If you build them...

...they will come!!!
'NIGHTMARE'

Rescuers, residents struggle

- Katrina death toll estimated to be at least 120
- Superdome refugees moving to Astrodome
- Breached New Orleans levee an "engineering nightmare"
- Mississippi governor: More damage than Camille

FULL STORY

- Watch: Levee breached, Dome must be evacuated
- Watch: Feds fan out for storm recovery efforts
- Watch: Wife searches for missing husband
- Watch: Mayor blasts failure to patch levees
- Watch: Bush may visit hurricane sites
- Watch: Hospitals flooded
- Watch: CNNMoney: Expert says gas hit $4 a gallon

MORE NEWS

- Superdome refugees moving to Texas
- Feds fan out for storm recovery efforts
- Wife makes desperate trip with husband's body
- Watch: Wife searches for missing husband
- 'It's like being in a Third World country'
- Mayor blasts failure to patch levees
- Watch: Bush may visit hurricane sites
- Watch: Hospitals flooded
- Watch: CNNMoney: Expert says gas hit $4 a gallon
- Watch: CNNMoney: Martha Stewart house arrest ends
- Watch: Scientists decode chimpanzee DNA

WATCH FREE VIDEO

- Family faces uncertain future (2:23)
- A survivor's story (9:26)

BUSINESS

- Markets: Dow Jones Industrial Average (DOW)
  - 5.09
  - 10,417.91
- CNN Money
  - Continuing coverage
  - Areas declared disaster zones in the aftermath of Katrina

ON CNN TV

- Schedule
- Featured Video
- More Video Picks
FLEEING A DROWNED CITY

’One of the worst natural disasters’

- “Renegade bus” first to arrive at Astrodome
- Ambulance workers victimized by looters
- New Orleans police halt rescue efforts to stop looters
- Louisiana governor “just furious” about lawlessness

DEVELOPING STORY

- Watch: Newborns rescued | Heartbreaking trip home
- Watch: National Guard arrives in Mississippi
- Watch: How the levees broke | Highway of misery, hope
- Special Report: Trail of destruction | Gallery | Levee system
- Citizen Journalist: Your e-mails | Gallery | Share your story
- Hotlines: Where to get, give help | Tell people you’re safe

Storm victims crowd around the Superdome as buses arrive to take them to Houston.
'LOCKED AND LOADED'

Military to move into New Orleans

- Governor: Troops 'know how to shoot and kill'
- Large explosion reported in city's railroad district
- Houston's Astrodome full, turns away refugees
- New Orleans survivors live among corpses

FULL STORY

- Watch: Modern day genocide | Thousands stranded
- Watch: Trying to restore order | Military moving in
- Gallery: Despair | Street-by-street | before and after
- Citizen Journalist: Your e-mail | Gallery | Share your story
- Hotlines: Where to get, give help | Tell people you're safe
- On CNN TV: Live, continuous coverage

A fire burns on the east side of New Orleans.
Hospitals struggle in Katrina flooding

Wednesday, August 31, 2005, Posted: 12:20 p.m. EDT (16:20 GMT)

NEW ORLEANS, Louisiana (AP) -- As floodwaters rose around Charity Hospital in New Orleans, the rescuers needed their own rescuing.

Charity's backup generator was running out of diesel fuel. Nurses hand-pumped ventilators for patients who could not breathe. Doctors carried supplies in from three nearby hospitals.

"It's like being in a Third World country. We're trying to work without power. Everyone knows we're all in this together. We're just trying to stay alive," said Mitch Handrich, a registered nurse manager at the hospital -- Louisiana's biggest. (See video of what the city faces with dwindling food and growing contamination -- 2:18)

Hospitals across the city faced deteriorating conditions Tuesday after two levees broke, sending water coursing through the streets of the Big Easy. An estimated 80 percent of the below-sea-level city was under water, up to 20 feet (6 meters) deep in places, with miles (kilometers) and miles (kilometers) of...
FEMA goes into disaster mode for Katrina

Bush readies federal government for relief effort

WASHINGTON (AP) -- The Federal Emergency Management Agency went into disaster mode as it and other federal agencies prepared to deal with the aftermath of Hurricane Katrina.

"I want the folks there on our Gulf Coast to know that the federal government is prepared to help you when the storm passes," President Bush said during a Medicare speech in El Mirage, Arizona. "In the meantime America will pray, pray for the health and the safety of all our citizens.

