



LOMA LINDA UNIVERSITY

Loma Linda University  
**TheScholarsRepository@LLU: Digital  
Archive of Research, Scholarship &  
Creative Works**

---

The Hospitalers

Loma Linda University Publications

---

11-9-1938

## Volume 2, Number 2

47th General Hospital

Cyril B. Courville MD, Major, Medical Reserve Corps  
*47th General Hospital*

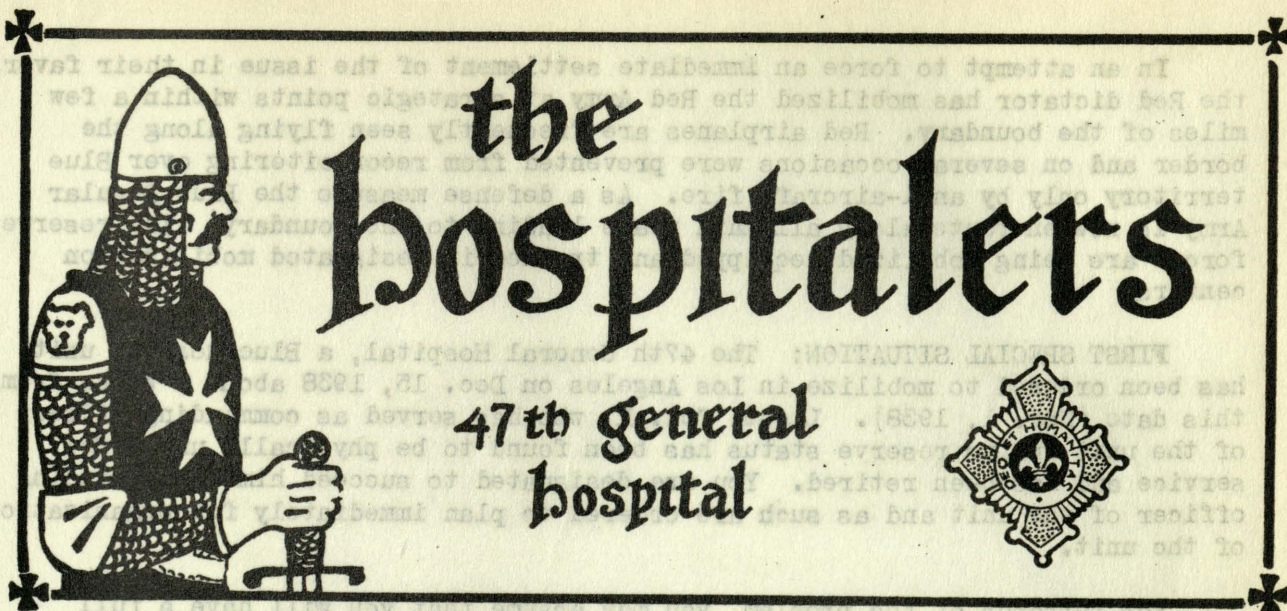
Follow this and additional works at: <https://scholarsrepository.llu.edu/hospitalers>

---

### Recommended Citation

47th General Hospital and Courville, Cyril B. MD, Major, Medical Reserve Corps, "Volume 2, Number 2" (1938). *The Hospitalers*.  
<https://scholarsrepository.llu.edu/hospitalers/8>

This Book is brought to you for free and open access by the Loma Linda University Publications at TheScholarsRepository@LLU: Digital Archive of Research, Scholarship & Creative Works. It has been accepted for inclusion in The Hospitalers by an authorized administrator of TheScholarsRepository@LLU: Digital Archive of Research, Scholarship & Creative Works. For more information, please contact [scholarsrepository@llu.edu](mailto:scholarsrepository@llu.edu).



Vol. II

November 9, 1938

No. 2

## ORGANIZATION OF A GENERAL HOSPITAL - II

Cyril B. Courville  
Major, Med-Res.

