

HISTORY

Chiropractic Rescue and the American Tragedy: The Chiropractic Relief Effort at Ground Zero

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ABSTRACT

The chiropractic relief effort at Ground Zero offers a profound reflection of chiropractic commitment and service. While laws, licensure, and guidelines are often used to define and describe a profession, critical world events can shape a deeper and clearer understanding of purpose. Shortly after the first 9-11 strike, chiropractic was offered at the site in Manhattan. In the ensuing days increasing numbers of chiropractors gravitated there to provide adjustments to the distressed and injured. Their early presence, while welcome, was unofficial.

While the fires were extinguished and the ruins smoldered, chiropractic leaders coordinated with government agencies to serve America in a joint effort of restoration, of healing. Through the efforts of the New York Chiropractic Council, certification was procured for chiropractic services on the Ground Zero re-

spite sites. Officially, chiropractors now served in the deepest wound ever inflicted on American soil, and recovery workers could receive the benefits of chiropractic care. The formal chiropractic relief efforts were manned around the clock, at up to 5 sites, beginning September 28, 2001 through May 30, 2002, when all work at Ground Zero was completed.

Approximately 1,500 chiropractors donated over \$1.5 million in services, adjusting up to 500 per day. During those months on the front lines chiropractors served, then returned to their hometowns and offices to continue their work, confident that the America they loved was healing. In the dark rubble of this event, chiropractic shone brightly as a vital component of the recovery of a city, state, and nation. The successful chiropractic care at Ground Zero sites serve as a model for any future emergency response effort to consider the inclusion of chiropractic services.

Key words: *chiropractic, New York Chiropractic Council, 9-11, Ground Zero, adjustments, disaster or relief efforts, vertebral subluxation.*

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Photos contributed by Drs. Glenn Scarpelli and Gary Deutchman

Introduction

“Life may change, but it may fly not; hope may vanish, but can die not; truth be veiled, but still it burneth; love repulsed, but it returneth.”

Percy Bysshe Shelley

Terror. Terror is the root word of terrorism. Fear. Alarm. Fright. Horror. Panic. Trepidation. Smash these words into someone’s face on ordinary September morning and then try to proceed with normal life or sleep that night. As twin towers basked in the aura of a beautiful New York City morning, a team of terrorists hijacked a plane and accelerated over the Manhattan skyline to bury its nose in the World Trade Center’s side 8:48AM, September 11, 2001. Within minutes a second suicide mission commandeered another large plane into the remaining perfect structure. The smoke filled sky obliterated the sun from the autumn morning as darkness descended on the city. Everybody remembers when they first became aware that the planes hit the buildings. Stunned, shocked or angered, those first few hours lingered like an eternity as we watched an emergency task force of ambulances, fire trucks, and police rush the scene to secure the area, defend the city, and serve the injured. While ash covered victims fled the scene, firefighters and policeman plunged into the smoke, intent on rescuing those in the burning towers. Many came back out safely, too many did not. While these events were unfolding, chiropractic was quickly at the site. With portable table in hand Dr. Thomas Musto arrived to deliver chiropractic care. Later in the day, Dr. Glenn Scarpelli, who had heard the jets fly over his Manhattan chiropractic office, went to serve on the site.

Phone lines jammed all across New York State and the whole eastern seaboard. Confusion manifested. Loved ones were missing in an impassioned quagmire. Televisions played through the night in sentinel duty. The next morning would bring the unknown. Everyone had to face tomorrow in a changed new world. As we awoke on Wednesday, we did not know: How many? How come? What for? Who? What or where? The questions mounted, not the least of which was: How do we heal?

