



# Aviation

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## LEADERSHIP & LEADERSHIP DEVELOPMENT

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**THE PROFESSIONAL BULLETIN OF THE ARMY AVIATION BRANCH**



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By Order of the Secretary of the Army:

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About the Cover:

Soldiers of Train Advise Assist Command—East held a base defense drill at Tactical Base Gamberi, Afghanistan. The drill improves Soldier readiness by simulating an attack on the base, complete with simulated casualties that need to be treated. This training is important to ensure Soldiers know how to respond quickly and effectively to any threat. U.S. Army photo by SFC Randall Pike.

## The Command Corner



### LEADER DEVELOPMENT IN ARMY AVIATION

Developing Army Aviation leaders of today and tomorrow is the most consequential thing we do in Army Aviation. We must develop aviation leaders of high character, competence, and commitment to lead America's sons and daughters in large-scale combat. They must be technical and tactical experts in combined arms maneuver to uphold the sacred trust with the Soldier on the ground. This incredible responsibility requires us to develop, resource, and execute high quality professional military education (PME) and leader development programs (LDP) in units.

Leader development, informed by doctrine, happens during every garrison activity, training event, and real-world operation. Field Manual (FM) 6-22, "Developing Leaders," states "There is no more important task for the U.S. Army than developing its people to lead others to defeat any enemy, anywhere." It is critical that our LDPs are implemented in a deliberate, continuous, and progressive process that build leaders across three mutually supporting domains—operational, institutional, and self-development. Army Aviation spans these domains by designing and executing tough, realistic training and formative experiences; building institutional knowledge through our PME; and cultivating self-development programs by empowering Soldiers to invest in themselves.

Army Aviation's developmental model is designed to first *sharpen* its leaders into tactical and technical aviation warfighters. Early in their careers, our leaders must focus their time on developing the skills and expertise to become technical and tactical experts. They focus on mastering the fundamentals of air-ground operations and combined arms maneuver through deliberate and large-scale combat operations (LSCO)-focused training. Only then, once our leaders become masters of their craft, should they broaden across the Aviation Enterprise, throughout the Army, and across the Joint Force. These broadening opportunities provide critical opportunities for aviation leaders to learn and expand their knowledge, skills, and attributes necessary to serve at the senior field-grade level and beyond.

The U.S. Army Aviation Center of Excellence leads Army Aviation in the institutional domain. We respond to changes from the Army's operational concepts to multidomain operations by incorporating these modifications into our PMEs. We have modernized the aviation officer, warrant officer, and noncommissioned officer (NCO) PMEs, all focused on the aviation warfighter, and we are continually updating our programs of instruction (POIs) for multidomain operations in LSCO.

Our PME is adapting across all three cohorts to capture the unique role commissioned officers, warrant officers, and NCOs fill within the branch. During the Basic Officer Leader Course and the Captains Career Course, lieutenants and captains engage with peers from other branches using a common scenario shared between their combined arms teammates across the Army Training and Doctrine Command. We are also in the process of revising our warrant officer PME to narrow the scope of instruction primarily focused on platoon- and company-level technical and tactical POI through the Advanced Warfighting Skills course, and at the battalion- and brigade-level through our Aviation Warrant Officer Intermediate Level Education course. This will enable our warrant officers to advise commanders to effectively employ Army Aviation as an integral part of the combined arms team. Additionally, we are redesigning the Advanced Leader Course (ALC) by incorporating a two-phase blended virtual and classroom curriculum. Noncommissioned officers graduating from the ALC are trained in the areas of maintenance management, quality control, and technical inspections. Furthermore, we have standardized our Aviation Maintenance Training Program to enhance aviation readiness by ensuring individual skill proficiency and training is accomplished, annotated, and certified by a qualified maintenance trainer.