"Our Gulf Coast is getting hit and hit hard," Bush said. "I urge the citizens there in the region to continue to listen to the local authorities. Don't abandon your shelters until you're given clearance by the local authorities. Take precautions because this is a dangerous storm"
We heard that the Buses were Coming

The Thursday after the Storm:

We were told to expect as many as 25,000 evacuees and hundreds of buses within 24 hours.
Dallas Evacuee Clinics for Hurricane Katrina

Operated initially at Reunion Arena only

Day 5 we opened the Dallas Convention Center Medical Command Center
One of the many heroes
Within 24 hours

The Medical Team:

*Designed the Medical Center at DCC*

*Arranged for Curtains, Cots, Supplies*

*Established the Medical Coverage*

*Got it started as the buses rolled in*
The Convention Center CMO

25 Bed Facility
Urgent Care
Routine Care
Isolation
Mental Health
OB/Gyn
Optometry / Dental
Volunteer Rehab
Medical Screening
2 People

Triage
6 Stations RN/EMT-P

North Star
Mental Health
Geriatric Care
1 SW 1 RN 1 MD

Routine Care
8 am - 8 pm
Diabetes
Cardiac
Wound Check
Charge Nurse
1 RNs 4 MDS
Mid Levels
Transport

Urgent Care
Charge Nurse
3 RNs 3 MDS
Mid Levels
Station 1-4
Station 5-8
Station 11-14

Fast Track
Chiropractor/Rehab
3 & 4 Clinic
1 MD 1 Assistant
Women's Health Clinic
IRN Mid-Level 1 MD

Pediatrics - CMC
Stations 1-2
Stations 3-4
Stations 5-6
Stations 7-8
Stations 9-10
Charge Nurse
1 RN 2 MDS

Medical Supplies
Staff Rehab
Pharmaceuticals
Intake/Control
Guard

Dallas County EOC
Dallas County Public Health Dept.
RED CROSS
MEDICAL COMMAND
CDC

WASH YOUR HANDS!
The Core Partnership
“sprung up”

Public Health
Emergency Operations
UTSW EMS Section
PD
EMS, Fire and Public
Fire
The Convention Center CMO

IC Organizational Structure
Communication to Agencies through IC
Managed Mass Sheltering
Manage Medical Surge
Limited transports to hospitals
Staffing Estimates at Maximum Function

12 Physicians 24/7
= 12 nurses
Support Staff
2 Pharmacy Techs
Volunteer Rehabilitation
DALLAS CONVENTION CNTR
KATRINA HURRICANE
MEDICAL COMMAND

CHIEF MEDICAL OFFICER: KATHY RINNERT

INCIDENT ADMINISTRATOR: TOM NOBLE

EXECUTIVE OFFICER: ALEX EASTMAN

ADMINISTRATIVE OFFICER: IRA NEMETH

OPERATIONS OFFICER: BRIAN KRAKOVER

LOGISTICS OFFICER: JEFF MEYZGER

STAFFING OFFICER: JOHN MARCUCCI

MEDICAL SERVICES

URGENT CARE
Within 24 hours

The Medical Team:

First Buses at 5 p.m.
From then to Midnight we saw 116 patients
The Deluge

The Medical Team:

The Next Day: Over 1100 Patients
Dallas Evacuee Clinics for Hurricane Katrina

Stand Alone Medical Facility at the DCC

Mobile HOMES Vans from Parkland at Reunion

Dallas Fire Rescue EMS at Both
One of the Heroes
Some of the Heroes
MENTAL HEALTH CLINIC

MENTAL HEALTH CLINIC

Hours: 9:AM TO 9:PM
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<td>561</td>
</tr>
<tr>
<td>Region 5</td>
<td>62</td>
<td>796</td>
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<tr>
<td>Region 6</td>
<td>311</td>
<td>1,229</td>
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<tr>
<td>Region 7</td>
<td>425</td>
<td>1,270</td>
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<tr>
<td>Region 8</td>
<td>174</td>
<td>450</td>
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<tr>
<td>Region 9</td>
<td>7</td>
<td>539</td>
</tr>
<tr>
<td>Region 10</td>
<td>10</td>
<td>199</td>
</tr>
<tr>
<td>Region 11</td>
<td>41</td>
<td>984</td>
</tr>
<tr>
<td><strong>Statewide Total</strong></td>
<td><strong>2,030</strong></td>
<td><strong>10,120</strong></td>
</tr>
</tbody>
</table>

