Severtheless, our	(b)(3) (b)(1) (b)(3) (b)(3)
and our gratitude and respect are accorded and his wife for their graciousness and kindness to us.  10. Thursday,	(b)(1) (b)(3) (b)(3) (b)(6)
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	(b)(1) (b)(3)
10. Thursday, 15 March	(b)(3)
a. Place:	(b)(6)
b. Contact:	(b)(3)
c. Accomplishment: Plan to obtain medical items	(b)(1) (b)(3)
d. Comments: We had hoped to obtain a  for study, but advised  us that this would be extremely difficult one to the rigid  rules against fraternisation of its soldiers with indi- genous personnel. He agreed to attempt acquisition of these	(b)(3) (b)(6)
items.	(b)(3)
11. Friday, 16 March	
a. Place: to MTEXOTIC	(b)(3
b. Contact:	(b)(3
c. Accomplishment: General discussion concerning	(b)(6
mounting of ZRELOPE.	(b)(3) (b)(6)
d. Comments: The trip was uneventful except for the fact that we ran out of gas, and thus were obliged to eat in the counterpart of Dixie Diner in his best accent, proceeded to order an elaborate dinner, but the company might all have starved except for our expressive request for "beefsteak" delivered in a	(b)(1) (b)(3) (b)(1
12. Seturday, 17 March	(b)(3
a. HTEXOTIC and environs	
b. Contacts: and associates, local real estate agent, Psychological assessment team.	(b)(3 (b)(6
e. Accomplishment: Inspected tentative ZRELOPE pro- perty; selected space for modical facilities.	
d. Comments: It had been almost 21 years since we had last seen the but the effect of their magnificance is as powerful as ever. Even if this site lacked other practical advantages, the view alone would	(b)(1 (b)(3
strongly recommend it. This includes suitable rooms for diagnostic and dispensary use, and adequate hospital facilities are available about 14 miles away.	(b)(3

18. Sunday.

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		(b)(3)
15.	a. Place:	(b)(3) (b)(6)
payo	chological assessment representatives	(b)(1) (b)(3)
	c. /ccomplishment: Sawing attained sufficient elti- s to discuss really high policy, we discussed allotment space on the blueprints of the proposed CAMAPE site.	
alor	d. Commente: he will suppress a strong impulse to cirbe the scenery, but will observe that skiing michaps we will probably take a considerable portion of our call officer's time.	
14.	Monday, 19 March	
	s. Place: HTEXOTIC	
	b. Contacts:	(b)(3) (b)(6)
t. 9	c. Accomplishment: Macussed medical requirements of	
	dreading and with do agreed that the dedical deer serving addicate could also be made available to other	(b)(3) (b)(6)
e be u	radius of HTEXOTIC. To also suggested a safe house sainteled in the vicinity for centralized dispensory littles.	(b)(3)
		(b)(3)
15.	Tuesday, 27 derch	
	a. Place: A site near HTEX TIC	(b)(1)
	b. Controts:	(b)(3)
intr	c. Accomplishment: Confirmed the acute need for on corganizational physician in this area as soon as possible.	(b)(3) (b)(6)
	d. Comments: informed us that in one group of	(b)(3) (b)(6)

candidates,

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tubere	dates, seven out of sixteen wore fo pulosis. Aside from the eleraing he as disposal problem is formidatio.	alth hazaro	d, the	(b)(3) (b)(6)
	in welcoming the services of er to serve his project as well as to general area.			(b)(3) (b)(6)
16.	ednesday, 21 Sarch (norming session	)		
é	a. Place:			(b)(1) (b)(3)
ş	o. Cantact:			(b)(6)
itemi	e. Accomplishment: Determined actumed list of modical supplies and equated to home office on 27 February 1	ipment orl		` , ` ,
enuip	i. Comments: Yany of the key items sent, are specifically designated for and cannot be issued to us.			,
	fednesday, 21 March (afternoom sessi	an)		(b)(1) (b)(3)
•	a. Placet	,		(b)(3) (b)(6)
1	o. Contacts:			(b)(3)
ouronic procum and sh attach aivise recom	nendations, in which they concurred. By would send copy of this report (At	list of the me office page of the se regular Also ver findings of Assured	oso items procure tions rbally nd thom bems	(b)(6) (b)(1) (b)(3) (b)(3) (b)(6)
18.	Thursday, 22 March			
•	a. Place:			(b)(3)
Ĭ	o. Contects: Not applicable			
	. Accomplishments: Sot applicable	i		
	d. Coments:	position as no other to the con-		
		was only or	7e ceà 010	(b)(3)
		but	19	(b)(3)

