



Chronic Care Roundtable Webinar Community Engagement: Outreach Programs to Improve Awareness, Support and Prevention of Diabetes

March 26, 2018

Today's Agenda



- Welcome from John W. Kennedy, M.D., Foundation President
 - Webinar Reminders
- Roll Call
- Featured Presentation:
 - Leon Jerrels, M.B.A., M.H.A., R.N., CPHQ
 - Director, Quality Improvement at Kelsey-Seybold Clinic
- Q & A
 - Please feel free use the chat or Q&A features to submit your questions!

Webinar Reminders



- Webinar will be recorded and shared
 - CCR Portal and next month's *CCR Roundup*
- Please mute your line once the presentation begins
- Participants are encouraged to ask questions during the Q&A session!
 - Unmute your line and ask out loud during a pause
 - Or use the “Chat” and “Q&A” functions on the right side of your screen to submit your questions and we will read aloud for you

Roll Call

- Aetna
- Boehringer Ingelheim
- Dexcom
- Johnson & Johnson/Janssen
- Lilly
- Merck
- Novo Nordisk
- Optum
- Roche
- Sanofi



Today's Speaker



Leon Jerrels, M.B.A., M.H.A.,
R.N., C.P.H.Q.



Director of Quality Improvement
Kelsey-Seybold Clinic

Community Engagement: Outreach programs to improve awareness, support and prevention of diabetes

Leon Jerrels, MBA, MHA, RN CPHQ
Director, Quality Improvement
Kelsey-Seybold Clinic

Houston-Who we serve

- ▶ Most populous city in the state of Texas
 - ▶ Fourth Largest City in US
 - ▶ Fifth most populated Metropolitan Statistical Area in US
- ▶ Houston's economy has a broad industrial base in energy, manufacturing, aeronautics, and transportation.
 - ▶ Leading in health care sectors and building oilfield equipment, outside New York City
 - ▶ Houston has more Fortune 500 headquarters than any other U.S. municipality within its limits
- ▶ The city has a population from various ethnic and religious backgrounds and a large and growing international community.
 - ▶ Houston is the most diverse city in Texas and has been described as the most racially and ethnically diverse major metropolis in the U.S



Organizational Overview-Who we are

▶ About Kelsey-Seybold Clinic

- ▶ Kelsey-Seybold Clinic is Houston's premier multispecialty group practice, founded in 1949 by Dr. Mavis Kelsey in Houston's famous Texas Medical Center.
- ▶ More than 400 physicians and allied health professionals practice at 20 locations and an accredited Sleep Center in the Greater Houston area.
- ▶ Medical services offered by Kelsey-Seybold include medical care in 55 medical specialties including primary care, specialty care, outpatient surgery centers, an accredited Sleep Center, a Radiation Therapy Center, 16 onsite Kelsey pharmacies, laboratory services, advanced radiology services and other diagnostic services.
- ▶ A secure web portal for patients to communicate with their Kelsey-Seybold doctors, get test results and schedule appointments.

Diabetes in Houston

- ▶ Houston is the fourth largest city in the United States. There are 2.1 million people living in Houston and 4.3 million in Harris County. Approximately one in 10 adults in Houston/Harris County have diabetes.
- ▶ Obesity is the most common chronic condition in Houston, affecting 32% of adults. Obese men and obese women have a seven and twelve fold risk, respectively, of developing diabetes.
- ▶ Of the estimated 415 million people worldwide who have diabetes, nearly two-thirds live in urban areas. By 2040, the number of people with diabetes is expected to rise to 642 million, with 74% of them living in urban areas.



Kelsey's Diabetes Experience

- ▶ Diabetes Overview- 2016
 - ▶ 1,146,806 visits
 - ▶ 102,029 diabetic visits
 - ▶ 248,747 active patients
 - ▶ 28,176 diabetic patients (11.3% of the active patient population)
 - ▶ US prevalence for diabetes in 2015 was at 9.4%
- ▶ Diabetes Resources
 - ▶ ADA Recognized Diabetes Education Program
 - ▶ Experienced and skilled clinical staff
 - ▶ Primary Care -NCQA Recognized for Diabetic Excellence
 - ▶ Certified Diabetic Educators
 - ▶ Registered Dietitians and Nutritionist



Kelsey-Seybold-Organizational Website

Welcome to Webinar Wednesday!

