



# Renfro Chiropractic

**Robert S. Renfro, D.C.**

*Chiropractic Sports Practitioner*

Redacted

02 April 2010

TO: California Citizens Redistricting Commission Selection Board

RE: Letter of Recommendation for #33384 (Dr. Michael Ward)

I am writing to proclaim my full support of Dr. Michael Ward's application for a hands-on position with the California Citizens Redistricting Committee. In my nearly 20 years of practice and as Michael's colleague of nearly 8 years, I have found him to be one of the finest young doctors in my professional career. His dedication to his patients, his coworkers and his community is in the finest traditions of our health care profession.

As a Chiropractor, Michael displays unwavering empathy for the needs of those he serves and goes the extra mile to ensure quality care for all, without discrimination. A great example of Michael's desire to serve his patients impartially is his willingness to take the extra time to communicate thoroughly with a largely increased Spanish speaking only influx. Michael is not fluent in Spanish, but makes great efforts to effectively communicate and treat wholly this patient subset despite the difficult challenge of overcoming the language barrier. As a matter of fact, I attribute the rise in Spanish speaking only patients in my practice directly to the quality of care and compassion shown to this community largely by Michael's principled dedication to being race, religion or insurance blind.

As an administrator and supervisor, Michael in a very short time established himself in my office as an outstanding leader with a keen systems approach to management. Since Michael has been affiliated with my office he has been an integral part of virtually every aspect of practice management and operations, contributing his outstanding judgment, keen insight into people, and his superb analytical thought process to successfully streamline individual job duties, eliminate redundant and inefficient paperwork/databasing, and formalize operating instructions for nearly all areas of my health care business to include scheduling, billing, front office operations and metric implementation. Michael's 'how can we do this better' attitude coupled with his ability to synthesize and communicate complicated data/systems into easily understood bullets makes him ideal to serve the state of California in its redistricting capacity.

Having worked with many excellent doctors in the health care field, I have found none that have the full roundedness of solid analytical thinking, polished communication skills, attention and concern for detail and true compassion for people that Michael has consistently demonstrated. He has my absolute and complete recommendation for service with the state of California and I urge his selection as a supervisor and as an affected citizen.

Robert S. Renfro, D.C.  
Doctor of Chiropractic