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(b)(3) (b)(6)

	•
3	ocommendations
R	. It is our firm conviction that the following recom-
	ions, which have seem coordinated with the responsible
ble	efficers, should be promptly and procisely followed
ord	er to assure the success of the ZRELOPE and other
	missions.
	(1) Transfer the medical officer, now trained
e	nd intended for to the field, to strive no
	ator than 15 April 1951.
	(2) Instruct him to report to the Chief,
	s a member of his steff, with the understanding that is initial tasks will be:
£.i	TO INTERNI CERES WIST MAS
	(a) To establish and maintain the medical
	facilities required for ZEELAPE
	(b) To overeign disconnection and the supported of
	(b) To provide diagnostic and therapeutic services to other projects, particularly those
	located in the grea.
	(c) To further survey and analyse additional
	medical personnel end supply requirements for all
	activities, and to advise this office,
	through proper channels, of his recommendations.
	(3) Transfer the medical technician, now on duty,
ŧ	o the field approximately two weeks after the Medical
	officer, to whom he should report for instructions.
	(4) As additional technicians report here for
	atty, assign them to the Administration Course and exact

assignment with

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assignment with this office.

- (5) Immediately initiate procurement and shipment on the attached requisitions for ZRELOPE. Upon its delivery at the station, notify this office so that a trained X-Ray technicism can be sent on TDY to properly install seme.
- (6) Procure an additional Medical Officer, preferably trained in surgery, to supplement the medical services at sometime during the next six months, depending upon the recommendations of the Station Medical Officer.
- (7) Check with regarding the special items he was to attempt to procure for us; if he has not been successful, request the Chief in the other appropriate major station to make a similar effort.

### 20. Conclusions

- a. We approached this survey trip with the attitude that the visiting Headquarters man is not apt to find perfection in the field; but neither is he likely to encounter perfection if he objectively examines his own shop at home. During our association with the organization, it has often been difficult for us, as must be the case with many individuals accustomed to stereotyped traditional pursuits, to constantly realize how recently and heatily these missions were created. Unless this consideration is left in view, it would be easy to criticise procedures and to minimize net results, perticularly if the comparative criteria used were those of organizations, such as the Army, which have had generations of trial and error on which to build their atructures.
- b. If we detected a lost chord in occidenation or some parancia in the paramilitary, these are universal failings which exist along the Potomac as well as the rivers of and we would not choose to be the first to east a rock into the already rippled waters.
- c. In our humble opinion, the breach which is evident between the field and home office is not based upon actual hostility or disagreement, but is rather explained by the simple fact that many field employees have never experienced the peculiar stresses of deadquarters responsibility, nor have many home office people satually operated in the field. (post-wer version) Ideally, there would ultimately be an

exchange of

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exchange of assignments, until everyone had been given the opportunity to taste each side of the ocean. But for various and obvious reasons, such an arrangement is extremely unlikely, so we can continue to expect to reconcile two points of view, fundamentally designated as those of the planners and the operators. This will demand a greater mutual respect and understanding, an effort in which either side of the house should contribute equally.

- d. We realise that these unsalicited observations may seem rather pontifical, but they serve to express our philosophy in developing a technical service which we believe is destined to become vital, integral support to virtually all operations.
- e. He wish to thank all those, at home and abroad, who assisted us in making this survey, and it is our hope that this report may contribute, in someway, to the ultimate success of the organisation's mission.

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		EXPRESS	PARCEL POST	<u> </u>				

FORM NO. 36-7 APR 1950

	INSTRUCTIONS
	Complete this form with typewriter only. The number of copies required and the addressess for various types of requisitions are contained in Administrative Instruction No. 40-1
	FOR SERVICES USE ONLY
REMARKS:	
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	Complete this form with typewriter only. The number of copies required and the addressees for various types of requisitions are contained in Administrative Instruction No. 40-1
	FOR SERVICES USE ONLY
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FORM NO. 36-7

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16-62102-1

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Complete this form with typewriter only. The number of copies required and the addressees for various type contained in Administrative Instruction No. 40-1.	es of requisitions are
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