Aviation leaders are expected to also develop themselves. Self-development is an individual responsibility that occurs outside of training and PME to gain a deeper understanding of doctrine, hone their technical and tactical skills, and expand their capability through professional reading. Leaders must immerse themselves in doctrine to better understand their duties and responsibilities and how they integrate within the combined arms team. Self-development is also seeking mentors to learn from their experiences. Finally, our leaders must engage in professional reading to expand their understanding of historical events, ongoing conflicts, and leadership lessons to learn from the experiences of others (my recommended Reading List can be found at the link: [Intrepid 6 Reading List.docx \[sharepoint-mil.us\]](#)).

By synthesizing the three leader development domains, Army Aviation will produce highly trained, disciplined, fit leaders of character who are combined arms maneuver experts, capable of thriving in any operational environment against any adversary. We will know we are making progress when an aviation officer walks into any command post, and that officer is thoroughly knowledgeable of doctrine and understands the operational environment and all aspects of combined arms maneuver. Furthermore, they ask and answer incisive questions across all warfighting functions. Then, after that officer leaves, someone turns and asks, "Who was that?" The answer they get is, "That's our Army Aviator!"

Fly Army!

Above the Best!

Be All You Can Be!

Michael C. McCurry  
Major General, USA  
Commanding

<sup>1</sup>Department of the Army (DA), FM 6-22, Developing Leaders, 2022, p. 1-1



Alaska Army Guard aviators stage helicopters in Nome ahead of annual training and to aid in River Watch, if needed in the spring. Alaska National Guard photo by 1LT Balinda O'Neal.

# Aviation

## DIGEST

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Visual materials such as photographs, drawings, charts, or graphs supporting the article should be included as separate enclosures. Please include credits with all photographs. All visual materials should be high-resolution images (preferably set at a resolution of 300 ppi) saved in TIFF or JPEG format. For Official Use Only or Classified images will be rejected.

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Authors are asked to observe posted deadlines to ensure the *Aviation Digest* staff has adequate time to receive, edit, and layout materials for publication.

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# Five Words:

## Leadership, the UH-1 Air Ambulance, and the Transformation of Army Aeromedical Evacuation in the Vietnam War

*The views expressed are those of the author and do not reflect the policy or position of the Defense Health Agency, the Department of Defense, or the United States Government*

By COL Donald E. Hall (Ret.)

**A** rmy medical evacuation transformed on 1 July 1964 in a field South of Vinh Long in the Republic of Vietnam (Vietnam Helicopter Pilots Association, 2021a). MAJ Charles L. Kelly, commanding officer of the sole aeromedical evacuation unit in Vietnam—the 57th Medical Detachment (helicopter ambulance) headquartered in Saigon but operating out of Soc Trang with the unit’s Detachment A—is called to pick up a wounded American advisor.

Kelly leaves behind his flight medic and takes with him flight surgeon, CPT Henry M Giles, commander of the 134th Medical Detachment, the dispensary at Soc Trang. In those early days in Vietnam, the 57th took a flight surgeon along to care for wounded Americans, later dropping the practice when they determined that a flight surgeon couldn’t provide more care in the air than a well-trained flight medic could (Brady & Smith, 2010, p. 76). Kelly’s copilot, CPT Richard K. Anderson, and his crew chief, PFC Earl L. Pickstone, were also on board (Vietnam Helicopter Pilots Association, 2021a). Approaching the pick-up site, Kelly contacts the advisory team on the ground using his detachment’s well-known callsign, “Dustoff,”

which in the Mekong Delta at that point in the war, was virtually associated with him personally. Kelly landed the aircraft (R. Anderson, personal communication, n.d.)<sup>1</sup> and waited for the unit on the ground to bring out the casualties when he came under fire.