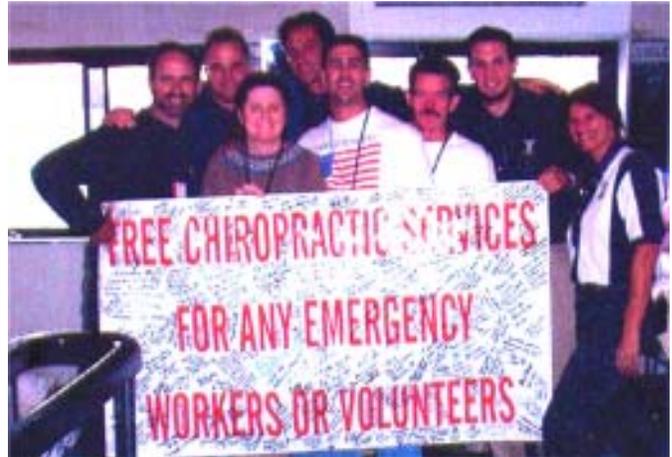
Terrorist attacks can shake the foundations of our biggest buildings, but they can not touch the foundation of America. These acts shattered steel, but they can not dent the steel of American resolve.

President George W. Bush
September 12, 2001

From Rescue to Recovery

As the efforts at Ground Zero transformed from rescue to recovery within a week of 9/11, many around the country wanted to offer help, including the 1,500 chiropractors¹ who would soon provide chiropractic care at the site. Only a few ambulances, relatively speaking, carried injured people from the site. The living had worked their way to safety and were adapting to a survivor’s changed world. The dead include: policemen and firefighters who entered the building to save the innocent lives above, and thousands of everyday business people who were taken from their families and loved ones. In the aftermath, the

Editor’s Note: To view additional photos from ground zero, please visit: <http://www.jvsr.com/access/abstracts.asp?catalogid=194>



names and life stories of those who perished slowly emerged. Fr. Mike Judge, a NYFD Chaplain, was reported as the first to be lost. He was a much-loved civic leader who entered the towers to assist the trapped victims.

Many chiropractors had family, friends, and patients that worked at the Towers. Gone was Donald Delapenha (who was my *big brother* in my college fraternity fifteen years ago in a better time and time and place); he died above the one-hundredth floor. He called his wife and said goodbye after the plane hit the floors below him. I miss him although I hadn’t spoken to him in years. Donny had three children, including a baby girl that was just months old. Six friends of a chiropractor friend of mine named John were lost that day. He could not share any more words than, “I was at a meeting in those buildings exactly one month before.” He wondered what could’ve happened to him. We searched for the living, praying that our loved ones were safe. Like many families, we waited by the phone for word on our three cousins that worked in the buildings. No one could get a message into or out of New York City, although we tried fervently to find out what fate had wrought for our family. Later we gratefully received messages re-routed through a Florida relative that ensured all their safety. Johnny D’Amore walked down eighty flights of stairs and got out the same instant Building One fell behind him. He ran for safety, leaving behind the firemen who helped him exit. The two other cousins were safely out of the office before any of the catastrophe started. Cousin Johnny would see his daughter marry on the next weekend. Life would have to go on, although no life was untouched by this event.

The search for answers and recovery began. Help poured in from the Red Cross. The U.S. military implemented their response. The Salvation Army set tents. Citizens donated blood. Food donations from everywhere were trucked to New York City and formed massive walls in storerooms and outside on the streets. One by one respite centers popped up. The chiropractic relief effort that was unofficially begot in the hands of individuals who stepped around barriers or talked their way through guards was over, and a new, official system was to be formalized.

Many chiropractors were eager to provide ease to a suffering community. Now began the work necessary in order for chiropractic service centers to be established officially, for care to be available until the last recovery worker left the area. While

Mayor Giuliani led the recovery of his city, the Chairperson of the NY Chiropractic Council, Dr. Ellen Coyne, began the chiropractic recovery. The first of many phone calls was to Barbara Contessa, Executive Director of the Council; together they worked tirelessly on the New York efforts. Meanwhile, Ron Hendrickson, the Director of the ICA, began his calls to the Pentagon from ICA headquarters in Arlington, Virginia. Together the ICA and NY Council began to set up a vast network of chiropractors that became known as the **Chiropractic Relief Effort at Ground Zero and the Pentagon.**

