

# 1990 - 1999

Operation Just Cause, the joint military incursion in the Republic of Panama, continued, although fighting throughout the country had subsided. Fort Sam Houston and San Antonio Joint Medical Command were alerted on 19 December to activate their contingency plans for support and prepare to receive large numbers of casualties. BAMC received 43 casualties during the conflict and, fortunately, all injuries were diagnosed as minor. All of FSH played a major role in ensuring soldiers in combat support readiness roles were prepared to respond in whatever capacity necessary.

*(“Panama: FSH Responds to Major Crisis,” News Leader, 5 Jan 1990)*

A new “tool” traveled with the 41st Combat Support Hospital during a week of training at Camp Bullis. The new tool was a computer program that became part of the Theater Army Medical Management Information System (TAMMIS). TAMMIS enhanced health care combat support hospitals by assisting medical personnel in the management and accountability of patients and logistics. It had an automated, on-line interactive microcomputer system that assisted units by providing accurate and timely medical information in blood management, patient accounting and reporting, supply maintenance, and optical fabrication.

*(“Computer Program Provides Army with Pertinent Soldier Information,” News Leader, 9 Feb 1990)*

A week-long Army medical evacuation conference was held at the Embassy Suites in San Antonio that focused on ways to better accommodate casualties in a hospital environment. More than 250 soldiers from all services attended. A major topic of discussion was tactics used in Operation Just Cause. A static display of a 1918 Ford WWI ambulance; a CASA 212 turbo prop series 300 used for light transportation and front line support; and the latest generation of ground ambulances, including the M1009 CUCV, were highlights of the conference.

*(“Medical Conference Highlights Past, Present Modes of Transportation,” News Leader, 2 March 1990)*

Students training on the new TAMMIS system

*(U.S. Army Photo)*



On June 15, a proposal was authorized to commission all warrant officers who served as active duty physician assistants. Awaiting congressional approval, the legislative change allowed PAs to join the Army Medical Service Corps and to apply constructive service credits when converting to commissioning. The change was made in hopes of making the Army more competitive, and of recruiting and retaining quality physician assistants.

*(“Army Submits Proposals to Commission PAs,” News Leader, 6 July 1990)*

In 1990, the AHS maintained its stature as the largest health care training facility in the world. Approximately 67,000 students completed training annually (including 38,000 enrolled in correspondence courses) in more than 150 programs of instruction. In order to sustain a military and civilian academic balance, the Academy maintained its affiliation with several universities and colleges and more than 30 civilian and government agencies.

*(“AHS Teaches Medical Soldiers “World of Medicine,” News Leader, July 1990)*

With very little spare time during Initial Entry Training, a group of trainees from the Academy found time to serve God – with their voices. The “Voices of the Brigade” was a 65-member gospel group composed of soldiers from the 232nd Medical Battalion. SSG Bennett, a drill sergeant, formed the group and stated that his purpose was, “to provide a positive outlet for student soldiers and allow them to share their love of God and music with others.”

*(“Trainees Sing Gospel,” News Leader, 10 Aug 1990)*

Army, Navy, and Air Force doctors, nurses and dentists learned to treat wounds in wartime conditions while attending the Joint Medical Readiness Training Center. The week-long course taught map reading, radio procedures, rappelling, and other squad-level necessary skills. The goal, according to COL John Mullen, was “medical readiness so they won’t be a fish out of water if they ever treat in battlefield conditions.”

*(“Medical Officers Develop Field Skills,” News Leader, 24 Aug 1990)*

Heat injuries were initially the biggest threat facing American soldiers deployed to Operation Desert Storm. Poisonous snakes, spiders and scorpions were later identified as potential threats to the health and well being of soldiers. A program of awareness and preventative training measures was offered by AHS as part of armed forces pre-deployment to the Middle East.

*(“Desert Demons: Snakes, Scorpions are Other Enemy to Operation Desert Shield Soldiers,” News Leader, 16 Nov 1990)*

A “wounded” soldier is carried by Army medics during a training exercise for 91B students at Camp Bullis.

*(U.S. Army Photo, AMEDD Museum Photo Collection)*



## 1991

**A**rmy physician assistants (PAs) at the AHS were ranked best in the nation following an independent test administered annually by the University of Nebraska. The test measured the medical knowledge of second year PAs nationwide. Students at AHS had an average score of 160.62 compared to a national mean of 139.63. The “intense instruction” the PAs received at AHS was credited for the high ranking.

*“Army PAs Ranked Best in U.S.,” News Leader, 4 Jan 1991, p 6)*

MG Fredrick N. Bussey, departing AHS commandant, became the Army Deputy Surgeon General succeeding MG Alcide M. Lanoue, AHS Commander from 1986 to 1989.

*“Farewell,” News Leader, 11 Jan 1991, p 1)*

The liberation of Kuwait began on 17 January 1991 as Allied planes bombed Iraq.

Camp Bullis served as the primary deployment site for medical reserve units deploying in support of Operation Desert Shield.

*“94th Heads to Europe,” by Terri Christensen, News Leader, 18 Jan 1991)*

As a result of Operation Desert Storm, military requirements necessitated the call-up of certain members of the Individual Ready Reserve (IRR) for the first time in U.S. history. Once processed, the IRR went to BAMC and AHS for training in their MOS.

*“New USAG Unit Activated,” by John E. Juhaz, Jr., News Leader, 1 Feb 1991, p 1)*

The Army’s stop loss program went into effect in February 1991. It was expanded to include members of the IRR in medical specialties: AOC 60 through 68 for officers; MOS 600A, 640A and 670A for warrant officers; and any enlisted 91 series MOS.

*“Stop Loss Program Expands Roster,” Army News)*

### **Team members of the Army Training and Evaluation Program Branch of the AHS, 1991.**

*(AMEDDC&S Photo)*



PFC Marissa Struland, 18 years old, becomes one of the first women and one of the youngest medics to earn the coveted Combat Medic Badge.

*“Female Soldier Awarded Coveted Combat Medic Badge,” News Leader, 15 Nov 1991)*

Fiesta 1991 was the first year both female and male representatives were chosen as FSH military representatives. SGT Michael D. Church, a military policeman assigned to Company A, USAG, was elected as the male representative, while SGT Martha McClelland, an administrative specialist assigned to Company A, Academy Battalion, AHS, was chosen as the female representative. The two represented Fort Sam during Fiesta and other civilian and military activities throughout the year.

*("1991 FSH Military Representative Chosen," News Leader, 8 Feb 1991)*

SSG Henry L. Lackland, Company D, 232nd Medical Battalion, became the post's first Drill Sergeant of the Year.

*("Post's First 'Drill Sergeant of the Year' Selected," by Lena K. Fisher, News Leader, 8 Feb 1991)*

Ret. CWO 2 Louis R. Rocco—combat medic, physician assistant and Vietnam-era Medal of Honor recipient—joined 800 other physicians, nurses, dentists, and fellow PAs nationwide who voluntarily returned to active duty during Desert Shield.