SPECIAL LESSON NO. 2  
(Series 1938-9)

- Organization of the Hospital Staff

ESTIMATED TIME

- 2 hours

TEXT ASSIGNMENT

- Special text No. 2 (1938-9)

MATERIALS REQUIRED

- None

MAXIMUM WEIGHT

- 100

\*\*\*\*\*

### EXERCISE:

**GENERAL SITUATION** - Diplomatic relations between Red and Blue, whose common boundary lies on the general line: Monterey - Fresno - Independence (California), have been strained for several weeks over a territorial dispute. Red, lying north of the line, insists on ceding to her a block of Blue territory lying in the general vicinity of Monterey because of large numbers of Red nationals residing there, although a previous boundary dispute had been settled in favor of Blue by an international commission.



In an attempt to force an immediate settlement of the issue in their favor, the Red dictator has mobilized the Red Army at strategic points within a few miles of the boundary. Red airplanes are frequently seen flying along the border and on several occasions were prevented from reconnoitering over Blue territory only by anti-aircraft fire. As a defense measure the Blue Regular Army is now en route along all main roads leading to the boundary. The reserve forces are being mobilized, equipped and trained in designated mobilization centers.

FIRST SPECIAL SITUATION: The 47th General Hospital, a Blue Reserve unit has been ordered to mobilize in Los Angeles on Dec. 15, 1938 about 6 weeks from this date (Nov. 1, 1938). Lieut. Col. X, who has served as commanding officer of the unit in its reserve status has been found to be physically unfit for service and has been retired. You are designated to succeed him as commanding officer of the unit and as such are ordered to plan immediately for organization of the unit.

For purposes of the problem, you may assume that you will have a full component of officers on date of mobilization of your unit.

#### REQUIREMENT -

- Weight 50
1. Make a diagram of the organization as indicated in the text showing proper relationship of the various officers from the standpoint of administration.

SECOND SPECIAL SITUATION: On Nov. 2 you receive the complete roster of officers assigned to the 47th General Hospital, many of which officers you have not met, although most of them are known to you by reputation. Among others the following officers, with rank, age and position in private life as stated.

Captain A, aged 29, Dental Reserve, Professor of Prosthetic Dentistry in a local dental school.

Captain B, aged 30, Quartermaster Reserve, now serving in the Quartermaster Corps as warrant officer in one of the local army posts.

First Lieutenant C, aged 27, Medical Administrative Reserve, now serving with the C. C. C. at a camp near Riverside.

Captain D, aged 30, Medical Reserve, now in private practice in a medical specialty who has been recognized for his activities in organization of the Alumni Association of the medical school.

Major E, aged 45, Medical Reserve, on the surgical service of one of the local hospitals is in local private practice.

First Lieutenant F, aged 39, Medical Reserve, superintendent of a small local hospital, interested primarily in medical rather than surgical practice, served as a sergeant in the World War.

First Lieutenant G, aged 34, Medical Administrative Reserve, is a local druggist.

First Lieutenant H, aged 40, Medical Reserve, acting head of the department of Thoracic Surgery in the local medical school.



REQUIREMENT -

- Weight 1. In what positions would you tentatively place these  
25 officers in your organization?

THIRD SPECIAL SITUATION: On Nov. 12, you have completed the plans of your organization and are planning the activities of your organization when mobilized. You are advised by higher authority that (a) the 47th General Hospital is to be mobilized in a remodeled garage now being fitted up for this purpose, (b) that enlisted personnel will be sent to that place in four groups of 100 on Dec. 16, 18, 19 and 21, the physical examination of which devolves upon the officer personnel of the 47th General Hospital, (c) that two months only will be permitted for training this group in anticipation for active service and (d) that the officers of the unit will be responsible for the medical and surgical care for their own men and a Quartermaster unit quartered nearby, to be cared for in a small local hospital taken over by the Army.

REQUIREMENT -

- Weight 1. What phases of activity will you plan for on the basis  
25 of this information?
2. What officers, indicated by their position in the organization, will you appoint to work out the details of these plans?