The Chiropractic Relief Effort is formalized

Messages from chiropractors from everywhere poured in, ready to fly, drive, or walk there to serve. Dr. Coyne, on behalf of the NY Chiropractic Council, initiated a letter written to Mayor Rudolph Guiliani, this was composed with the assistance of Ron Hendrickson. It would be delivered to New York City, New York State, Governor George Patacki, FEMA (Federal Emergency Management Agency), The Salvation Army, The Red Cross, The US Federal Government, and finally President George Bush. That letter was passed along to all venues of established emergency agencies, seeking one venue to enter and set up chiropractic care.

Dr. Coyne spent tireless hours on the telephone with the Federal Government, including Senator Hillary Clinton. Initially FEMA was controlling the scene. The Federal government eventually handed the duties off to New York State, and then again it was handed off to Mayor Guiliani and the city. Disaster relief participants including the Red Cross and the Salvation Army were on site. After many hours on many phone calls the New York Council created a partnership with The Red Cross to staff the Ground Zero respite centers with chiropractors. The Red Cross's commitment to the health and well-being of the recovery workers now formally included chiropractic as an integral part of the recovery efforts.

Chiropractors from state, national, and international associations participated and the Red Cross provided credentials for all chiropractic volunteers. In accord with an affirmative nod from the New York State Board of Chiropractic, a chiropractor serving at Ground Zero should have a valid chiropractic license and provide photo identification as proof of citizenship. The official credentials provided the chiropractic volunteer full access to all areas of Ground Zero. Manhattan was shut down but the full access provided to the chiropractors al-



lowed them admittance to every portion. One relief site was just yards away from the debris that was the twin towers.

Doctors of chiropractic attended at five sites; Murray St., the U.S.S. Spirit, St. Paul's Church, St. John's University, and the Salvation Army tent. Care was available non-stop around the clock to provide for all workers, who came on their breaks and after their shifts. The pace was intense, four six-hour shifts daily, with fresh teams of chiropractors coming to replace the previous volunteers. There is no exact number that can quantify the number of adjustments given as care was provided to survivors, police, fire, Port Authority, medical relief personnel and civilian volunteers; in the first 58 days alone, 500 workers a day were adjusted.² It is estimated that over \$1.5 million dollars in services were donated. Chiropractors stood shoulder-to-shoulder delivering thousands of adjustments at Ground Zero. When chiropractic sites were filled to capacity at 3 a.m., when chiropractic adjusting sites had to be closed by the fire marshal for being too crowded, that's when we saw the true power of chiropractic.³

Chiropractic mentor, Pasquale Cerasoli, who has practiced in Brooklyn, N.Y. for sixty-two years stated. "Chiropractic care was best suited for the Ground Zero recovery effort; the medics were done within hours after the buildings fell. Chiropractors were moved on site and could serve a large amount of people in a short time." While many of the recovery workers had never received chiropractic care before, they were introduced to this healing art by the most dedicated field doctors assembled in the profession. After getting adjusted, workers found they would be re-vitalized and ready to re-enter the wreckage, able to do their jobs more efficiently. To this day, many of these people and their families continue to be adjusted.⁴

Inside the Chiropractic Relief Efforts

I came to Ground Zero on September 31, 2001 with my wife, Dr. Jessica D'Amore. We entered Manhattan via the Holland Tunnel. Our car was thoroughly searched before we could pass the gate. Upon entering the tunnel it was a nerve racking adventure as our Ford was the only vehicle traveling to Manhattan in the tunnel that Monday morning. It is usually bumper to bumper packed for the mile long underground journey, now it was silent. As the car radio informed us that the first bombs were being dropped on Afghanistan, the road's grade pitched upward to carry us into Manhattan where U.S. Army soldiers carrying M16's searched us again. Soldiers were posted at every corner and we were asked to show our identification at every corner. We were stopped twenty times. New York's finest guided us in to the *Pile*, as it was called. A circuitous route of right turns spiraled our car closer and closer to The Murray Street Respite center set up at St. John's University, where we would work for the next six hours.