**NOTE:** Information for Regions 5 and 6 are not updated due to staff unavailability in the coastal region offices.
## Number of schools with Katrina students and total student enrolled:

<table>
<thead>
<tr>
<th>Date</th>
<th># of High Schools</th>
<th># of Middle Schools</th>
<th># of Elementary Schools</th>
<th>Total # of schools carrying students</th>
<th>Total Students enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/9</td>
<td>22</td>
<td>18</td>
<td>92</td>
<td>132</td>
<td>958</td>
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<td>09/12</td>
<td>22</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>09/14</td>
<td>23</td>
<td>23</td>
<td>106</td>
<td>162</td>
<td>1,615</td>
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<tr>
<td>09/15</td>
<td>23</td>
<td>24</td>
<td>109</td>
<td>167</td>
<td>1,699</td>
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<tr>
<td>09/16</td>
<td>23</td>
<td>24</td>
<td>112</td>
<td>159</td>
<td>1,755</td>
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<tr>
<td>09/19</td>
<td>22</td>
<td>24</td>
<td>114</td>
<td>160</td>
<td>1,845</td>
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<td>09/20</td>
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<td></td>
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</tr>
<tr>
<td>09/21</td>
<td>23</td>
<td>24</td>
<td>113</td>
<td>160</td>
<td>1,998</td>
</tr>
<tr>
<td>09/22</td>
<td>25</td>
<td>23</td>
<td>113</td>
<td>159</td>
<td>2,052</td>
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<tr>
<td>09/23</td>
<td>25</td>
<td>23</td>
<td>115</td>
<td>161</td>
<td>2,093</td>
</tr>
</tbody>
</table>
City of Dallas Emergency Management EOC
Situation Report # 24
September 23, 2005
From 2000-0800
Hurricane “Katrina”

This is the last Situation Report for Hurricane Katrina.

FEDERAL:

Comprehensive Transitional Housing Assistance Program:
On 9/21/05, the Federal Government announced a comprehensive housing assistance program. To meet the immediate needs of individuals and families displaced by Hurricane Katrina, the Department of Homeland Security and Housing & Urban Development announced measures to provide transitional housing assistants to evacuees. The Federal government is taking action to cut through red tape and bureaucracy and provide evacuees with flexibility, choice, and portability, so they can move from temporary shelters to move stable housing.
## Total Patients Seen

09/03/05 to 09/15/05

<table>
<thead>
<tr>
<th>Date</th>
<th>Evaluated</th>
<th>Chronic</th>
<th>Acute</th>
<th>Mobile</th>
<th>Mental Health</th>
<th>OB/Gyn</th>
<th>Pedi.</th>
<th>Total patients visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/03</td>
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<td></td>
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<td></td>
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<tr>
<td>09/04</td>
<td>449</td>
<td></td>
<td></td>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td>1169</td>
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<tr>
<td>09/05</td>
<td>?</td>
<td>321</td>
<td>152</td>
<td>188</td>
<td>76</td>
<td></td>
<td></td>
<td>737</td>
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<tr>
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<td></td>
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<td>90</td>
<td>3,820</td>
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<tr>
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<td>312</td>
<td>142</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>09/08</td>
<td>554</td>
<td>99</td>
<td>289</td>
<td>?</td>
<td>38</td>
<td>10</td>
<td>118</td>
<td>4,454</td>
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<tr>
<td>09/09</td>
<td>674</td>
<td>117</td>
<td>289</td>
<td>181</td>
<td>0</td>
<td>0</td>
<td>87</td>
<td>5,279</td>
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<tr>
<td>09/10</td>
<td>488</td>
<td>140</td>
<td>234</td>
<td>?</td>
<td>0</td>
<td>22</td>
<td>92</td>
<td>5,767</td>
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<tr>
<td>09/11</td>
<td>394</td>
<td>127</td>
<td>181</td>
<td>?</td>
<td>?</td>
<td>14</td>
<td>72</td>
<td>6,096</td>
</tr>
<tr>
<td>09/12</td>
<td>450</td>
<td>97</td>
<td>135</td>
<td>65</td>
<td>?</td>
<td>12</td>
<td>57</td>
<td>7,069</td>
</tr>
<tr>
<td>09/13</td>
<td>499</td>
<td>37</td>
<td>229</td>
<td>165</td>
<td>24</td>
<td>?</td>
<td>44</td>
<td>7,707</td>
</tr>
<tr>
<td>09/14</td>
<td>338</td>
<td>22</td>
<td>161</td>
<td>133</td>
<td>0</td>
<td>0</td>
<td>22</td>
<td>8,045</td>
</tr>
<tr>
<td>09/15</td>
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<td>122</td>
<td>0</td>
<td>1</td>
<td>40</td>
<td>8,356</td>
</tr>
</tbody>
</table>
Staffing Estimates at Maximum Function