“Eat This, Not That;
Dining Out with Diabetes”



Our presentation will begin at noon. Please turn on your computer speakers to hear the webinar.

Webinar
Wednesday

Diabetes: How to Maintain Healthy Habits | Webinar | Kelsey-Seybold

RD Ronda Eisenbrook explains what foods you should include in your diabetic diet, and what exercises you should be doing to manage your diabetes.

Webinar
Wednesday

5 Ways to Get Kids to Eat Better | Webinar Wednesday | Kelsey-Seybold

Getting your kids to eat better can be tricky, but worth it in the long-term! Kelsey-Seybold pediatrician Dr. Jessica Lanerie will go over some tips on how to get your kids on a healthier eating path.

 **Kelsey-Seybold Clinic**
Your Doctors for Life

DocTalk Blogs
Kelsey-Seybold Clinic

Health & Wellness



How to Support a Loved One Who Has Diabetes

Posted by [Oliver Wu, MD](#) on Jan 25, 2017 7:50:00 AM

[Facebook](#) [Twitter](#) [LinkedIn](#) [Google+](#)

While a diabetes diagnosis is tough for the patient receiving the diagnosis, it can also be a downer for loved ones. No one wants to see their friends or family members struggle with a disease. If your loved one has been diagnosed, your first inclination is probably to help them. Here are some ways to go about that, because it can be a tricky situation.

Do Some Research and Talk with Your Loved One



Take Charge of Your Diabetes!

Helpful resources for managing diabetes.

Diabetes Care »



Jump to: [Overview](#) [Providers](#) [Patient Resources](#)

Understanding Diabetes

What is it? Who is at risk? Take the first step to understanding your condition by getting your questions answered and learning about the basics of this disease.

Kelsey-Seybold offers three outstanding education programs to help you manage your condition, including diabetes. We offer classes, certified educators and registered dietitians offering diabetic friendly recipes to provide you the information and motivation you need to lead a healthier lifestyle.

Whether you need help monitoring your blood sugar levels, aren't sure how often and how much you should be exercising, or need assistance with planning healthy meals and finding diabetic-friendly recipes, we're here to help guide you through group and one-on-one consultation.

Kelsey-Seybold patients can be assured that their Kelsey-Seybold diabetes doctor is meeting and exceeding quality standards of care.

Kelsey-Seybold primary care doctors (family physicians and internists) and endocrinologists work closely v

Healthy Living Resources

Search All Healthy Living Articles

Search...

Refine by Topic

All

Diabetes
Heart Health
Child Health
Preventive Health
Prostate
Fitness

View More

Refine by Specialty

Cardiology
Endocrinology
Executive Health
Family Medicine

Diabetes: Beware this "Silent Disease"

Be on the lookout for signs and symptoms Endocrinologist Dr. Dennis Ferrer diabetes. Learn more in the Kelsey-Seybold Healthy Living Q&A.

Diabetes is a Serious Health Issue

There's a diabetes epidemic in America. According to the American Diabetes Association (ADA), an estimated 18 million people have been diagnosed with diabetes while another 7 million are unaware they have the disease. U.S. citizens are currently facing another serious problem: a diabetes epidemic.

Dietary Guidelines for Diabetics

Eating healthy is not always easy, especially if you have been diagnosed with diabetes. Eating healthy and exercising are a very important part of managing your diabetes. There needs to be a balance. Eating healthy and exercising are a very important part of managing your diabetes. We're here to help.

Get Off the Couch

How Exercise Can Lead to a Longer, Healthier Life Chief of Family Medicine at Kelsey-Seybold Clinic, Dr. Patrick Carter, explains how exercise can improve all aspects of your health. Get off the couch!

Holiday Cooking with Diabetic-Friendly Recipes

The holidays don't have to be less tasty just because you're a diabetic. Try some of these recipes chosen by Kelsey-Seybold specialists with diabetes in mind. The holidays don't have to be less tasty just because you're a diabetic. Try some of these recipes chosen by Kelsey-Seybold specialists with diabetes in mind.

Kelsey-Seybold-Social Media

 **Kelsey-Seybold Clinic** shared a link.
November 20, 2015 · 🌐

Looking for a cozy recipe for the weekend? Try this ADA-approved meal that the whole family will love.