Five tables were set up in a second floor class room. New York Chiropractic College, Bridgeport Chiropractic College, and Harvey Professional donated the tables we would use that night. Outside, an angry smoke-filled vista of lights and construction noise would serve as a backdrop to our duties. Inside, messages of love were on the blackboard from the chiropractors that came before us. Downstairs, the respite center was equipped with: a cafeteria where food lines never seemed to

slow down, stacks of energy bars and nutritional supplements, a large room with many chairs, televisions and computers, supply rooms with stacks of gloves, boots and hats, and thousands of letters hung on all the walls and stacked on every flat surface possible - received from children across the country. Stacks of cases formed walls in and outside of the building. We took a walk through the building and out on the grounds. The State troopers who got adjusted earlier informed us that we must go down to the *Pile* and serve as witnesses. Action was everywhere although it was after midnight. This city truly did not sleep.

We met many workers outside and would speak with them. The fire fighters were deeply stricken, they had lost so many in the tragedy, three hundred and forty three members of NYFD perished. The blunted stare of a man in shock three weeks after the loss is an ominous site. No emotion showed through the pall-like masks each wore.

The lights, the people, and the sounds of the massive earth hauler trucks carrying twisted shards of metal through the streets in the cool autumn night equated a surreal feeling. Among the eerie circumstances of this environment was a burning smell in the air that coated the inside of your mouth. There was also a sound that would pierce the night, a particular sound that stood significantly higher above the din, it was a siren. That shrieking whistle would decrescendo and the silence would become deafening while the siren took a breath. Everyone on the site dropped what they were doing and turned toward the street. More sirens sounded, yet it was not a call to flee. Instead we all gathered in line at the street's side to observe a motorcade of police cycles followed by two police cars and an ambulance. The flashing lights and siren horn were acknowledged by a devoted army of workers who solemnly stood at attention and saluted the ambulance rolling by. *Another victim found in the wreckage.* One could not hold the gripping emotion as a fellow citizen is transported to the morgue. We joined in this ceremony, and also saluted where we stood.

Black edifices of the surviving buildings stare down upon us. The buildings surrounding the site were burned black as



well. Each building left standing had a large mesh curtain hung over it to stop items from falling out of the blown-out windows that overlooked the fallen towers. Papers rustled behind the mesh. Beneath this environment of distress, chiropractic had a job to do, we turned back to see more patients and walked back to the adjusting room.

The chiropractic care that takes place in the field on an emergency site has a different rhythm than what occurs in many chiropractic offices. The assessment is thorough but shorter, and each worker who came was fully assessed for vertebral subluxation every time because there might be a different doctor adjusting each time. Everyone was sore and pained but the emotional stress was preeminent and fear was present like an unwanted guest. Dr. Robert Davis reported from the field, "Everyone at the scene was experiencing extreme levels of physical stress (some of them were filling five-gallon buckets with debris, which unfortunately included body parts), chemical stress (you had to be crazy not to wear a face mask with all of the airborne carcinogens set free from the explosion), and emotional stress beyond measure (most of the people there lost



“brothers” whom they were hoping to find alive, protected by a pocket in the wreckage).⁵ Another chiropractor, Dr. Donna Mutter confirmed, saying “These brave men and women were so armored, wrapped in large overalls and boots, and equipped with ropes, lights, guns, knives, cables, hard hats, gloves, and masks. They were covered in dirt and cuts and dust. Their bodies were exhausted from lack of sleep; emotions were raw from so much loss...loss of friends, brothers, and sisters, and from the frustration that no one was coming out alive. Recovering body parts of the dead and a few whole bodies was a living hell. The dust on their cloths and boots contained the ashes of the countless dead...I looked at my hands and realized these hands were touching ashes of the dead.” Dr. Anthony Caliendo adds, “I was allowed to set a table up close to the rubble, but not without a hard hat and a mask. It was here I met Mark on my table. He came from California to volunteer and had been at the site since the beginning working as a specialized digger (mole). He told me he had been recovering human remains all week. I’ll never forget his eyes and his smile when he handed me a cigar and told me it was for when he found a live one – which he promised he would do. His smile couldn’t hide what his eyes revealed. I connected with a suffering, tired soul.”⁶