SPECIAL TEXT No. 2

(1938 - 39 Series)

NOTE: The following special text is an adaptation of material from "Regulations for the Letterman General Hospital," published at the Presidio of San Francisco, 1936. The order has been changed somewhat and certain alterations made which would possibly be indicated by war conditions. These altered regulations will be made the basis of a future "Regulations for the 47th General Hospital." --Major Courville

A. ORGANIZATION

1. Basis of Organization.--The general organization of this hospital is in conformity with the provisions of AR 40-590 and AR 40-600.

2. Major Divisions.--The hospital consists of two major divisions:

- a. Administration.
- b. Professional.

3. Composition of Administrative Division.--a. The Administrative Division is divided into various departments under charge of officers designated as follows:

- (1) Executive Officer
- (2) Adjutant
- (3) Training Officer
- (4) Chief Nurse
- (5) Commanding Officer, Detachment Medical Department
- (6) Hospital Inspector
- (7) Medical Supply Officer
- (8) Mess Officer
- (9) Police Officer (Also Fire Marshall)
- (10) Registrar
- (11) Summary Court Officer
- (12) Chaplain (Also Recreational Officer)
- (13) Quartermaster

b. All of the above officers are responsible directly to the Commanding Officer for the proper conduct and administration of their respective departments.



4. Composition of Professional Division.--a. The Professional Division consists of eight services as follows:

- (1) Eye, Ear, Nose and Throat
- (2) Dental
- (3) Medical
- (4) Surgical
- (5) Radiological
- (6) Laboratory
- (7) Nursing
- (8) Out-patient

b. The Professional Services are made up of various sections, as follows:

- (1) Eye, Ear, Nose and Throat Service
- (2) Dental Service
- (3) Medical Service
- (4) Surgical Service
- (5) Radiological Service
- (6) Laboratory Service
- (7) Nursing Service
- (8) Out-Patient Service

- (1) Eye, Ear, Nose and Throat Section
- (2) Dental Service
- (3) Medical Service
- (4) Surgical Service
- (5) Radiological Service
- (6) Laboratory Service
- (7) Nursing Service
- (8) Out-Patient Service

c. Each professional service is in charge of an officer who is known as Chief of Service. Each section is in charge of an officer known as Chief of Section.



d. Each Chief of Service is responsible directly to the Commanding Officer for proper administration of his service; each Chief of Section to his Chief of Service and each Ward Officer to his Chief of Section.

## B. INSTRUCTIONS TO COMMISSIONED OFFICERS

5. General Instructions.--a. Bulletin Board.--All officers of this command will scrutinize the Officers' Bulletin Board daily and familiarize themselves with any instructions, orders or other publications which may appear thereon for their information and guidance.

b. Administrative Conference. An administrative conference will be held in the Officers' Assembly Room on every Monday at 11:00 AM. All officers will attend. At these conferences the Commanding Officer will discuss matters bearing on the administration of the hospital.

c. Hours of Duty and Duty Groups.--(1) Routine. Hours for officers on duty at this hospital will be from 8:00 AM to 5:00 PM daily, except Saturdays, Sundays, and holidays. On excepted days, hours will end at noon. Chiefs of Services who desire to be absent from duty during office hours will so inform the Commanding Officer. Other officers will apply to their respective chiefs of service for authority. Authority to be absent twenty-four (24) hours or more will be granted only by the Commanding Officer.