*("Medic Returns from Retirement: Chief Warrant Officer Gives Knowledge Back," LuAnne Fantasia, 22 Feb 1991) {incomplete reference, News Leader?}*

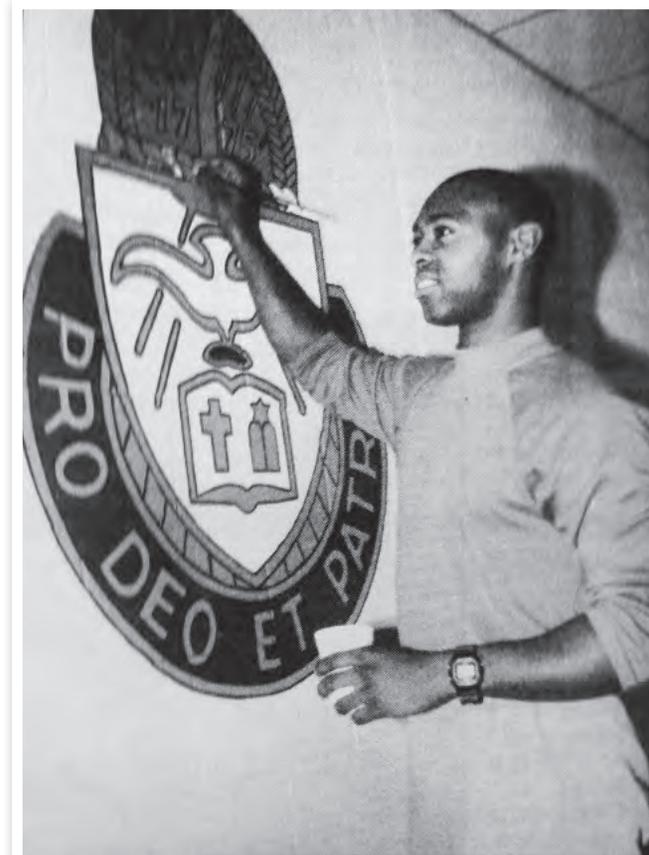
The liberation of Kuwait was confirmed on 27 Feb 1991.

Military medical officers from major English-speaking countries met at the AHS the second week of April as part of a continuing program to provide medical standardization among the American, British, Canadian, and Australian armies. New Zealand was an associate at the time. Meeting sites for the program were rotated among the partners of the "Quadripartite" work groups that met every 18 months.

*("Medical Officers Meet," News Leader, 12 April 1991)*

Enrolled in the one-year Licensed Practical Nurse Course, 21 Reserve Component trainees volunteered to become CPR instructors. Later in the year, they went on to join nearly 250 other CPR instructors during CPR Day, teaching more than 800 students the life-saving skill of CPR.

*("AHS Students Learn, Teach CPR," News Leader, 19 April 1991)*



SSG Bruce Coleman adds a finishing touch to the Chaplain's Corps crest he painted on the Academy Chapel wall.

*("Soldier Revives Artistic Skills to Enhance Academy Walls," by Remo M. Scarsella, News Leader, 22 Feb 1991)*

## 1991

**T**he AHS blew the doors off the competition in Army-wide selection for promotion to the top NCO grade in 1991. It scored an impressive 42% selection rate for promotion to command sergeant major and sergeant major. The Academy's CSM David S. Cahill reported that five of its twelve senior NCOs eligible for promotion were selected. Three of the five for the command sergeant major rank included 1SG James G. Catena, MSG Joseph M. Laynor, and MSG Paul W. Pfeifer.

*("AHS NCOs Promoted, Beat Army-wide Ratio," News Leader, 14 June 1991)*

The "Voices of the Brigade," a gospel choir of 140 AHS students, was selected Most Outstanding Gospel Choir in San Antonio by KCHL Radio 1480 during the station's Choirfest in June.

*("AHS Gospel Choir Earns Honors, New Leader, 28 June 1991)*

A team from the AHS Behavioral Sciences Department traveled the country teaching DoD families how to cope with problems associated with reunion after deployment.

*("Behavior Experts Assist Families with Reunions," New Leader, 28 June 1991)*

The AHS Physician Assistant Program began training Navy and Air Force students. The students completed their Phase I training at AHS and then were assigned to various military hospitals for a second year of hands-on training. The Army and Air Force students received their degrees from the University of Oklahoma, while the Navy students graduated from George Washington University.

*("AHS Begins Special PA Class," News Leader, 6 Sep 1991)*

The AHS became the Army Medical Department Center and School on 1 July 1991.

*(DASG-HCO-P (525n) Memo for CMOR, U.S. Army Health Services Command, 12 July 1991.)*

NCO and Soldier of the Year competitions took place at Camp Bullis 18-20 September.



Roberta Booth, editorial assistant in the AHS's Directorate of Evaluations and Standardization, was named one of the Outstanding Young Women of America in 1991. Ms. Booth, nominated for the award by Neta Lesjak, her Academy supervisor, competed for the award against thousands of young women nationwide.

*("AHS Employee Honored," News Leader, 7 June 1991, p 5)*

The Phase I through Phase III concept plan for the newly designated Army Medical Department Center and School was announced during a press conference at the AMEDD Museum. 1991 was cited as a growth phase year. The Center and School had already begun receiving new employees and senior officers at AHS to fill new roles. Phase II—which included the implementation of Field Operating Activities (FOA) and the addition of the Joint Medical Readiness Training Center (JMRTC)—was scheduled for 1992. FOA activities included Patient Administration System and Biostatics, Health Care Management Engineering, and Health Care Studies and Clinical Investigation. Phase III, scheduled for 1993, planned to bring 209 more personnel, administrative and operations positions to the center.

*(“Medical Department Announces Plans for Center, School,” News Leader, 25 October 1991)*

The Combat Service Support Training Simulation System (CSSTSS) was demonstrated during the Campaigner’s Conference 1-92, “Medical Force 2000,” at Camp Bullis the third week of November. AMEDD commanders and staff from active-duty, Reserve, and National Guard units from Wiesbaden, Germany, to Fort Sam Houston had the opportunity to test the new CSSTSS software. Synchronization of asset management to provide effective health service support to the soldier in the field was the designed result.

*(“Bullis Hosts ‘High-Tech’ Computer Exercise,” News Leader, 22 Nov 1991)*

Soldiers refurbish billets at Camp Bullis. Billets used during WWI, WWII, and the mobilization stage of Operations Desert Storm and Shield at Camp Bullis are torn down and rebuilt using the same foundations.

*(“Soldiers Refurbish Billets,” News Leader, 26 July 1991)*



AHS students set up recycling cans in the hallways of Willis Hall for a fundraiser campaign to be used for projects to benefit both students and faculty. New seats for the “Pit Area,” vegetation to beautify the area, and monies to pay for guest lecturers topped the wish list.

*(“Good Idea,” News Leader, 27 Sep 1991)*

## 1992

**F**ort Sam Houston played numerous parts in supporting the Army's battle-focus theme, "Training the Forces," but of all the medical courses offered at the AMEDDC&S, none was as vigorous as the Special Operations Medical Sergeants Course. Thirty-one weeks of the 14-month course began here, with the remainder being completed at Ft Bragg, NC. The AMEDDC&S gave the combat medic essential training needed to react to the stress of battle and perform in a combat environment. Students learned how to jump into a heavy battle area with the proper medical equipment; quickly triage and evaluate the extent of an injury; and, most importantly, know what to do to prevent a wounded soldier from becoming a fatality.