*Figure 1.* Photo of MAJ Charles L. Kelly taken in the Republic of Vietnam in early 1964. Photo credited to a member of the United States Army (public domain).<sup>2</sup>

As his aircraft comes under heavy fire, the advisor on the ground tells Kelly to leave the area. The fire intensifies. The advisor on the ground continues to direct him to leave. Kelly calmly answers, by most accounts, “When I have your wounded” (Dorland & Nanney, 1982, p. 37; Cook, 1998, p. 67; Brady & Smith, 2010, p. 76). One account by Peter Arnett, who wrote what would become, in effect, Kelly’s obituary, recounts him saying “I’ll move when I have your wounded

with me” (Arnett, 1964, p. 37). A single round enters the open left cargo door of the aircraft, pierces Kelly’s heart, and embeds itself in the aircraft frame to his right. He utters the phrase “my God,” and dies (Dorland & Nanney, 1982, p. 37), jerking back on the cyclic and up

on the collective, which pitches the aircraft into the air and over onto its left side—striking the ground before Anderson can gain control of it—the rotor blades and transmission essentially destroying the aircraft (R. Anderson, personal communication, n.d.). Other accounts have stated that Kelly had the aircraft airborne when he was hit—CPT Giles recalls them as being at a high hover—about 30 feet in the air (Palmisano, 2011, p. 206). Still others have Kelly hovering the aircraft on the landing zone (Arnett,

1964, p. 37; Cook, 1998, pp. 66-67; TIME USA, LLC., 1964, p. 4). This was probably due to Kelly’s pitching the aircraft into the air when he was hit. Anderson kills the aircraft’s engine and fuel supply and drags Kelly from the wreckage. The rest of the crew help carry him to a nearby dike where Giles attempts to render aid, to no avail, while Anderson and Pickstone provide a defense (R. Anderson, personal communication, n.d.; Palmisano, 2011, pp. 206-207).

<sup>1</sup> For more on information on the R. Anderson personal communication citations throughout this article, please contact the author at [donald.e.hall40.civ@mail.mil](mailto:donald.e.hall40.civ@mail.mil)

<sup>2</sup> [https://en.wikipedia.org/wiki/Charles\\_L.\\_Kelly#/media/File:US\\_Army\\_Major\\_Charles\\_L.\\_Kelly\\_MSC.jpeg](https://en.wikipedia.org/wiki/Charles_L._Kelly#/media/File:US_Army_Major_Charles_L._Kelly_MSC.jpeg)

For his actions before the crash, Kelly would be awarded the Distinguished Service Cross, (Department of the Army, 1964), a Silver Star Medal for a mission in June, and the Distinguished Flying Cross with two bronze oak leaf clusters earned over a 5-day period in April (Department of the Army, 1964; Engert, 1966).<sup>3</sup> Anderson, (Department of the Army, 1965b) Giles, (Department of the Army, 1965a), and Pickstone (Department of the Army, 1965b) would each be awarded the Bronze Star Medal for Valor for their actions after the crash. Kelly's death, coming as it did at a critical time in the fight over control of the medical evacuation mission, would settle the argument for the rest of the war (Cook, 198, pp. 68-69) and for the next 50 years. It earned Kelly the sobriquet "The Father of Dustoff" (Zabecki, 2018) (Figure 1).

My thesis is that the Charles Kelly of legend is not the real Charles Kelly. While many of the stories are true or have their basis largely in truth, the real Charles Kelly had been leader developed (Department of the Army, 2022) throughout his career for his command of the 57th Medical Detachment at that point in time to settle this question: Is the medical evacuation mission a transportation mission that involves using helicopters to move patients or a medical mission that uses helicopters to accomplish its task? Further, he built his reputation using the most capable rotary-winged utility aircraft the Army had fielded to date—the UH-1 Iroquois—designed for use as an air ambulance (Dorland & Nanney, 1982, p. 19; Brown, 1995, pp. 102-105) and herded through the procurement process for the Army Surgeon General by Medical Corps LTC (later, MG) Spurgeon H. Neel, Jr., the "Father of Army Aviation Medicine" (Army Medical Department Center of History & Heritage, n.d.; San Antonio Express-News, 2003).