### (2) Duty Groups --

- (a) All officers at this station will be arranged in two duty groups, with team mates, by the Chiefs of their services and sections. As casualties occur in duty groups and team the arrangement will be amended. Duty groups will be designated as Group "A" and "B". Team mates will be designated by special function.
- (b) On week days and on notified special days, all duty groups and teams will be held available for duty during duty hours except when authorized to be absent.
- (c) On Sundays and national holiday mornings only one duty group and one member of a team will be required to be on duty, except when required for some specific duty as Officer of the Day, Emergency Officer, etc. Duty groups will serve alternately and the designated group for each Sunday or holiday will be published on the Officers' Bulletin Board. A team mate, in addition to service in duty groups, will be available for duty as relief for the other team mate when he is sick, absent, or excused and will automatically take over his mate's duties unless other arrangements have been made by superior authority.

d. Relief of Officers from Duty.--When an order is received relieving an officer from further duty at this hospital, either temporarily or permanently, the officer concerned will be so advised by the Adjutant. The order directing the relief from duty, copy of which will be furnished the officer concerned, will constitute the authority for the relief and no additional order will be issued from these Headquarters relative thereto, the necessary order relieving the officer from his specific assignment. An officer being relieved from duty will, prior to departure, proceed as follows:



- (1) Notify the Quartermaster and furnish him with four copies of the order effecting his relief.
- (2) Settle all indebtedness with the Post Exchange, Hospital Fund and return any books in his possession belonging to the Hospital library.
- (3) Take the necessary action to be relieved of responsibility for any property issued locally on memorandum receipt, and obtain clearance from the Medical Supply Officer and the Quartermaster, which if properly authenticated and presented to the adjutant, will permit him to leave this station.
- (4) Report to the Officer of the Day's Office immediately prior to departure from hospital, after being relieved from duty.

#### C. DUTIES OF ADMINISTRATIVE OFFICERS

6. Executive Officer.--The Executive Officer is charged, under the direction of the Commanding Officer, with the coordination of all activities of the hospital and such additional duties as may be prescribed by the Commanding Officer.

7. Adjutant.--The Adjutant will perform the duties of his office as prescribed in Army Regulations. He will have charge of the Post Office and will exercise general supervision over the efficiency of the local mail service subject to existing Postal Regulations. He will exercise administrative supervision over the civilian employees, Medical Department, employed at this hospital, in matters relative to their assignment, pay, employment, etc., subject to existing regulations.

8. Training Officer.--The Training Officer is responsible for the professional training of officers, nursing and enlisted personnel. He will prepare the necessary schedules of training in conformity with instructions from the Commanding Officer. He will keep the necessary records of officers and enlisted personnel under training.

9. Chief Nurse.--The Chief Nurse is under the immediate orders of the Commanding Officer of this hospital. She will have general supervision over all members of the Army Nurse Corps on duty at this hospital, will arrange their hours of duty, their assignment, have supervision over their mess, and be responsible for their discipline both on and off duty. She will bring to the attention of the Commanding Officer any serious breach of discipline on the part of a nurse or other occupant of the Nurses' Quarters. The Chief Nurse will be in charge of the Nurses' Quarters, the property contained therein, will be responsible for the comfort and well-being of the nurses under her, and for the proper keeping of the necessary records of the members of the Army Nurse Corps on duty at this hospital. (AR 40-20).

10. Commanding Officer, Detachment Medical Department.--The Commanding Officer, Detachment Medical Department, will exercise immediate command over all enlisted personnel of the Medical Department on duty at this hospital, and supply such details, temporary or permanent to the different wards and



departments of the hospital as may be required. He will be responsible for the discipline, instruction, training, equipment and uniform, quartering, and proper keeping of the necessary records of all members of his detachment.

11. Hospital Inspector.--a. The Hospital Inspector will act as Medical Inspector of the Hospital, (AR 40-270), Investigating Officer, (Paragraph 35, Manual for Courts-Martial, 1928), Surveying Officer, (AR 35-6640), and will make such routine and special inspections and investigations as may be prescribed by the Commanding Officer.

b. He will audit all public funds with the exception of the hospital fund and Post Exchange Fund at least once each month, reporting the fact of audit and any existing irregularities to the Commanding Officer.

c. He will make a monthly check of all alcoholics, narcotics, and habit forming drugs in the pharmacy and in the hands of the Medical Supply Officer, reporting the fact of inspection and existing irregularities to the Commanding Officer.