*("Course Challenges Toughest Soldiers," News Leader, 7 Feb 1992)*



School commanders from the AMEDDC&S schedule "mentoring" as a priority when compiling their monthly calendars. All of them volunteered to mentor for one hour a week at Booker T. Washington Elementary School, and had nothing but great things to say about the mentorship program. While mentors used their own teaching techniques to help the children, all saw mentoring as a "golden opportunity to put to practice some of the things I have learned."

*("School Commanders Take on Mentoring," News Leader, 14 Feb 1992)*

Two medical officers from BAMC and AMEDDC&S were part of a 17-member medical team of U.S. military medical experts who visited war-ravaged Kuwait to help that country improve its military medical system. The experts found that the Kuwaiti military medical system had essentially shut down. Recommendations ranged from immediate actions, such as hiring advisers and workers, to long-term solutions such as increasing the number of Kuwaiti citizens in the military who had been trained either abroad or within their own university system.

*("FSH Officers Help Kuwaitis Develop Medical System," News Leader, 10 April 1992)*

CPT Amy Fitzgerald, a medical laboratory student at the AMEDDC&S, received the General Douglas MacArthur Leadership Award in May 1992. The award was presented to those soldiers who exemplify the leadership ideals of "Duty, Honor, Country." CPT Fitzgerald served as the chief of immunochemistry before deploying to the Gulf War, where she served with the 41st Combat Support Hospital, 24th Infantry Division. During the ground offensive, CPT Fitzgerald's laboratory was the focal point of forward blood supply. She was credited with being instrumental in establishing the 1st Medical Group's policy on the shipment, distribution, and recovery of blood products for forward medical treatment facilities.

*("Desert Storm Vet Gains Recognition for Leadership," News Leader, May 1992)*

Military retirees and their families, as well as active duty military, were offered preventive dental care at the AMEDDC&S Preventative Dentistry Clinic. It provided cleaning and dental fillings as part of its support training mission. Students worked under the supervision of licensed dental hygienists and dentists and, because it was a teaching program, appointments were frequently two to three hours in length.

*(“AMEDD School Offers No-Cost Dental Care,” News Leader, 28 August 1992)*

The 187th Medical Battalion established a partnership with the Sexual Assault Crisis and Resource Center to bring sexual assault awareness and avoidance training to the AMEDDC&S in November 1992.

*(“Medical Battalion Takes Steps to Prevent Assaults,” by Debra Dodds, News Leader, 7 April 1994)*

CW5 William Johnson was the first soldier at FSH to be promoted to CWO5. The Warrant Officer Management Act established the new pay grade in 1992. CW5 Johnson was the chief, Consolidated Installation Property Book Division, Directorate of Logistics. “I was elated even just to make the first CWO5 list. As I look at it, I think it’s the Army’s reward for a sterling career.”

*(“Johnson Becomes the First CWO5 Promotion at Fort Sam Houston,” News Leader, 4 Dec 1992)*

The Emergency Medical Treatment tent becomes a beehive of activity as “patients” are brought in for initial care. 320th Evacuation Hospital members team up to restrain a mock mental patient. The Army Reserve unit spent two weeks working in the Army’s new Deployable Medical System (DEPMEDS) at Camp Bullis.

*(U.S. Army Photo)*



## 1993

**T**wo AMEDDC&S officers participated in Operation Restore Hope Joint Task Force in Somalia. They returned to Fort Sam Houston with lessons learned in preventive medicine, setting up hospitals, and establishing a casualty-evacuation system in a country with little infrastructure and resources.

*“Officers Return From Somalia – Medical Operations in Somalia Very Challenging,” News Leader, 26 Feb 1993)*

As part of the Army’s streamlining and downsizing efforts, a nine-member task force was established by the Army Surgeon General to begin redesigning the Army Medical Department. Headed by MG Girard Seitter, former commander of Tripler Army Medical Center, the task force’s primary objective was to re-organize the AMEDDC&S to eliminate duplication and achieve significant savings. The re-designation would eventually affect personnel, facilities and programs within the then current AMEDDC&S force structure.

*“Task Force Proposes Changes for Army Medical Department,” News Leader, 9 April 1993)*

The Pharmaeconomic Center was assigned to the AMEDDC&S. The Commander of the AMEDDC&S was appointed as executive agent for implementing the Joint Medical Executive Skills Institute (JMESI).



A “Proof of Concept,” UH-60Q Blackhawk medical helicopter on display at MacArthur Field showed off advanced medical evacuation features. The improved MedEvac helicopter transported nine (ambulatory) litter patients. Its cockpit was the model for modernization of the entire Blackhawk fleet.

*“Medical Blackhawk Visit,” News Leader, 9 April 1993)*



**Zachary and Elizabeth Fisher dedicate the Fisher House for families sent here for hospitalization of a family member.**

The house is located on George C. Beach Road, adjacent to the new Brooke Army Medical Center. “I consider myself the #1 patriot in the U.S.” Fisher said. “I was never in the military – I was 4F, so this is my way of paying back.”

*“Fisher Donates House Here Easing Burden for Families,” News Leader, 8 Jan 1993)*

“It is the Expert Field Medical Badge (EFMB), not the so-so medical badge,” stated MSG Robert Turner, the NCO in charge of FSH’s annual EFMB test. Conducted at Camp Bullis, the four-day event included students whose ranks stretched from PFC to LTC. How tough was the EFMB? A total of 113 soldiers started and only 8 received the badge.

*“Expert Field Medical Badge—Many Try but Few Earn the Coveted Medical Award,” News Leader, 5 June 1993)*

More than 360 Advanced Individual Training soldiers from A Company, 232nd Medical Battalion, sent a touch of holiday cheer by sending Christmas cards and letters to over 400 U.S. troops serving in Somalia. Given a two-hour time period, the students completed their cards and letters in an effort to boost the morale and spirit of those deployed.

*“Combat Medic Student Send Cheer to Troops in Somalia,” News Leader, 17 December 1993)*

The Animal Care Specialist Basic Course transferred from Walter Reed to the AMEDDC&S in December 1993.

*“Animal Care Specialist Basic Course taught here,” News Leader, 8 September 1994, pg 6)*

The 232nd Medical Battalion trained approximately 9,000 Combat Medic Specialists in 1993.

*“Combat Medics endure grueling course,” New Leader, 14 January 1994)*



CPT Paul Bradford, CPT Charles Howell, CPT Benjamin Richardson, CPT David Norvell, MAJ James M. Lewis, LTC Robin Aplet, and COL Paul Dodd, graduate from the Clinical Pastoral Education Class, 27 April 1993.

*(U.S. Army Photo, AMEDD Museum Photo Collection)*



There’s an old saying, “You can’t tell the players without a program” but at the AMEDDC&S it was and still is, easy to tell the teachers from the students. Approximately 950 military and civilian instructors from various backgrounds and services began wearing a new “instructors” badge to set them apart. The badge was designed to serve as a symbol of professionalism of our instructor staff.

*“Instructor badge a Symbol of Professionalism,” News Leader, 2 July 1993)*

CDR Knut Reuter, MC, FRG Navy, German Exchange Officer, presented the Ehrenkreuz (Iron Cross of Honor) (Bronze) to CSM David C. Dunbar, CSM, 187th Medical Battalion, Center Brigade on 1 September 1993. The foreign award, normally awarded only to German military personnel, was presented to CSM Dunbar for his many contributions to German-American friendship, specifically for arranging many NCO-to-NCO gatherings and combined activities while stationed in Germany.