CPT Kelly was not only leader developed, he most capably led and taught others himself. A statement from his 1975 Army Aviation Hall of Fame Induction at Fort Rucker, Alabama, proclaimed "an exceptionally capable instructor in medical subjects as a Captain, Kelly demonstrated a high degree of positive

leadership early in his career, an asset that became fully evident in later combat in Vietnam" (Army Aviation Association of America, 2020).

So, what do we know about Charles Kelly that led him to 1 July 1964? We know he dropped out of high school at age 15 to enlist in the Army at Fort Screven, Georgia, as a medic on 1 February 1941, using a variant spelling of his name and a false birthdate, (Fold3® by Ancestry®, 2012) and that he was seriously wounded during the battle for Aachen, Germany, while serving as an infantryman in the 30th Infantry Division (Clancey, 2022). For his service in the war, he was awarded

serving in the 188th Airborne Infantry Regiment and 710th Tank Battalion (Engert, 1966).

Kelly reported to Fort Sill, Oklahoma, for class 54J of the Army Rotary Winged Aviator Course in March 1954, graduated, and was awarded his Army Aviator wings on 2 October 1954 (Vietnam Helicopter Pilots Association, 2021b). He would then spend the rest of his career—and his life—on flight status, unusual for an Army Medical Department (AMEDD) Aviator.

Following graduation from the Officer Advanced Course, Kelly was assigned to

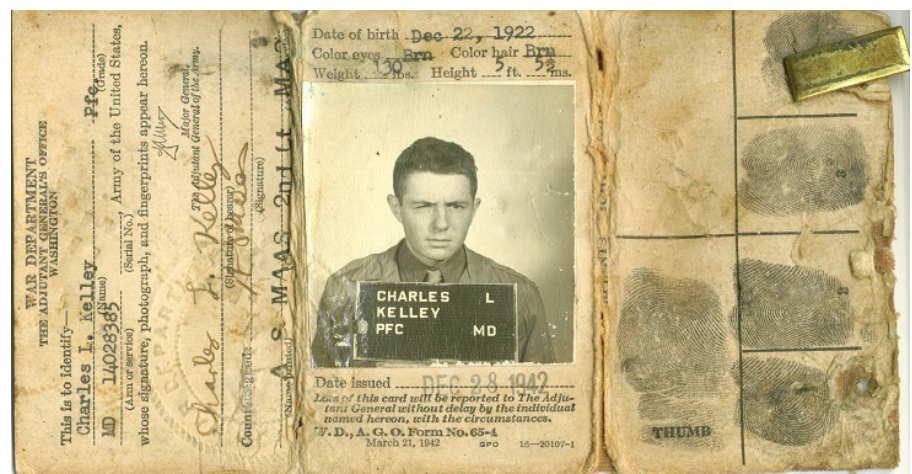


Figure 2. Identification card used by Charles L. Kelley [sic] during his enlisted service in World War II. Photo credited to the United States Army (public domain).<sup>4</sup>

the Bronze Star Medal, Purple Heart, Combat Infantryman Badge, and Combat Medical Badge (Military Hall of Honor, 2021; Hughes, 2022). Following the war, he returned to his home in Screven and completed his education, finally earning a Master of Science at the George Peabody College in Nashville, Tennessee (Engert, 1966) (Figure 2).

While Kelly taught for a short time, he also applied for a commission in the Army, was accessioned as a 2LT, and entered active duty in the Medical Service Corps on 25 October 1951. After completing his Officer Basic Course at the Medical Field Service School at Fort Sam Houston, Texas, and the Basic Airborne School at Fort Benning, Georgia, he reported to Fort Campbell, Kentucky, for assignment to the 11th Airborne Division,

the 55th Medical Group at Fort Bragg, North Carolina, as the group's assistant operations and training officer and then moved to Fort Rucker and the Army Aviation School (Engert, 1966). There, he was assigned as an instructor in the school's Air Mobility Branch, part of the Department of Tactics, as well as serving as the administrative officer to the Aviation Medical Advisor (Engert, 1966). His officer evaluation report (OER) from that assignment stated:

"Capt Kelly has demonstrated a remarkable ability to instruct in medical subjects. He is noted for his calm aplomb, exceptionally fine build, poise, and commanding voice on and off the instructional platform. He thinks very clearly, is alert to changes that will affect the instruction that is his responsibility, and

<sup>3</sup> For more on information on the Engert citation throughout this article, please contact the author at [donald.e.hall40.civ@mail.mil](mailto:donald.e.hall40.civ@mail.mil)

<sup>4</sup> [https://en.wikipedia.org/wiki/Charles\\_L.\\_Kelley#/media/File:Charles\\_L.\\_Kelley\\_ID\\_Card.jpeg](https://en.wikipedia.org/wiki/Charles_L._Kelley#/media/File:Charles_L._Kelley_ID_Card.jpeg)

possesses a high degree of common sense. One of his outstanding assets is his ability to organize instructional material well. Another of his assets is the strong initiative he displays in developing instructional material and in keeping abreast of current doctrine in the medical field. During the period he has served under me, he has proven to be an exceptionally capable administrator while acting in the capacity of a branch supervisor. He has also demonstrated a high degree of positive leadership in supervising the activities of several officers assigned to this branch. He is noted for his extreme devotion to duty and it has become evident that he is strongly motivated by a desire to perform better than his contemporaries. He is morally of strong character and is devoted to his family” (Engert, 1966).

Given the comments on initiative and keeping abreast of current Army aeromedical evacuation doctrine noted on Kelly’s evaluation, he probably came to know Spurgeon Neel during this assignment, as Neel was a vocal proponent of Army aeromedical evacuation. Neel published two papers on Army aeromedical evacuation while commanding the 30th Medical Group (now the 30th Medical Brigade) in Korea. From 1954 to 1957, Neel was assigned to the Office of the Surgeon General, where he established and served as the first chief of the Aviation Branch for the Plans and Operations Division of that office. There, he was responsible for all things related to Army aeromedical aviation. He published an article in *Army* magazine for line commanders on medical evacuation (Neel, 1956a) and co-authored an updated version of his 1954 paper on medical evacuation (Page & Neel, 1957). Additionally, he reinstated a program for placing Army flight surgeons on flying status that had ended when the Army Air Forces and their flight surgeons departed to become a separate service, as well as reintroducing the Army Flight Surgeon Badge (Neel, 1985).

Do we know if Kelly and Neel knew each other? Neel says they did. In a May 1974 article for the *Army Aviation Digest*, where he wrote of the accomplishments of Dustoff in Vietnam, he tells Kelly’s



Figure 3. MG Spurgeon H. Neel, Jr., Commanding General, Health Services Command, Fort Sam Houston, Texas. Photo courtesy of the U.S. Army (public domain).<sup>5</sup>

story and the story of Kelly’s greatest protégé, Patrick H. Brady. Brady flew with Kelly in the 57th as a CPT and would receive the Medal of Honor and the Distinguished Service Cross as a Dustoff pilot on his second tour in Vietnam as a MAJ (he retired as an MG). Neel closes the article with “I knew them well and I am proud” (1974, p. 9) (Figure 3).

After leaving Fort Rucker, Kelly assumed command of the 50th Medical Detachment (helicopter ambulance) in Korea. The 50th Medical Detachment was located outside Uijongbu (Hough, 1999, p. 26), the same town near where the fictional 4077th M\*A\*S\*H would later be reputed to be located (Hooker, 1997, p. 13). The detachment was known to have problems, and Kelly turned the detachment around during the year that he was in command (Figure 4). His OER contained glowing remarks about him as a person, pilot, and commander, and noted that “The morale of his personnel is outstanding” (Engert, 1966).

After completing his command in Korea and receiving an Army Commendation Medal at a time when peacetime awards of any kind were rare, Kelly was assigned to Brooke Army Medical Center (BAMC) at Fort Sam Houston (Engert, 1966).