d. He will inspect and check, once each month, the narcotic books in all wards, noting facts and dates of inspection immediately after the last entries in the books.

e. He will prepare the monthly sanitary reports required by AR 40-275.

f. In conformity with the provisions of Paragraph 2 b ( 11), AR 210-70, He will make an inventory, at least once a month of such articles in the hands of accountable and responsible officers as may be designated by the Commanding Officer and upon completion thereof, report the fact of inventory and irregularities so discovered to the Commanding Officer.

g. He will make frequent inspections of all offices and departments of the hospital to insure that the regulations governing their operations are on file and are being complied with.

12. Medical Supply Officer.--The Medical Supply Officer is charged with the procurement, storage, and issue of all medical supplies at this hospital and is accountable for all medical property, except where other accountability is specifically designated by proper authority. He will submit the required requisitions, etc., and maintain the necessary property and other records pertaining to his office which may be required by existing regulations.  
AR-1705.

13. Mess Officer.--The Mess Officer will have charge of and be responsible for the administration of all that pertains to the Hospital Messes. He is Custodian of the Hospital Fund and, as such, is responsible that it is expended in accordance with existing regulations.

14. Police Officer.--The Police Officer is directly responsible to the Commanding Officer that a proper standard of police is maintained throughout the grounds, porches, walks, and such other departments of the hospital as may be placed under his charge. Details of convalescent patients to assist in the police of hospital will be supplied the Police Officer daily by the Professional Services of the hospital.

As Fire Marshal this officer is responsible to the Commanding Officer for all matters in connection with the provisions of the Fire Regulations at this hospital. He will make frequent inspection of the fire equipment and apparatus, and take the necessary action to maintain it in a proper condition at all times. He will conduct the fire drills at frequent intervals and will be responsible



for the proper instruction of all members of the command in the operation of the fire equipment and apparatus for the thorough understanding of their respective duties in the event of a fire at the hospital.

15. Registrar.--The Registrar is the Commanding Officer of the detachment of patients and will perform the duties as outlined in AR 40-590 and such additional duties as may be prescribed by the Commanding Officer. He will have charge of all sick and wounded records and reports pertaining to all patients. He will exercise administrative jurisdiction in all matters pertaining to deaths and the disposition of remains, and make the reports in connection therewith which may be required by existing regulations. He will prepare the necessary notification to the nearest relatives or friends of seriously ill patients and also a notification when such patients have been removed from the seriously ill list. He will act as the Custodian of Patients' Funds and Valuables.

16. Summary Court Officer.--The duties of the Summary Court Officer will be as outlined in Manual for Courts-Martial and such other War Department Regulations as may be applicable.

17. Chaplain.--The Chaplain will perform the duties of his Corps as prescribed in Army Regulations. He has charge of all recreational activities of this hospital.

18. Quartermaster.--The Quartermaster will perform the duties prescribed in Army Regulations. In addition to the duties incident to that position as Quartermaster he will act as Signal Officer (AR 105-15). In his position as Quartermaster he acts as Commanding Officer, Detachment Quartermaster Corps, and is responsible to the Commanding Officer for the proper administration of that detachment. He will exercise supervision over all civilian employees, Quartermaster Corps, at this station.

#### D. PROFESSIONAL SERVICE

19. General.--The Professional Division consists of eight services, viz., Eye, Ear, Nose and Throat, Dental, Medical, Surgical, Radiological, Laboratory, Nursing, and Out-patient.

20. Hospital Staff Meeting.--(1) A hospital staff meeting will be held once each week. All officers of the Medical, Dental and Veterinary Corps will attend. The character of these meetings will be professional, their purpose being to present cases and papers on professional subjects for discussion.

(2) A record will be made of attendance and proceedings of each staff meeting which is to include:

- (a) Name of officer presiding and of officer or officers making presentation.
- (b) Subject under discussion.
- (c) Patient's name.
- (d) Nature of case with outstanding or unusual features.
- (e) Abstract of each paper presented.
- (f) Conclusion drawn from the study of each case presented.
- (g) Name of recorder.