*(Information for Hometown News Release 10 Sept 1993)*



## 1994

**T**he barracks that housed soldiers from Companies A, B, C, and F of the 232nd Medical Battalion received new furniture as part of an ongoing Army-wide program designed to improve the quality of life for soldiers. Later in the year, the 187th Medical Battalion received \$886,000 worth of year-end ACOE funding to upgrade billets to the “Better Opportunities for Single Soldiers Standards.” The funds were used to completely refurbish the billets to include installation of comfortable furniture, microwave, stereos, color TVs and VCRs.

*(“187th Medical Battalion Achieves New Standard,” News Leader, 28 April 1994;  
“New Furniture Adds to Quality of Life,” News Leader, 14 Jan 1994)*

Senior Drill Sergeant Jitendra Shukla of Company E, 187th Medical Battalion, led a team to instruct the people of Samoa in Basic Trauma Life Support by the request of the Office of the Surgeon General.

*(“Drill Sergeant Teaches Basic Trauma Life Support in Samoa, Finds Hospitals Half-Century Behind,” News Leader, 18 Feb 1994)*

The “Band Building,” damaged by fire in 1980 and neglected for 12 years, was rehabilitated by a joint partnership team from the Army, Navy, Air Force, and National Park Service using DoD Legacy program funds. Restoration of the building revealed that 95% of its original woodwork was still intact.

*(“Joint Partnership Craftsmen Descend on Band Building,” News Leader, 25 Feb 1994)*

The 232nd Medical Battalion opened its own Learning Resource Center in Building 1449 in February 1994. The center served the needs of 220 instructors by providing reference books, interactive video disc systems; conference rooms; overhead projectors; TV/VCRs; slide projectors; learning modules; classrooms for small group work; journals and magazines; and correspondence course material.

*(“Resource Center for Instructors Opens,” News Leader, 25 Feb 1994)*



### **CPT Neal Woollen**

Tries to stay low, crawl fast and lift, not drag, the patient on the litter. CPT Woollen and three others struggle under the barbed-wire portion of the Litter Obstacle Course during the March 1994 EFMB.

*(Candidates wiling to do what it takes for prestigious EFMB,”  
by SPC. J. Paul Bruton, News Leader, 18 March 1994, pg 1)*

The Preventive Dentistry Specialty Clinic at Willis Hall reopened in March 1994.

*("Preventive Dentistry Medical Clinic Reopens," by PFC Sharon L. Stewart, News Leader, 11 March 1994)*

Twenty-two Medical MOSs were restructured to assure better promotion potential for enlisted medical personnel. MOS 91B (Medical Specialist) became a prerequisite for most medical MOSs. After completing the 91B MOS, a soldier would go on to take additional skill identifiers (ASIs). Once they reached the rank of 1SG they would resume duties as 91Bs.

*("Medical Occupational Specialties revised," News Leader, 1 Apr 1994)*

The 232nd Medical Battalion, along with the American College of Emergency Physicians, sponsored a three-day joint services symposium on emergency medicine at the Municipal Auditorium in downtown San Antonio.

*("Medical Unit Hosts Symposium," by PFC Sharon L. Stewart, News Leader, 1 Apr 1994, pg 6)*

The 147th Medical Battalion conducted a four-day FTX at Camp Bullis. In addition to the Battalion's traditional FTX objectives of practicing rear-security, perimeter defense, and tactical convoy procedures, the 147th tested the capabilities of the relatively new INMARSAT Magnaphone Magnavox 20/20 with fax and transmission capabilities. The INMARSAT was a satellite system capable of ordering and tracking supplies around the world.

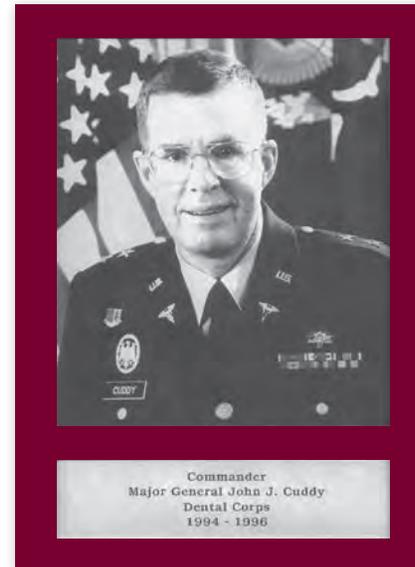
*("147th Medical Battalion Heads for the Field," by PFC Sharon L. Stewart, News Leader, 19 May 1994)*

MG William L. Moore, Jr., commander of the AMEDDC&S, retired after 28 years of Army service on 27 May 1994. MG Moore was instrumental in modernizing the Army's air ambulance. BG Jerome V. Foust replaced MG Moore as the commander of the AMEDDC&S.

*("AMEDD Center and School Commander to Retire, News Leader, 26 May 1994, pg 1)*

AMEDDC&S hosted a three-day cross-cultural communications course. The course was instructed by a group of college and university professors from Hurlburt Air Force Base. The course primarily focused on Middle East, Africa, Asia, and Latin America.

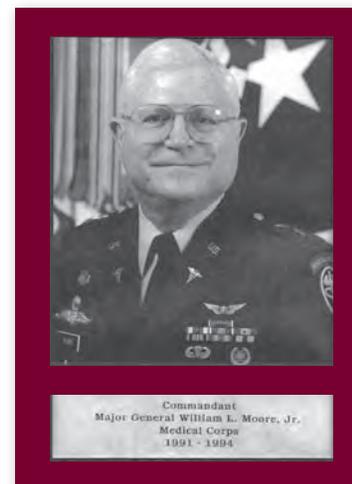
*("AMEDD Hosts Cross-Cultural Communications Course," News Leader, 14 July 1994, pg 6)*



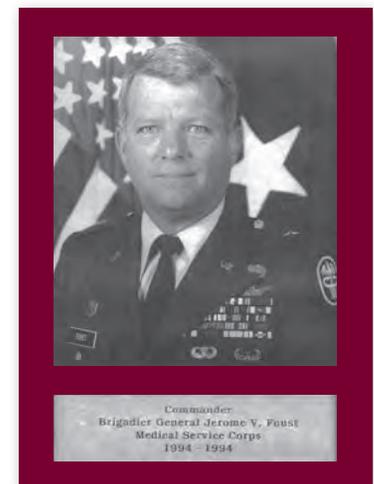
**BG John James Cuddy**

In July 1994, BG Cuddy assumed command from BG Jerome V. Foust, who resumed his duties as deputy commander. BG Foust had served as commander since 27 March, when MG William L. Moore, Jr. retired.

*("New Commander Named for U.S. Army Medical Department Center and School," News Leader, 14 July 1994, pg 1)*



**MG William L. Moore, Jr.**



**BG Jerome V. Foust**

## 1994

**T**he 232nd Medical Battalion joined the Alpha, Bravo, and Delta Companies of the 1st Battalion, 141st Mechanized Infantry, Texas National Guard at Camp Bullis in an demonstration of combat medic readiness for MG Thomas W. Robinson, Commanding General U.S. Army Combined Arms Support Group, in August 1994.