In 1962, Kelly was assigned to Fort Benning as the commander of the 54th Medical Detachment (helicopter ambulance) (Figure 4). The 54th had

been inactivated in Korea on 15 August 1962 and reactivated on 26 October 1962 under Kelly’s command as part of the buildup in support of a potential invasion of Cuba during the Cuban Missile Crisis (Hough, 1999, p. 39).

Kelly left command of the 54th in December 1963 (Engert, 1966). He arrived in Vietnam to assume command of the 57th Medical Detachment (air ambulance) on 12 January 1964 (Christie, 1965). At that point, the detachment had been in country for nearly 2 years, arriving on 26 April 1962 from Fort Meade, Maryland, as one of the first AMEDD units to deploy to Vietnam, bringing with it the very first five UH-1s to arrive in-country (Conway, 1964). The 57th would also end up being the longest serving AMEDD unit in Vietnam, finally casing its guidon at Tan Son Nhut airbase on 9 March 1973 to depart for its new home at Fort Bragg 3 weeks before the final withdrawal of U.S. forces from Vietnam—spending nearly 11 years in combat (Hueter, 1973). These five UH-1s led to a series of fights between the aviation community and the medical community over the role of the air ambulance for nearly 2 years. Was patient evacuation in Vietnam a transportation mission involving the movement of patients or a medical mission involving the use of aircraft—and did it require dedicated airframes or not? This was an issue that Neel had written extensively about during the 1950s, both in journal articles and policy statements for the Surgeon General (Neel, 1956b, 1956c, 1957). Kelly, as has been noted, knew both the aviation doctrine and the medical doctrine, and he knew it well. Thus, Kelly would be able to make argu-



Figure 4. H-19C crash site, aircraft piloted by CPT Charles L. Kelly, Commander, 54th Medical Detachment, (helicopter ambulance). Kelly’s diary noted it as “a routine day” (Kelly, 2014). U.S. Army photo courtesy of Charles L. Kelly, Jr.

<sup>5</sup> [https://commons.wikimedia.org/wiki/File:US\\_Army\\_MG\\_Spurgeon\\_Neel.jpg](https://commons.wikimedia.org/wiki/File:US_Army_MG_Spurgeon_Neel.jpg)

ments in favor of his—and AMEDD’s as an institution—positions that were hard for the aviators to argue against.

Did Kelly make doctrinal arguments to support his positions? The evidence indicates that he did in a 16 April 1964 letter to MAJ William R. Knowles, the Aviation Advisor in the Office of the Army Surgeon General. Kelly wrote:

“I have won all the arguments so far. ... But I can’t just tell them no. ... Just get me the right regulations to back up the doctrine of the Army Medical Service. And don’t quote me the regulations, send them to me. It is hard to get them over here” (Kelly, 1964a).

Further, Kelly continued his aggressive piloting and fierce loyalty to his organization and men, just as he had in his previous commands. Kelly’s unstated command philosophy—often attributed to him and reflective of his nature but according to Pat Brady, was never actually voiced in Vietnam—was “No compromise. No rationalization. No hesitation. Fly the mission. Now!” (Gill, 2017). That also made it hard for the aviation community to argue against Kelly, for he not only talked the talk he walked the walk. Indeed, in the OER that he received in April 1964, his rating officer, Artillery COL Raymond R. Evers, who served as the U.S. Army Support Command, Vietnam Chief of Staff, noted that:

“Major Kelly has provided mature leadership to his unit in combat, gaining the respect and admiration of his associates and the loyalty of his subordinates. He is outspoken and has strong feelings on most any subject which involves the mission or welfare of his unit. He has been eager to serve the medical evacuation needs of the command and willing to take whatever personal



Figure 5. Photo of CPT Charles L. Kelly, Medical Service Corps, Commander, 50th Medical Detachment (helicopter ambulance), Uijongbu, Korea. Photo courtesy of Charles L. Kelly, Jr.

risks were necessary to assure the welfare of the patients entrusted to him ... His unit enjoys an excellent reputation among other aviation units. His unit never refuses a mission night or day for support of ARVN or U.S. troops” (Engert, 1966) (Figure 5).