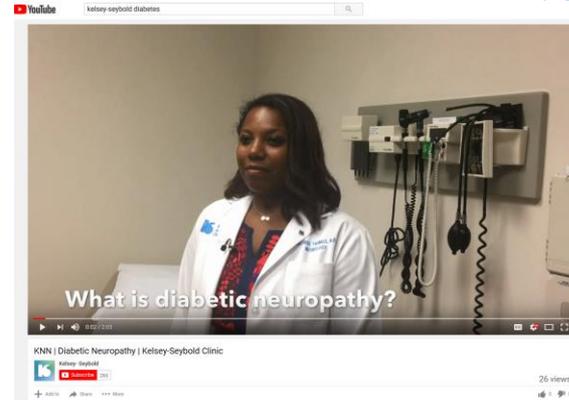


Chicken Cheddar Rice with Asparagus

Who doesn't love chicken and rice? This recipe will be a family favorite. Plus it sneaks in some non-starchy vegetables!

DIABETES.ORG

 Marcenia DuBose-Grace, Susan Alcorn Taylor and 3 others



 **Kelsey-Seybold Clinic** shared a link.
November 18, 2015 · 🌐

Have you ever been pulled over by the "diabetes police"? How did you handle it?



Learn to Deal with the 'Diabetes Police'

What you can do about the diabetes police - those well-meaning friends and family who scrutinize your every move and sometimes cross the line.

BLOG.KELSEY-SEYBOLD.COM

 Beatriz Rsmf, Bill Gottfried and 5 others

1 Comment 

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Your Doctors for Life



Kelsey-Seybold-Radio

- ▶ Dr. Ly's "Prediabetes" spot is airing right now (and thru November) on Sunny 99.1-FM | KTRH AM-740 News Radio | KBME AM-790 Sports Talk.
- ▶ Dr. Broussard's Spanish-language radio spot on Univision: "Alarming Rise of Type 2 Diabetes in the Hispanic Community."
- ▶ Dr. Sehgal's 1-hour interviewed included discussions on "Managing Type 2 Diabetes" reached out to Houston's South Asian community.



Puja Sehgal, M.D

Kelsey-Seybold-News Print

HEALTHY LIVING Advertisement

Diabetes diagnoses have quadrupled

Q: Why is diabetes so much on the rise?

A: "According to the World Health Organization, the number of adults with Type 2 diabetes has quadrupled in the last 35 years," says Vanessa Wellingshoff, M.D., a board-certified Internal Medicine physician at Kelsey-Seybold Clinic. "This increase is related to making unhealthy nutritional and lifestyle choices leading to obesity and high blood pressure. Disturbingly, physicians are also seeing an increase among children."

Diabetes: a tale of two types

"Diabetes is a group of diseases affecting how your body uses glucose. It's divided into two main types," Dr. Wellingshoff explains. "With Type 1, your pancreas either doesn't produce enough insulin or none at all. It usually onsets during childhood. With Type 2, the pancreas may initially produce enough insulin, but your body doesn't use it properly."

She says early-warning Type 2 symptoms usually include increased thirst, frequent urination, headaches, blurred vision, and unexplained fatigue.

"Diabetes can damage blood vessels and nerves leading to eye and kidney diseases, and skin infections," she warns. "Unmanaged, diabetes increases your risk of heart attacks, strokes, limb amputations, and a reduced life expectancy."

She advises eating low-sugar, high-fiber foods, including fresh vegetables; maintaining a doctor-recommended weight; exercising most days of the week; avoiding tobacco; and having regular exams.

"If you feel you're at risk, schedule a medical evaluation that may include a blood test to measure your glucose level," she concludes.

Nationally recognized for excellence in diabetes care, Dr. Wellingshoff cares for patients at Kelsey-Seybold's Main Campus clinic.



Kelsey Seybold Clinic
Your Doctors for Life

24-hour appointment scheduling: 713-442-0000

The health information in this educational program only and does not constitute medical advice or a guarantee of outcome, success or cure, nor is it intended to create a physician-patient relationship between Kelsey-Seybold Clinic or any other physician and the reader. Consult with your healthcare provider for specific medical advice.