*("232nd Medical Battalion Gets a Taste of Reality," News Leader, 18 Aug 1994, pg 14)*

After a year as the provisional command, the U.S. Army Medical Command (MEDCOM) was officially activated in September 1994.

*("Army Medical Command Activation Scheduled," News Leader, 29 Sept 1994)*

Construction began on the new NCO Academy on the corner of Garden Avenue and White Road. The AMEDD NCO Academy was established in 1987 and received full accreditation from the Training and Doctrine Command in 1990.

*("Construction Begins for New NCO Academy," News Leader, 1 Dec 1994)*

The Medical Unit Staff In Operation exercise (MUSIO), part of the OAC, was a seven-day, semi-free play staff exercise, conducted on a 24-hour basis. Students were battle-rostered in support of a Corps Support Command position (COSCOM), Medical Brigade, Medical Group, CSH, Evacuation Battalion or Medical Logistics Battalion in a Korean-based scenario at the onset of a counter-offensive operation. The object of the MUSIO was to train AMEDD OAC students to better operate in staff position; to plan Health Service Support (HSS); increase problem-solving skills; work issues up and down the chain of command; and hone briefing skills.

*("AMEDDC&S Students Experience Realistic Training, News Leader, 1 Dec 1994, pg 3)*

### **Communications Training**

Soldiers from the 147th Medical Logistics Battalion improved skills associated with operating unit equipment such as the INMARSAT Magnavox/Magnaphone 20/20 satellite, which fed off of four other satellites worldwide.

*("147th Heads for the Field," News Leader, 19 May 1994)*





**Soldiers take cover in the bush as they wait for air evacuation support during MG Robinson's visit.**

*("147th Heads for the Field,"  
News Leader, 19 May 1994)*

## 1995

**S**SG Randy S. Ryan, drill instructor for Echo Company, 187th Medical Battalion, received the Soldier's Medal for Heroism in the face of catastrophic circumstances following the crash of an F-16 aircraft at Pope Air Force Base, N.C., 23 March 1994.

*("187th Med Battalion Drill Instructor Receives Soldier Medal for Heroism," News Leader 23 Feb 1995)*

The AMEDDEX '95, a computer exercise to test medical units' mission skills, was held over a 12-day period at Camp Bullis. Army, Navy, and Air Force "players" joined in this joint exercise designed to train units in wartime combat health support missions; train unit staffs to overcome the challenges of the extended and integrated operations; train participants in the application of combat health support fundamentals; provide a forum for the exchange of information concerning procedures and techniques; and accommodate units' internal training objectives and Mission Essential Task Lists.

*("Computer Exercise Sharpens Medical Units' Mission Skills," by SGT J. Paul Bruton, News Leader, 16 March 1995, p 5)*

The 232nd Medical Battalion collaborated with the Wilderness Medical Associates to host a national level Wilderness Rescue/Extended Patient Management Course at Camp Bullis the week of 4-10 June. The course was the initiative of CPT Sandra Greider, an Army nurse with 25 years' experience outside of the Army. CPT Greider realized that other armed forces medical training centers, as well as state, local and federal agencies responsible for EMT and trauma care needing annual training and certification, were also experiencing severe budget cuts. The Wilderness Rescue/Extended Patient Management Course became one of the first Army-based shared training resources that the AMEDDC&S initiated. The course focused on training participants on key wilderness medicine principals when a rescue is undertaken far from the safety of hospital and emergency transportation.

*("Wilderness Rescue, Patient Management Course Scheduled," News Leader, 11 May 1995, p 6; "New Training Management Initiative Saves Scarce Training Dollars," by Pat Davis, News Leader, 22 June 1995)*

Company F, (Airborne), Academy Battalion, underwent a change of command the first week of September 1995. The Special Forces unit commander, MAJ Billy W. Haydon, credited for decreasing attrition rate in the course from 40% to 25%, handed responsibility to MAJ Scott A. Burgess.

*("Special Forces Unit Undergoes Change of Command," by PFC Sharon L. Stewart, News Leader, 7 Sept 1995)*



The AMEDDC&S opened the Army Medical Department Executive Skills Technology Center (AESTC) in April 1995. The AESTC was described as the "bridge of the Starship Enterprise," with two circles featuring 21 state-of-the-art computer terminals surrounding an instructor/facilitator computer-controlled terminal. The AESTC was developed for use of by all medical service officers to develop executive skills needed to command and operate modern medical treatment facilities.

*("Army Medical Department Opens Technology Center," News Leader, 13 April 1995, p 2)*

The AMEDDC&S Chaplaincy hosted the 232nd Center Brigade Marriage Enrichment Conference at the historic Menger Hotel. The marriage retreat was one of the first funded by the Army Chief of Chaplains “Initiatives” grant program.

*(“232nd Hosts Center Brigade Marriage Enrichment Conference,” News Leader, 5 Oct 1995)*

Under permanent orders 261-1 dated 18 Sep 1995, the U.S. Army Garrison Fort Sam Houston was transferred to the U.S. Army Medical Command (MEDCOM), effective 12 Oct 1995. MG John J. Cuddy, commander, AMEDDC&S, became installation commander. At the same time the 323rd Army Band was activated, as the Fifth Army Band was inactivated.

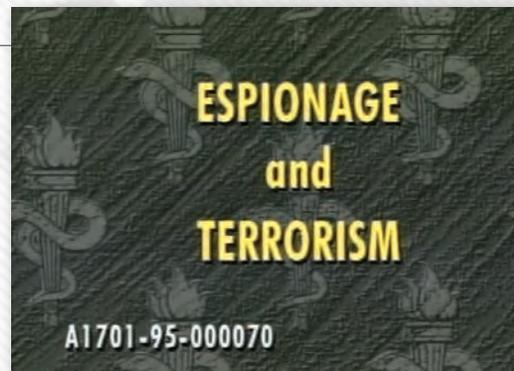
*(“Fort Sam Houston Transfers to U.S. Army Medical Command,” News Leader, 12 Oct 1995)*

“Operation Bushmaster,” the field training exercise portion of the Military Contingency Medicine Course at Camp Bullis, was held, once again, for the senior medical students in the Army, Navy, Air Force and Public Health Service medical students attending the Uniformed Services University of the Health Sciences.

*(“Volunteers, Soldier-Mentors Help Others Learn During Realistic Training,” by LT Wilson Ariza, News Leader, 19 Oct 1995)*

The Army Medical Department C&S Media Division released a video on “Subversion and Espionage Against the U.S. Army.”

*(“Anti-terrorists Video-Teamwork Makes It Happen,” News Leader, 22 June 1995)*



Fifth U.S. Army Commander, LTG Marc A. Cisneros (right) passes the Fort Sam Houston colors to MG John J. Cuddy, commander of the Army Medical Department Center and School.