(3) The record will be prepared under the direction of the Chief of Service under whose supervision the meeting is held and transmitted to the Adjutant for file. Heavy white paper approximately 8 x 13 inches will be used. One such sheet should ordinarily be sufficient for the record of each staff meeting.

21. Duties of Chief of Service.--The senior officer assigned to duty in each service will be in charge of that service and will be known as the Chief of Service. The duties and responsibilities of a Chief of Service are:

- (a) General supervision over the entire service.
- (b) The issue of such orders and formulation of such regulations for the operation of the service as may be necessary.
- (c) The assignment of officers to wards and other activities, except Chiefs of Sections and Executives who will be assigned in orders from the Commanding Officer on their recommendation.
- (d) Responsibility for the administration, sanitation, and police of wards, sections, and other activities pertaining to the service, and the professional care of patients thereon.
- (e) Responsibility for the maintenance of clinical records and that records are examined and corrected before they are transmitted to the Registrar.

22. Executive.--A medical officer of the Medical Service and a medical officer of the Surgical Service will be detailed in addition to their other duties upon the recommendation of the Chief of Service as Executive, respectively, of these services.

23. Chiefs of Sections.--Each Section of a Service will be conducted by a designated medical officer who will be known as the Chief of Section. He will be responsible to the Chief of the Service for the administration and operation of his section including care and treatment of all cases in that section.

24. Staff Meetings.--Chiefs of Services will arrange for Service Staff Meetings as are indicated for adequate professional service.

Staff meeting, Medical and Surgical Services, at least once weekly. The day, hour, and place of meeting will be designated by the Chief of Service concerned. All officers assigned to the service concerned will attend. The purpose of these meetings will be to discuss professional and administrative matters pertaining to the service and to report unusual cases and cases which present diagnostic difficulties. Each week at one of these meetings an analysis of all deaths occurring on the services since the last meeting will be made. These analysis will consist of:



- (1) A review of the clinical records in the case by the Ward Officer or other officer most concerned.
- (2) A statement of the ante-mortem diagnosis with reasons therefor by the same officer.
- (3) A review of the autopsy protocol when autopsy has been made.
- (4) A discussion of the case by the Chief of Service or other officer designated by him. This discussion to bring out any apparent errors in connection with the medical or surgical care of the case and such advice as might tend to prevent such errors in handling of future cases of like nature.

25. Reports.--The Chief of the Medical Service and the Chief of the Surgical Service will submit at the end of each month a consolidated report in duplicate on the form provided of the number of outpatients treated and the number of treatments administered to outpatients in the various sections of their services. With this object in view, they will cause every chief of section on which outpatients are treated to maintain an outpatient index in conformity to the requirements of AR 40-1070.