Dr. Wellingshoff shared tips for a healthier lifestyle during Kelsey-Seybold's "Medical Minute" broadcast on SUNNY 99.1-FM; AM-740 News Radio and AM-790 Sports Talk. She was named a 2017 Top Doctor by the Houston Chronicle.

Houston Chronicle

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Your Doctors for Life

HEALTHY LIVING Advertisement

You could already have prediabetes

Q: I read that many of us are "prediabetic" without knowing it. Is this true?

A: "Yes. According to the U.S. Centers for Disease Control and Prevention, about 1 in 3 adult Americans have prediabetes," says Steffanie Campbell, M.D., an Internal Medicine physician at Kelsey-Seybold Clinic. "Because prediabetes often has no noticeable symptoms, most people are unaware of their condition. That's why it's so important to have regular medical checkups and, if the doctor thinks there's a need, have your glucose level checked with a simple blood test."

The calm before the storm

"Prediabetes occurs when blood glucose levels are consistently higher than normal yet too low to qualify for a diabetes diagnosis," Dr. Campbell says. "Having prediabetes is like the calm before the storm. Without proper management, prediabetes almost always progresses into Type 2 diabetes along with increased risks for health complications such as nerve damage, impaired vision, heart attack, stroke, kidney failure and diabetic amputations."

Dr. Campbell says you may have prediabetes and be at higher risk for:

- Are 45 years of age or older.
- Are overweight.
- Have a family history of Type 2 diabetes.
- Have uncontrolled high blood pressure.
- Lead a sedentary lifestyle.
- Previously had gestational diabetes.

"If diagnosed in the early stages, a doctor can offer lifestyle modifications and medications to help postpone or even prevent the onset of Type 2 diabetes," concludes Dr. Campbell, who cares for patients at Kelsey-Seybold's Pearlland Clinic.



Kelsey Seybold Clinic
Your Doctors for Life

Meet Dr. Steffanie Campbell

A veteran of the U.S. military, Steffanie is a wonderful addition to the Kelsey-Seybold medical family. Her patients love her and so do we.

"I treat my patients as I would my own family members."
—Steffanie Campbell, M.D.

Pearland Clinic, 2515 Business Center Drive 77584
24-hour appointment scheduling: 713-442-0000

WELCOMING NEW PATIENTS and 60 HEALTH PLANS
kelsey-seybold.com/pearland

Houston Chronicle (Pearland)

HEALTHY LIVING Advertisement

5 things to know about diabetes

Q: The amount of information about diabetes is overwhelming. Can you give me a few facts to help me understand the disease?

A: "As November is Diabetes Awareness Month, your question comes at an appropriate time," says Oliver Wu, M.D., a board-certified Family Medicine physician at Kelsey-Seybold Clinic. "I'll list five basic facts to help everyone gain a better appreciation of this prevalent disease."

No. 1: An estimated 26 million Americans have diabetes. "Unmanaged, it can lead to a heart attack, stroke, blindness, kidney issues and lower-limb amputations."

No. 2: Diabetes is often called a "silent disease" because symptoms usually aren't noticed until blood glucose reaches higher levels causing undeniable health complications.

No. 3: The best way to know if you have diabetes is to have your blood glucose evaluated by a physician.

No. 4: Making healthy food choices and maintaining a doctor-recommended weight can help manage diabetes.

No. 5: Physical activity helps improve blood glucose and cholesterol levels, blood pressure and weight. Setting small goals until reaching 30 to 60 minutes of physical activity most days of the week can yield benefits. (Brisk walking is a good start.)

"Good diabetes care starts by seeing a physician who can advise patients on lifestyle modifications and, if necessary, prescribe medications to help manage the disease and avoid related complications," concludes Dr. Wu, who cares for patients at Kelsey-Seybold's Clear Lake Clinic.



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Your Doctors for Life

APPOINTMENTS AVAILABLE TODAY!
Family Medicine • Internal Medicine
Pediatrics

Online self-scheduling for appointments in Family Medicine, Internal Medicine and Pediatrics; go to kelsey-seybold.com/NOW for AppointmentsNOW.

Or call our 24/7 Contact Center at 713-442-0000.