*(U.S. Army Photo, “Fort Sam Houston transfers to U.S. Army Medical Command,” News Leader, 12 October 1995)*

The AMEDDC&S begins using Teletraining Network (TNET) to train soldier medics in the Sinai. The TNET allowed classroom training to be conducted on a worldwide basis, with live two-way audio and two-way compressed video relaying digital images, audio, and data via satellite. The 10-day course taught to the medical units assigned to the 101st ABN DIV (Air Assault) enforcing the Camp David Accords in the Sinai included subjects such as Desert Medicine; Treatment of Shock and Burns; Orthopedic Principles; Principles of Rescue; Parasites; Dental Emergencies; Intro to Natural Disasters; Wilderness Trauma; Poisoning; Patient Handling; Snakes, Arthropods, and Spiders; Animal Bites; and the Psychological Aspects of Emergency Care.

*(“Video Teletraining Aids Army Medics in Sinai,” by Pat Davis, News Leader, 7 Dec 1995)*

Company F of the 232nd Medical Battalion set the new standard in the battalion history book when 100% of their eligible 91B10 students passed the NREMT exam.

*(“232nd Sets Highest Standard,” SSG Ernest Estrada, News Leader, 14 Dec 1995)*

The U.S. Army’s 1st Armored Division began deploying to Bosnia in mid-December.

## 1996

**T**he only the one of its kind, the AMEDDC&S Battle Simulation Center officially opened in 1996. The facility represented the first phase of incorporating battle simulation into the classroom in support of Distance Learning, the Classroom of the Future, On Demand Training/Mission Rehearsal, Automation/ Digitization, and the Total Army School System. It also provided AMEDDC&S with a Command Control, Communications, Computers, and Intelligence Command Post Exercise Program for the conduct of institutional and collective training.

*(“New Battle Simulation Center will Train 4,000 Soldiers,” News Leader, 18 Jan 1996)*

Students in the Basic Non-Commissioned Officers Course Phase II Technical Training underwent a simulated mission to rescue and medically treat American soldiers trapped in an urban warfare setting. The medical NCOs were challenged to use only feeling and hearing to determine and treat injuries in a dark, noisy cement building, a setting they might encounter one day. The medical NCOs were also taught principles of wilderness medicine and ways of constructing improved litters and splinting devices.

*(“Medical NCOs Train in Urban Wilderness Environment,” News Leader, 30 May 1996)*



### **Emelyn Wolters**

Emelyn Wolters portrays the grace that made her an institution at AMEDDC&S. For 38 years, Wolters was the Chief of the Training Input Branch, where she scheduled classes and annually placed more than 30,000 students from branches of the military into training classes. In addition, she also designed the AMEDDC&S course catalog.

*(U.S. Army Photo, “AMEDDC&S Civilian Cherishes Every Lesson and Experience,” News Leader, 25 July 1996)*

CW2 Robert Rallyea, an AMEDDC&S Veterinary Science instructor, completed his college degree in animal science from Kansas State University via long distance learning on the Internet. It took him about two and a half years to earn his bachelor’s degree. Long distance learning became an ideal option for soldiers subject to multiple TDY assignments or deployments.

*(“Fort Sam Houston Soldier Completes His College Degree via Long-Distance Learning,” News Leader, 30 July 1996)*

In September 1996, members of the AMEDDC&S training support and force development department took their combat lifesaver course (CLS) to Panama City, Panama. The conference brought medical officer physicians from 19 Central and South American countries to share information on preventative medicine practice and different ways of treatment. The AMEDDC&S instructors explained the importance of the CLS course to the military and local civilian population.

*(“Combat Lifesaver Course Goes South of the Border,” News Leader, 3 Oct 1996)*

Two hundred fifty high school students visited the AMEDDC&S as part of Science '96. Science '96 was a cooperative community effort to reach high school science students. Displays explored both military science career options and scholarship opportunities. BG Simmons, installation deputy commander, addressed the students, telling them, “Education is a passport to the future. Your time is here and it is now. Each of us has something unique to contribute if we choose to work together. Be proud of who you are and what you want to be.”

*(The AMEDDC&S Hosts Science 96,” News Leader, 7 Nov 1996)*

Center Brigade was assigned to the AMEDDC&S in July of 1996.

*(Permanent Order 96-1, 26 Jul 1996)*



**91W in the Battlefield  
Simulations Training Center.**

*(U.S. Army Photos, “New Battle Simulation Center will Train 4,000 Soldiers,” News Leader, 18 January 1996)*



## 1997

**T**he AMEDDC&S added a new building and computer lab for students in patient administration. The new facility, located at 4015 N. New Braunfels Avenue, was where students received training in health care organization and eligibility, medical terminology and diagnostic coding, Army medical records, behavioral sciences, patient administration, and automated hospital support systems.

*("Patient Administrators Get a New School House," News Leader, 9 Jan, 1997)*

Interested in seeing the training of his future force, LTG Ronald Blanck, the Surgeon General, visited all three Center Brigade battalions to see ongoing operations firsthand. The Medical Command was responsible for providing the medical force for the total Army.

*("Army Surgeon General Scopes Out Training," News Leader, 6 Jan 1997)*

A prototype of the new armored treatment vehicle went on display during the first week of February 1997. The vehicle was expected to move emergency treatment teams forward in the battlefield. Casualties were to be treated within because enough space was provided for the trauma treatment team and their equipment. The modifications in the new vehicle were expected to eliminate 30-minute treatment delays caused by the need to unload equipment in the then current M577 treatment team carrier.

*("Army Medical Evacuation Looks at Next Century's Battlefield Equipment," News Leader, 27 Feb 1997)*

The 232nd Medical Battalion remote tactical medicine class was designed to bridge the gap in the combat medic role between the high technology of distance learning and the tangible, tactical, and often isolated task of combat patient care in the dirt. The course was a combination of emergency medical treatment, wilderness medicine, and combat survival tactics. The lessons were applicable to situations ranging from the golf course to a traffic accident to remote reaches of the world.

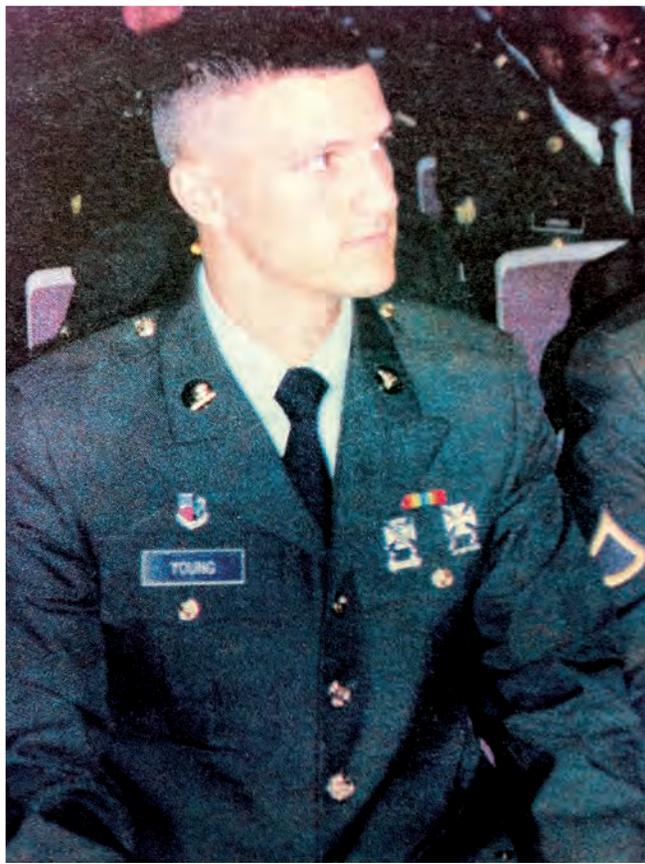
*("Unique Course Teaches Medic Broad Scope of Survival," News Leader, 7 Aug 1997)*



**LTC Jay Harmon, Commander, 187th Medical Battalion**

Exchanges unit insignia and commemorative medals with members of the Ukrainian delegation, which visited the Post in May of 1997.