- Approximately 10,000 Encounters
- Approximately 4500 Medication Refills
- 17,000 Arrived by Bus
- 464 Arrived by NDMS Air
- Approximately 35,000 Sheltered

Addressed Surge Capacity
Protected the EMS / Healthcare Infrastructure for Dallas County
Transported Patients 9/3 - 9/13 (N = 229)

- Baylor University Medical Center: 28%
- Parkland Hospital: 34%
- Methodist Medical Center: 15%
- Dialysis Centers: 8%
- Veterinary Administration of Dallas: 3%
- St. Paul University Hospital: 5%
- Pewter Hospital of Dallas: 1%
- Children's Medical Center: 0%
- Nursing Homes: 1%
- Charlton Methodist Hospital: 0%
- Medical City Dallas: 1%
## Call Center at the EOC and Reunion JOC:

<table>
<thead>
<tr>
<th>Date</th>
<th>Total Incoming Calls</th>
<th>Number of Call Takers</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/01</td>
<td>445</td>
<td>7</td>
</tr>
<tr>
<td>09/02</td>
<td>2944</td>
<td>22</td>
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<tr>
<td>09/03</td>
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<td>1716</td>
<td>48</td>
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<tr>
<td>09/05</td>
<td>980</td>
<td>42</td>
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<tr>
<td>09/06</td>
<td>900</td>
<td>38</td>
</tr>
<tr>
<td>09/07</td>
<td>1209</td>
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<td>09/11</td>
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<td>09/12</td>
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<td>09/13</td>
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<tr>
<td>09/14</td>
<td>246</td>
<td>11</td>
</tr>
<tr>
<td>09/15</td>
<td>259</td>
<td></td>
</tr>
<tr>
<td>09/16</td>
<td>197</td>
<td></td>
</tr>
<tr>
<td>09/17</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>09/18</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>09/19</td>
<td>188</td>
<td></td>
</tr>
<tr>
<td>09/20</td>
<td>152</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>14,967</td>
<td>361</td>
</tr>
</tbody>
</table>
Staffing Estimates at Maximum Function

To Run this Level of Operation 24/7/365 would cost over $20,000,000 per year

This was a first rate effort

All Volunteered
Key Features

1. Medical Reserve Corps supplied much of the staffing needs
2. Central Management Team
3. EM Experience Helped
4. Pre-identified location
5. Thinking fast on the feet!
6. Community commitment
7. Community practice
Key Design Features

1. Don’t think of it as a hospital…
   …unless it needs to be a hospital
2. Involve EMS early, all elements
3. Keep the design simple
4. Reach out to national vendors
5. Don’t expect rapid federal help
6. Be prepared for the unexpected
Key Design Features

1. Have a single point of contact for the medical operation and then direct from there
2. ASSIGN SOMEONE TO STAFFING EARLY!
3. Handle volunteers through a central contact point, likely “off campus”
Key Error Avoidance Points

1. You will need a QA program
2. You need a medical chart
3. Plan for Record Keeping
4. Patients get sicker: Watch them
5. Have a team that makes medical rounds in the shelter
6. Do NOT assume that diarrhea will not break out at YOUR shop!
Diarrheal Illness Outbreak

Occurred 9/5/05
Severe N/V/D
Spread Rapidly
Over 50 cases
Diarrheal Illness Outbreak

Strict handwashing
Quarantine
PPE
Bathroom facilities
Linens/clothing
Diarrheal Illness Outbreak

Food/beverage
Water coolers
Play area
Diarrheal Illness Outbreak

- Disinfectants
- Red Bags for Waste
- Hand Hygiene
- Bathroom facilities
- Living and play areas
- Food handling
Key Error Avoidance Points

7. Remember that shutting the operation down is just as important as setting it up! Prepare for closing down from the start.

8. Just because a doctor volunteers to help does NOT mean that he/she is the right person for these patients.
Unexpected Occurrences

Institutionalization

A home for the local homeless

A number of persons that will be just impossible to place
Why did it work for us?