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Bay Area Citizen

Kelsey-Seybold-Wellness/Community Events

▶ Community Partnerships

- ▶ Beat Diabetes Walk-Host
- ▶ Dine Out for Diabetes-Host

▶ Wellness Events

- ▶ Health Fairs (2017)-20
 - ▶ Glucose (Finger)
 - ▶ Lipid
 - ▶ BMI
- ▶ Health Lectures(2017)-30
 - ▶ “Diabetes, Prediabetes, and Metabolic Syndrome”-Harris Health
 - ▶ “Diabetes - Beware the Silent Killer”-University of Houston

Kelsey-Seybold Beats Diabetes
Kelsey-Seybold Beats Diabetes

Meet Our Diabetes Doctors

BEAT Diabetes

Dine Out for Diabetes

Partnership

Dine Out for Diabetes Recipes

Participating Restaurants

Recipes

Lifestyle Tips

Resources

Warning Signs

Dine Out for Diabetes Recipes

Click on the links below to learn how to make specially created, ADA-approved menu favorite Houston restaurants.



[Ocean Trout Sous Vide](#)



[Persian Herb Frittata](#)

[Dry Bed](#)



Kelsey-Seybold-Centers of Diabetes Excellence (CDE)

- ▶ Diabetes Prevention & Care Program is designed to address any gaps in care that often follow prediabetics and diabetics. The scope will be comprehensive and include a clinical care team focused on removing gaps in care focusing on education, clinical follow-up, and medication adherence.
 - ▶ The program is supported by a multi-disciplinary team:
 - ▶ Physicians (Internal Medicine, Family Medicine, Endocrinology)
 - ▶ Registered Nurse Certified Diabetes Educators
 - ▶ Registered Dieticians (RD)
 - ▶ Administrative support
 - ▶ The program participants will participate in:
 - ▶ Physician visits / interventions
 - ▶ CDE/RN and Pharmacist counseling
 - ▶ Consultations with registered dieticians
 - ▶ Ongoing outreach by the RN Program Coordinator
 - ▶ Engagement with pharmacist for medication adherence



Kelsey-Seybold-Centers of Diabetes Excellence (CDE)

▶ Diabetes Prevention

- ▶ Have initial face-to-face visit with Kelsey-Seybold PCP
- ▶ Have orientation call with RN Program Coordinator
- ▶ Have a 1 hour face-to-face visit with Registered Dietician
- ▶ Have face-to-face visit with PCP every 3 months to include review of Labs (Glucose & HBA1C)
- ▶ Have telephonic touchpoint with RN Program Coordinator every 3 months
- ▶ If medications are ordered, pick up from KS pharmacy every 3 months or as ordered by the physician
- ▶ If weight loss is required and member chooses Weight Watchers program, member must attend 1 face-to-face weekly meeting to continue to receive monthly vouchers

▶ Diabetes Care

- ▶ Have initial face-to-face visit with KS PCP
- ▶ Have orientation call with RN Program Coordinator
- ▶ Have initial 1 hour face-to-face visit with Certified Diabetes Coordinator
- ▶ Have telephonic touchpoint with RN Program Coordinator 7 days post PCP visit follow-up
- ▶ Have Pharmacist telephonic touchpoint 7 days post medication pickup
- ▶ After 45 days into program, have a 30 minute face-to-face visit with Certified Diabetes Coordinator
- ▶ If indicated, have additional follow up visits with CDE
- ▶ Have face-to-face visit with PCP every 3 months to include review of Labs (Glucose & HBA1C)
- ▶ Participate in telephonic encounter with the RN Program Coordinator every three months
- ▶ Pick up prescriptions from KS pharmacy every 3 months

Cities Changing Diabetes

- ▶ Cities Changing Diabetes is a global program in which seven cities around the world are learning how to improve diabetes detection and care in their communities. Houston is the only American city participating. The program aims to map the problem, share solutions and drive concrete action to fight the diabetes challenge.
 - ▶ Houston
 - ▶ Copenhagen
 - ▶ Johannesburg
 - ▶ Mexico City
 - ▶ Shanghai
 - ▶ Tianjin
 - ▶ Vancouver
 - ▶ Rome

Cities Changing Diabetes-Houston

- ▶ Cities Changing Diabetes launched in Houston in November 2014 with a comprehensive analysis of the major gaps and vulnerabilities associated with diabetes. Soon after it launched, the program invested more than a year researching the diabetes epidemic in Houston. A community-wide assessment identified the populations most at risk for developing the disease and compared them to Houstonians already diagnosed with diabetes.
- ▶ This work led to the formation of five Action Work Groups with more than 75 diverse members representing approximately 60 faith-based organizations, government, health insurance companies, medical providers, employers and non-profit entities.