*("Post Hosts Ukrainian Delegation," News Leader, by Phil Reidinger, 8 May 1997, p 3)*



PVT Zachary Young, a student soldier medic, with E Company, 232nd Medical Battalion, becomes the first soldier in the known history of the AMEDDD C&S and school training battalion to achieve a 100% grade point average on all academic and performance tests. A high school drop-out, PVT Young was the distinguished honor graduate of his class and credits many people who contributed to his success.

*“Medic Maxes Course with First Recorded Perfect Score,  
”News Leader, 8 May 1997)*

SSG Jimmy Credo became the first instructor in the 22-year history of the AMEDDDC&S course to achieve all professional certification licensure offered by the National Board of Respiratory Care in the United States. Credo became namesake of an award established by his colleagues and fellow instructors to recognize a level of unsurpassed achievement and expertise as a legacy to students and as a benchmark to other instructors.

*(“Retired AMEDDD Instructor Gives New Name to Excellence,” News Leader, 9 Oct 1997)*

After 19 years of persistence and raising \$6 million, the AMEDDD Museum Foundation broke ground for an addition to the museum. The second phase of the museum included a second exhibit hall, glass-enclosed gallery, train station cover for the hospital train and a memorial garden. “The AMEDDD Museum is a true asset to San Antonio’s museum network. Many people are unaware of the Army’s contributions to medicine in general – the artifacts tell the story,” said Pat Lee, Public Affairs Chairman for the Museum Foundation.

*(“AMEDDD Museum Breaks Ground Again,” News Leader, 6 Nov, 1997)*

SSG Lynn Hale, a 91B instructor in F Company, 232nd Battalion, had been working on promoting the Women’s Memorial since its approval by Congress in the mid-1980s. When the date for her last re-enlistment coincided with the dedication of the Women’s Memorial in Arlington Cemetery, she actually re-enlisted at the site following its dedication. She was surprised and ecstatic when she found out that she would take the oath from Attorney General Janet Reno.

*(“232nd Soldier Re-enlists at the Women’s Memorial Dedication,” News Leader, 26 Nov 1997)*

## 1998

The AMEDDC&S Department Board, “the conscience of the Army Medical Department,” was involved, in 1998, in the field-testing of several new technologies and processes, including the Deployable Medical System, Telemedicine systems, a new wound bandage, a field medical oxygen generation system, a resuscitating fluid production system, and a combat medic vest to replace the combat medic bag.

*“Medical Department Board Checks Out New Ideas and Equipment,” News Leader, 15 Jan 1998, p 1)*

The NCOA was awarded accreditation during an assessment visit by a team of evaluators from the Army’s Sergeants Major Academy. The on-the-spot accreditation was a surprise. The team of evaluators was impressed with the leading-edge technology and recommended that the NCOA be used as the test bed for any and all NCO Classroom XXI initiatives.

*“NCO Academy Cited as Classroom XXI Model,” News Leader, 15 Jan 1998, p 3)*

The 91 Mikes (MOS 91M Hospital Food Service Specialist) conducted field exercises at Camp Bullis the second week in January. The field exercise was part of the biannual 14-week NCO Course for hospital food service specialists.

*“Hospital Food Service Specialists Conduct Field Exercise,” by Nelia Schrum, News Leader, 15 Jan 1998)*

A CD-ROM version of Phase I of the Officer Advanced Course (OAC) was debuted Army-wide at a video teletraining broadcast premier during the Training and Doctrine Command’s Swap Shop in January 1998. The Swap Shop was a TRADOC program targeted to share lessons learned throughout the Army. The CD-ROM Advanced Course program was designed to allow student to set their own pace for mastering the material.

*“Officer Advanced Course Goes High Tech,” by Nelia Schrum, News Leader, 29 Jan 1998, p 4)*

AMEDDC&S officers were offered early retirement as Personnel Command searched for a means of reaching the budgeted end strength voluntarily.

*“AMEDD Officer Offered Early Retirement Option,” News Leader, 19 Feb 1998, p 4)*



Two hundred Army evacuators gather in San Antonio for the annual Army Medical Evacuation Conference. The new Army air ambulance, the UH-60Q, a modified Blackhawk helicopter airframe with a state-of-the-art medical interior, could accommodate up to six patients. The conference also displayed the Armored Medical Evacuation Vehicle (AMEV) and Armored Medical Treatment Vehicle (M577).

*“AMEDD Evacuation Personnel Converge on San Antonio,” by Nelia Schrum, News Leader, 5 March 1998, p 1)*



The Management of Combat Stress Casualties Course of the Occupational Therapy Branch ran simulations examining the full range of battle stresses at Camp Bullis in May 1998.

*("Occupational Therapy Leads a Way to Manage Combat Stress," by COL Valerie Rice, News Leader, 7 May 1998, p 7; photos courtesy of COL (Ret) Valerie Rice)*

# 1998

By bringing four South Carolina Army National Guard 91B MOS sustainment instructors via military air to train 73 Texas Army National Guard (TXAR-MG) soldiers at the AMEDDC&S, the Active Army and the TXARMG provided one of the lowest-cost training programs to date. The end cost per student and instructor was \$18.50 per participant.

*(“MOS Sustainment Training for TXARMG,” by Jeanette Devine, News Leader, 12 March 1998)*

MG Peake, commander of the AMEDDC&S, announced an upcoming training program called “Consideration of Others.” The new program, mandatory for both military and civilians alike, focused on decent treatment of people, a key value for a successful workplace.

*(“Facilitators Receive Consideration of Others Training,” News Leader, 2 April 1998)*

Creating computer literate NCOs was the top priority of the NCO Academy in 1998.

*(“Computer Literate NCO Top Priority of the Academy,” by Nelia Schrum, News Leader, 23 April 1995, p 4)*

The new Soldier Medic Training Site at Camp Bullis opened 29 May.

*(“232nd Relished New Training Site at Camp Bullis,” by Mike Pollen, News Leader, 14 May 1998)*

The Joint Field Nutrition Operation Course was held at Camp Bullis the third week in May.

*(“Nutrition Care Exercise Includes Training Challenges,” News Leader, 21 May 1998)*

The AMEDD Museum opened Phase II of its grounds on 30 July.

*(“AMEDD Museum Foundation Opens Phase II,” by Phil Reidinger, News Leader, 30 July 1998, pg 1)*



A prototype “21st Century” Armored Treatment and Transport Vehicle (ATTV) was used in the mid-1990s to develop support for the concept vehicle. The ATTV was designed as a platform to medical evacuate, while providing treatment, from the site of battlefield injury to the appropriate echelon of care. The vehicle was built on a Bradley chassis and touts satellite communication to provide “Digital Medicine,” circa 1996.