Workers came because they benefited from the stress release and the *ease* that they would feel after the adjustment, they would tell their co-workers, and then many more workers came. Groups of police officers stripped their flack jackets off and each dropped a pile of guns at the foot of a chiropractic bench, it was unsettling to see an arsenal of firearms at the foot of an adjusting table. There were some state troopers who wanted to get adjusted but also wanted to keep their Kevlar vests on. They were guessing that my hands could penetrate where bullets couldn’t reach. (They got cervical adjustments.)

The chiropractors observed a multitude of reactions after the adjustment. The most common reaction was breathing freely.

Dr. Jessi D’Amore spoke with one fireman, who then decided to get adjusted. I witnessed the change in him as the chiropractic adjustment brought this man out of his personal hell. He rose up and began to breathe, saying, “This is the first deep breath I’ve taken in a long time.” She hugged him. He left and brought back his fellow firemen and had them get adjusted. Dr. Jessi had given a life-changing chiropractic adjustment.

The second most common post adjustment sequellae was the relaxation, noted by a *good healthy sigh*. They wanted to sleep. Lastly, an unforgettable reaction was when they would get up from the table and start to tell you a story about what had happened to them, or talk about someone who was missing. This was an earth moving experience. Men and women alike would speak, in an embrace. They would have to get it off their chest and talk to someone. Healing was beginning as the recovery workers started to let go the emotional knots that were tying up their insides.

Even the Governor was able to witness the benefits of chiropractic. Near where some chiropractors were working, Governor Pataki appeared and spoke to rescue workers and volunteers, as cameras recorded his journey. The doctors were invited to meet with the Governor on the street. They gladly spoke with the Governor for a few minutes, letting him know the importance of keeping the nervous system of the rescue workers clear through chiropractic adjustment.⁷

We left that morning through the Battery Tunnel. Once again we were the only car driving through it, what an eerie site. We had not been allowed to take a camera on site with us, it was a crime scene. The few pictures we have are from the very first chiropractors who went downtown. Without photos, our memories recorded the devastating carnage, the strength of our country and the power of healing as America came back to life, one adjustment at a time. On May 30, 2002 the work was done at Ground Zero and the Pentagon in Washington DC. The chiro-

practic tables were packed up and sent away. The towers were gone, only their footprints remain. Life would move forward.

After Everyone went Home

As often is the story, healing can take place at different locations and in different times displaced from the actual event. Those chiropractors who served at the relief sites would hold this experience with them after they stepped off of Manhattan Island, none were left unchanged. Dr. Patrick McNeil of New Orleans, upon returning home said “Our office isn’t big enough. We need to get a larger office in order to serve more. We need to be adjusting more people in our community.”⁸

A familiar and beloved companion of chiropractors is their portable tables, many were grabbed when chiropractors hit the streets to go serve. Appropriately, in March 2002, New York chiropractic organizations gathered (NY Chiropractic Council, NY State Chiropractic Association and NY Chiropractic College) to dedicate a “Ground Zero chiropractic table” as a symbol of unity. It will reside in the college’s chiropractic museum. Inscribed on the New York Ground Zero table plaque:

“We have witnessed the evil that men do. We have witnessed the innate strength of the human heart. When terror abruptly visited the American people, leaving a rubble scar at the center of Earth, we witnessed death. From the ashes, we witnessed the life return.”⁹