1. The Community came together
2. “Nothing was too good for our friends from Louisiana”
3. A central staffing core took this on as a dedicated labor of love
4. The MRC worked
5. We got what we needed because we asked a lot of people for things
Why did it work for us?

We checked out ego’s (and our institution name badges) at the door and got the job done.

People in command accepted that they could be wrong, listened to others, and continuously re-evaluated.
FEMA chief: Victims bear some responsibility

Brown pleased with effort: 'Things are going relatively well'

Thursday, September 1, 2005. Posted: 11:41 p.m. EDT (03:41 GMT)

Programming Note: CNN looks at the disaster and chaos crippling Louisiana, "NewsNight," Thursday, 10 p.m. ET.

(CNN) -- The director of the Federal Emergency Management Agency said Thursday those New Orleans residents who chose not to heed warnings to evacuate before Hurricane Katrina bear some responsibility for their fates.

Michael Brown also agreed with other public officials that the death toll in the city could reach into the thousands.

"Unfortunately, that's going to be attributable a lot to people who did not heed the advance warnings," Brown told CNN.

"I don't make judgments about why people chose not to leave but, you know, there was a mandatory evacuation of New Orleans," he said.
I had just spoken to our EMS regional agency during the third week of September using a picture of Rita near the tip of Florida...
NDMS activated
Patient Movement > 1,500,000
Special Needs Increased
Love Field, 5 planes
September 22 and 23, 2005
…and then...
FOX NEWS ALERT
BUS CATCHES FIRE ON I-45 IN DALLAS
September 23
Bus accident, 24 deaths
Rescue Response Initiated
Code Yellow at Parkland
14 survived for ED evaluation
9 admissions, 1 critical
The Success

The Medical Team:

*Out of some 10,000 patients seeking care, not a single fatality and not a single adverse outcome*
Incident Command

Longest Prior Test – 4 hours
Katrina / Rita / Bus Explosion –

4 weeks!!!!!!

Challenges

Communications

Free Lance or “Buddy System” Communications

Chain of Command for ICS
Additional Reporting

Additional reported required for diarrheal illness

One WNV seen, and two cases of vibrio vulnificans sepsis seen
Daily Communications

EOC Conference Call
State Conference Call
THA Conference Call
Parkland Conference Call
...etc etc etc etc...
The Long Term

We worked together with the Dallas County Medical Society, CMS, and USPHS to craft “Katrina Care”
The Long Term

The local physician network created a model system for the long term healthcare for evacuees, funded by Medicaid
Lessons Learned

NDMS - Need Medical Record / Tracking
Electronic Tracking System
Too Many Data Bases
Duplication of Effort - Data Bases
Incident Command Structure in Shelters
ICS Forms / Tools for Shelter
Need Single Authority in Community
Shelter Assessment Tool
Lessons Learned

Incident Command
Scale Up / Scale Down
Create a Schedule for I.C. team
Phases of response
   Immediate, Intermediate, Extended
Activation Procedure
   Alert vs. Minor
Unified Command Structure
Can we do better?

Are we going to take the communications gap problem seriously?

If so, how then do we do it?
And, a critical question?

Will we always depend on medical volunteers to provide care while so many others perform on the clock?
The Champions!

Volunteers
Teamwork
Community Integration
Multidisciplinary Approach
Southwestern’s EMS Section
Parkland/Methodist/CMC/Baylor/
St. Paul/Zale/Scottish Rite/Presby
EOC and Public Health
NDMS
Sheltering Efforts
The Convention Center CMO

- Excellent response
- Challenged Health Care System
- Addressed Surge Capacity
- Protected EMS and Hospital Infrastructure

Challenges:
- Supplies, Staffing, Volunteers,
- Communications, Agency
- Coordination, MERC

Collaborative Community Effort
Ongoing Needs

Review and revise
Track – define increase in hospital visits from evacuees once shelter closed
Schedule opportunity for regional critiques
State-wide critiques
Novel Projects!

Novel Communications paths for evacuees

Medical Special Needs Centers

Electronic Personal Health Records
The Medical Winner

A “non-denominational”, “check your ego at the door”, efficient, fast, accurate volunteer system.
The Winner

The State of Texas
and its Citizens

An Outpouring of Mercy and Love
The Winner
US!!
We can DO IT!!!
Thanks!!!

www.rayfowler.com