AAFES opened the bookstore in the old student club area of the basement of Willis Hall in August 1998.

*(“AAFES Opens Store for AMEDDC&S Students,” News Leader, 6 Aug 1998)*

In August 1998, the AMEDDC&S sent its first class of Army flight medics to attend Navy Physiology training at Naval Operational Medical Institute. Previously, this train-the-trainer instruction had been conducted by the Air Force.

*(News Leader, 20 Aug 1998)*

A pilot class of advanced course AMEDDC&S NCOs attended the first totally Internet-based distance learning program. The class of more than 90 medical sergeants completed courses on technology, logistics, command support, and information security online over a six-week period before arriving at FSH for the second phase of their course.

*(“Distance Learning Bridges Training Gap,” by Cleo Brennan, News Leader, 10 Dec 1998)*

The Animal Medicine Branch trained its students in animal CPR with the Resusci-pup, a dog-like training manikin.

*(“Resusci-pup Trains Dog’s Best Friends,” by Cleo Brennan, News Leader, 17 Dec 1998)*

# 1999

**S**SG Milton Padua, aerospace physiology instructor at the U.S. Army School of Aviation Medicine, was named TRADOC Instructor of the Year — a first in AMEDDC&S history.

*(AMEDD Fosters Top Instructor in TRADOC Competition," by Cleo Brennan, News Leader, 11 March 1999)*

The AMEDDC&S, in cooperation with the DA Chief of Chaplain Office, completed the first iteration of the Combat Medical Ministry Course, to confer the new Additional Skill Identifier 7S.

*("Bloody Boots Course Battle-Proofs Chaplains For New Skill Identifier," by Cleo Brennan, News Leader, 24 June 1999)*

Under MG James Peake, the 91B and 91C MOSs combined to become the 91W, a more versatile combat medic and first responder.

*("91W Is Combat Medic MOS of the Future," by Phil Reidinger, 8 July 1999, p 1)*

The Veterinary Food Safety training received its own training site at Building 325 after 29 years of being at Ft. Sam Houston.

*("Veterinary Food Safety Training Facility Nears Completion," by Daniel Holland, News Leader, 12 Aug 1999, p 1)*

AMEDDEX 99 employed sophisticated training techniques in three simulation centers as well as the rock drill facility. The exercise was conducted using continuous, real-time computer driven operations based on a masters list related to Corps level offensive operation on the Korean peninsula.

*("Three Simulation Centers and Rock Drill Facility Used," News Leader, 19 Aug 1999)*



MG James Peake cut the ribbon for the opening of three distance learning classrooms in support of the Total Army Distance Learning Program. With MG Peake are Gary Winkler, Total Army Distance Learning Plan (TADLP) and COL Richard Shipley, Dean AHS.

*("Distance Learning Classrooms Open For New Generation In Training," by Cleo Brennan, News Leader, 21 Jan 1999)*



**The new distance learning classrooms, circa 1999.**

*(Photos courtesy of Dwayne H. Rogers, Ph.D., Director, Distributed Learning Division, Academy of Health Sciences, AMEDDC&S)*

Leading medical suppliers from healthcare industries throughout the country displayed the latest in medical training devices at the Medical Training and Education Vendors Fair in Blesse Auditorium. The fair highlighted the latest in medical education and training technology simulation devices that are significant in AMEDDC&S's educational program for their quality, safety and cost.

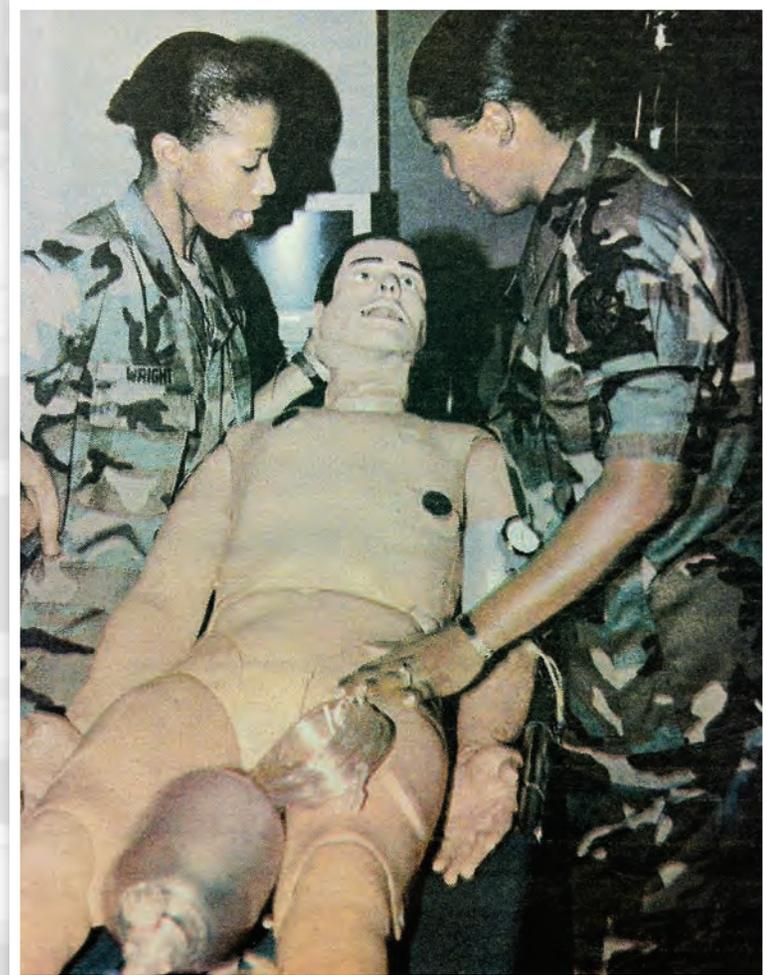
*("Medical Simulation Fair Exhibits Elaborate Training Techniques," News Leader, 16 Sept 1999)*

In an effort to expand domestic violence prevention and intervention services for troubled Army families around the world, a mobile training team from the AMEDDC&S Family and Advocacy Program racked up many miles to bring an idea to life. Throughout the year, training sessions at more than a dozen installations brought local decision-makers new tools and a new approach to help families who had experienced domestic violence.

*("Mobile Training Teams Keep Skills up to Date for Family Safety," News Leader, 21 Oct 1999)*

The Military Health System met an aggressive timeline to identify, assess, renovate, validate and implement all of its Year 2000 (Y2K)-affected systems before 1 January 2000. If any problems related to Y2K were to occur, the "ace in the hole" Military Health System Y2K Automation Information System Contingency and Continuity of Operations Planning Guide had been developed to assist in addressing those problems. Needless to say, the new millennium came and went without a glitch.

*("The Military Health System - Preparing for the New Millennium," News Leader, 16 Dec 1999)*



#### **Patient Simulation**

Faculty, staff, and students with the AMEDDC&S Noncommissioned Officer Course test the latest technology in patient simulation at Willis Hall the first week in May. The manikin simulated 25 different patient profiles representing various ages, physiology, medical history and gender. It replicated clinical signs such as heart and breath sounds, palpable pulses, chest excursion, and both normal and difficult airway modules.

*("High Tech Patient Visits the Center and School," by Phil Reidinger, News Leader, 13 May 1999)*