On November 15, 2002, the New York Chiropractic Council hosted a reunion and tribute to chiropractic volunteers from around the U.S. at their 13th annual convention. The event was held in the NY Marriott Financial Center Hotel, at the foot of Ground Zero, a location of special significance as had it served as one of the respite centers. The event started with a boat voyage, it was commissioned to carry chiropractors under the Brooklyn Bridge back to Ground Zero to pay homage to the fallen heroes lost on that day. Later, as survivors were honored, including fire fighters, EMT’s and policemen, each one that was brought up to speak talked about chiropractic. Although many had never been adjusted prior to Ground Zero, how well they



now understood the purpose of chiropractic. They understood why the lines for care swelled as time went on; they spoke of chiropractic adjustments and brought the crowd to tears. And, after all the bumps and bruises were gone, chiropractic is still needed; there was a certain something that chiropractic offered.

The chiropractic relief effort received acknowledgements from the Mayor, the Red Cross, The Federal Government and the NY Police Commissioner, and imparts the value of chiropractic in recovery, not just pain relief. Dr. Brian Stenzler, Executive Board member of the New York Chiropractic Council, wrote of the convention and noted those who contributed to the evening, including Ms. Virginia Mewborn from the American Red Cross, Maj. Steven Langford of the Salvation Army, and Rev. Lyndon Harris from St. Paul’s chapel.¹⁰

Mayor Giuliani’s message included these kind words: “As you gather today to celebrate the contributions of the countless chiropractors who volunteered their time and hard work to the rescue effort at Ground Zero, I would like to offer my congratulations and sincere thanks. Last year’s coordinated efforts at the World Trade Center site not only helped the rescue and clean up crews, but boosted the morale of New York City... Thank you for your determination and tireless devotion.”

Discussion

Mayor Giuliani’s tone and words reveal key elements in the swift, safe, and successful recovery and clean up of the Ground Zero site: contributions and coordination. Chiropractors came to contribute, and contribute they did. The support the recovery workers received, including from chiropractors, may be an important factor contributing to the speed and ease with which the recovery efforts were completed.

Police Commissioner Raymond W. Kelly also sent his appreciation: “Over the course of eight months, close to two million tons of debris were removed from Ground Zero. The chiropractors played an important role in this incredible feat. Your professional treatment of thousands of rescue workers helped all who were involved in the recovery efforts to persevere. You are among the many quiet heroes of September 11th whose contributions will not be forgotten.”

Also of significance is the attention chiropractic leadership directed towards coordinating efforts with existing agencies, in this instance The Red Cross, allowing chiropractors to contribute without creating additional management challenges. The success of chiropractic’s role in the relief efforts was documented within a research paper from the Disaster Research Center at the University of Delaware, titled, *Rebel Food... Renegade Sup-*



RUDOLPH W. GIULIANI

November 15, 2002

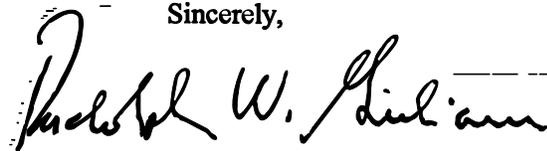
Dear Friends:

As you gather today to celebrate the contributions of the countless chiropractors who volunteered their time and hard work to the rescue effort at Ground Zero, I would like to offer my congratulations and sincere thanks.

Last year's coordinated efforts at the World Trade Center site not only helped the rescue and clean up crews, but boosted the morale of New York City. The outpouring of volunteers and supporters proved that New York was far from beaten. In fact, the tragedy brought us closer together and made us stronger. Thank you for your determination and tireless devotion.

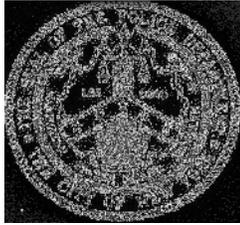
Best wishes.

Sincerely,

A handwritten signature in black ink that reads "Rudolph W. Giuliani". The signature is written in a cursive style with a large initial "R".