\*\*\*\*\*



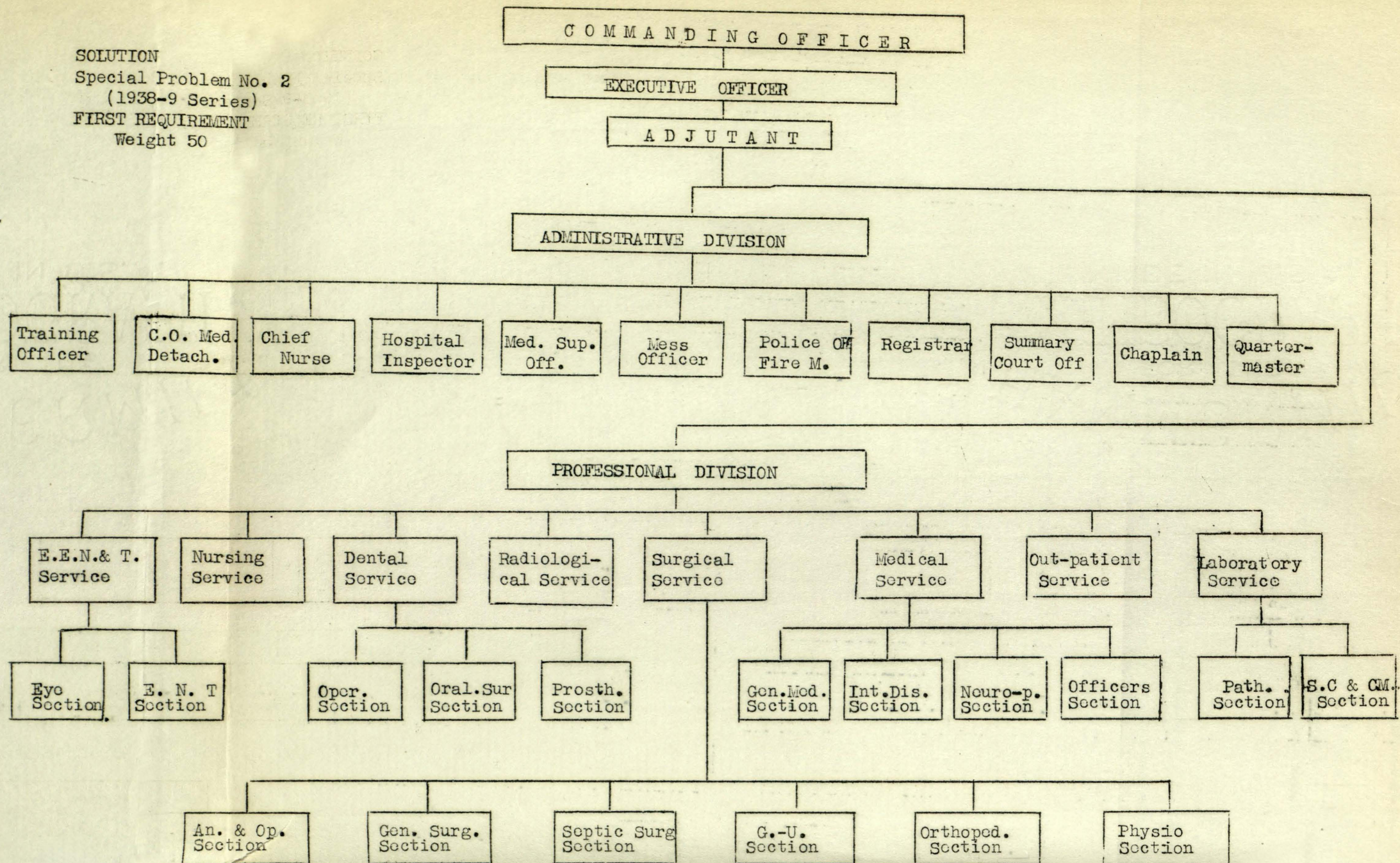
### SOLUTION

Special Problem No. 2

(1938-9 Series)

## FIRST REQUIREMENT

Weight 50





SECOND REQUIREMENT (Weight 25):

Capt. A, Dent-Res. -	Chief of Dental Service
Capt. B, Q.-M.-Res. -	Quartermaster
1st Lieut. C, M. A. Res.-	Commanding Officer, Medical Detachment
Capt. D, Med-Res. -	Executive Officer
Major E, Med-Res. -	General Surgical Service
1st Lieut. F., Med-Res.-	Hospital Inspector
1st Lieut. G, M. A. Res.-	Medical Supply Officer
1st Lieut. H, Med-Res.-	Anesthesia and Operating Section or Septic Surgery Section

THIRD REQUIREMENT (Weight 25):

- (a) Chief of Medical Service should organize examining team for enlisted personnel.
- (b) Training Officer should prepare training schedule for the unit.
- (c) Chief of Surgical Service will organize staff of local hospital with officers from Medical and Surgican Staffs of Professional Service of the unit.