In an OER dated 30 June 1964—likely the closeout after his death—his review-



Distinctive Unit Insignia, 57th Medical Detachment, AMEDD Museum Collection, Joint Base San Antonio, Texas, October 2021. U.S. Army photo by Francis S. Trachta/Released.

ing officer, COL Klingenhagen, an infantryman and Army Aviator who was the Deputy Commander of the U.S. Army Support Command, Vietnam, wrote:

“I personally observed Major Kelly on many combat operations. He is one of the most aggressive commanders in Vietnam and his unit reflects his dynamic leadership by always accomplishing their mission even under the most hazardous of conditions ... Major Kelly has done an exceptional job with his unit since taking command. His unit’s discipline and appearance have improved materially” (Engert, 1966).

In his April 1964 letter to Major Knowles, the same one in which he asked for copies of doctrinal publications and regulations, Kelly wrote, while discussing

his next assignment, that he intended to retire shortly after returning from Vietnam (Kelly, 1964a). Two weeks before he died, in another letter to Knowles, after again discussing the issues that the 57th was facing and how he was dealing with them, he closed his letter by stating:

“Don’t forget that I am going to retire. Don’t go to the trouble of answering this letter for I know that you are very busy. Anyhow, everything has been said. I will do my best, and please remember Army Medical Evacuation FIRST” (Kelly, 1964b).

The truth is that Kelly did not have to attempt that landing. Nor did he have to remain, waiting for his patients under enemy fire. The advisors on the ground told him to leave. But that wasn’t Kelly’s way. Patrick Brady, not one to shy away from danger himself, called Kelly “the greatest individual soldier I ever knew” (American Veteran’s Center, 2021). And in a *McCall’s Magazine* 1966 anthology, “The Gift of Love,” GEN William C. Westmoreland chose Kelly as an example of “the greatness of the human spirit,” and said of Kelly:

“The Major Kellys ... have given America more than they have taken from her. And they are still giving, for when the going gets rough and an extra ounce of effort is needed, Major Kelly’s last words still shine brightly: “When I have your wounded” (Westmoreland, “General William C. Westmoreland, Commander, U.S. Forces in Vietnam,” 1966).

If Kelly had turned away from that landing zone or left when directed by the advisors on the ground, no one would have said anything about it, and it was accepted practice in the Korean War (Blumenson, 1987, 1990, pp. 111-112). Indeed, after Kelly’s crash, another Dustoff aircraft piloted by Brady and 1LT Ernie Sylvester went into the landing zone and made the pickup later that same day—Kelly’s bird still a mangled heap nearby (Brady & Smith, 2010, p.

77). But Kelly would not do that. Nor would his men. Nor would the men who followed them. Nor the women who joined them. And that is both Kelly and Neel’s transformative legacy. Because Neel saw the air ambulance not just as a transportation means but as an asset where care could be given en route, and Kelly knew that the only way to make use of that asset properly was to bring it to the point of injury—regardless of conditions in the air or on the ground—and then bring the patient directly to the point where the most appropriate care could be given. This, in turn, allowed the hospitals in Vietnam, no longer required to relocate frequently on the battlefield, to become semi-permanent facilities with equipment, and in some cases rivaling that found in stateside hospitals (Neel, 1973, pp. 59-60). And this is why Kelly’s dec-

laration, “When I have your wounded” are the five most transformative words in Army medical evacuation.

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This flight jacket, located at the AMEDD Museum, JBSA, Fort Sam Houston, Texas, belonged to MAJ Charles L. Kelly, one of the leading figures in establishing the need for independent aeromedical evacuation units. His actions and exploits were also instrumental in forming the basis for the special esprit de corps of all “DUSTOFF” units. U.S. Army photo by Francis S. Trachta/Released.



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