Rudolph W. Giuliani

FIVE TIMES SQUARE. NEW YORK. NY 10036. TEL: (212) 931-7300. FAX: (212) 931-7310



THE POLICE COMMISSIONER
CITY OF NEW YORK

November 15, 2002

Dr. Ellen Coyne
New York Chiropractic Council 65-
23 70th Avenue
Glendale, NY 11385

Dear Dr. Coyne:

On behalf of the New York City Police Department, I want to express my deepest thanks and gratitude to the New York Chiropractic Council and its members for all the assistance you rendered during the recovery efforts at Ground Zero.

In the wake of the September 11th attack on the World Trade Center, most of the public's attention was focused on the valiant efforts of police officers, firefighters and other rescue workers who responded so heroically. But what was not so obvious to the public at large were the courageous efforts of those who volunteered their time and medical expertise to assist in the recovery.

Over the course of eight months, close to two million tons of debris were removed from Ground Zero. The chiropractors played an important role in this incredible feat. Your professional treatment of thousands of rescue workers helped all who were involved in the recovery efforts to persevere. You are among the many quiet heroes of September 11th whose contributions will not be forgotten.

Thank you again for your service, and please accept my very best wishes for an enjoyable ceremony and dinner this evening.

~/ Sincerely,

A handwritten signature in blue ink, appearing to read "Raymond W. Kelly", written over a black rectangular background.

Police Commissioner

1 Police Plaza, New York, NY 10038 .646-610-5410 .Fax: 646-610-5865
Webalte: [hnp:JNyc.govJnypd](http://JNyc.govJnypd)

plies: Convergence after the WTC Attack. It describes the convergence of volunteers and donations of supplies as typically problematic since they introduce needed resources and present additional management challenges for public officials already occupied with their emergency duties. However, “several chiropractors talked their way into the Emergency Operations Center and performed...spinal adjustments. They allied themselves with the Red Cross initially in order to maintain access to the facility, but they were able to offer a specific skill, which even if not planned for in advance, seemed useful to those who already had access.” Their evaluation indicated that “the most “successful” volunteers...were those who were able to work with minimal supervision by official emergency workers. Far from requiring supervision, the chiropractor required only space in which to work and some pallets on which to place his mattress. In other words, the incorporation of these volunteers into the response required little or no effort on the part of emergency managers....” And finally, “these individuals and groups that gained access ..., by establishing a legitimized relationship with an insider and negotiating changes in the disaster environment...they were successful in obtaining and maintaining authorized volunteer status.”¹¹

In addition to these formal observations of chiropractic’s smooth integration into the relief efforts, there were many more personal examples of how chiropractic was embraced and appreciated. One doctor noted that as chiropractors walked into a relief center and proceeded to set up their tables, they were greeted with applause. Another, Dr. Andrew Witt, offered this moment: “The most amazing thing was the gratitude that a fireman expressed. It was obvious that he had been at Ground Zero for days. He looked numb, fatigued and completely worn out. His spine was ready for any kindness that I could offer...he offered to pay for the service.... Amazing....God bless people like this man.”¹² Clearly, chiropractic services were a vital component in the recovery of a city, and warrant serious consideration for inclusion in any future recovery services.

Conclusion

Chiropractic remained on the site to the end, there was great need and it was met. A chiropractor could see many people in an hour. Chiropractic analysis could be performed quick and on the spot. The expense was low because all the services and equipment were donated. Safe and effective care delivered on an adjusting table was administered with great results and to great numbers. Ground Zero workers returned with their co-workers to receive the benefits of chiropractic care, over \$1.5 million in service provided.

Chiropractic has demonstrated it is an integral part of emergency events when they arise; the hands that chiropractors greet and adjust others with are instruments of healing. The chiropractic efforts at Ground Zero and the Pentagon created important partnerships, including with the Red Cross, well needed in this turbulent world. In this great American tragedy, it was demonstrated that chiropractic services need to become a part of the long-standing institutions that serve the American public.



Humanity will not be cast down. We are going on – swinging bravely forward- along the grand high road – and already behind the distant mountains is the promise of the distant sun.

-Winston Churchill

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