Cities Changing Diabetes-Houston Action Work Groups

- ▶ **The focus areas for the five Action Work Groups were:**
 - ▶ Enhance awareness and education to improve diabetes literacy
 - ▶ Improve navigation for patients to better use prevention, detection, care and management resources
 - ▶ Improve collaboration by providers, insurers and employers to improve patient trust
 - ▶ Help people prioritize personal health over other life demands
 - ▶ Improve the connections between people at risk for diabetes, with diabetes and caregivers and their community

Collaborations-Peer Support System

- ▶ Consists of a diverse group of organizations from across the Houston region and key statewide stakeholders
 - ▶ Goals:
 - ▶ Improving self-management of diabetes through peer support
 - ▶ Decreased diabetes related distress
 - ▶ Objectives:
 - ▶ Increased self-management behavior through exchange of informational and emotional support along with mutual reciprocity
 - ▶ Increased quality of life and well-being through exchange of informational and emotional support along with mutual reciprocity

Peer Support System

- ▶ In person Model
 - ▶ Launch in January 2018
 - ▶ One year of monthly meetings through peer and healthcare professional supported work group
 - ▶ 60-90 minute modules
 - ▶ Open group format: new members may join at any time
 - ▶ Initially healthcare professional led, then peer-driven



Peer Support System

▶ Virtual Model

- ▶ Launch November 2017
- ▶ Open to all residents in Greater Houston
- ▶ Age requirement 18 and older with a diagnosis of prediabetes or diabetes
- ▶ “Closed group” will make it easier to monitor and increases accountability among participants.
- ▶ Closed groups also allow safe place for participants to share their experiences.
- ▶ Action Work Group members will staff Admin Team on Facebook
- ▶ Members to include healthcare providers with diabetes expertise
- ▶ Two Admin Team members will share responsibility of providing content and driving the discussion each month



Collaborations- National Diabetes Prevention Program (NDPP)

- ▶ The National Diabetes Prevention Program (National DPP) was launched in 2010 by the Centers for Disease Control and Prevention (CDC). Since then, significant resources have been invested in states to build momentum for a national movement to prevent Type 2 Diabetes based on sound scientific evidence.
- ▶ With support from the CDC, the Texas AHEC East - Greater Houston Region, Cities Changing Diabetes, the Houston Business Coalition on Health, the Texas Diabetes Council, and the Texas Department of State Health Services, collaborated with the National Association of Chronic Disease Directors (NACDD) to plan and implement a Houston-regional meeting focused on scaling and sustaining the National DPP in the Houston area.

Facebook -Peer Support

The screenshot shows the Facebook interface for a group named "Houston Diabetes Peer Support Program". The group is a "Closed Group" and has 36 members. The main content area features a graphic with the text "Houston Diabetes" at the top, a stylized illustration of two hands shaking in support, and the words "Peer Support" at the bottom. The left sidebar contains navigation options: "About", "Discussion" (selected), "Members", "Events", "Photos", and "Manage Group". Below these are search and shortcut sections. The bottom of the page shows a "Write Post" section with options for adding photos, videos, or live videos, and an "ADD MEMBERS" section with a search bar.

Houston Diabetes Peer Support Program

Closed Group

About

Discussion

Members

Events

Photos

Manage Group

Search this group

Shortcuts

- Houston Diabetes Peer...
- Fairway Village
- BEER & BALL

Houston Diabetes

Peer Support

Change Group Photo

Joined ▾ Notifications ✓ Share ... More

Write Post Add Photo/Video Live Video More

Write something...

ADD MEMBERS

+ Enter name or email address...

MEMBERS 36 Members

NDPP-Pillars

- ▶ The following pillars are important for scaling and sustaining the National Diabetes Prevention Program.
 - ▶ *Increase awareness of prediabetes*
 - ▶ *Increase coverage for the National DPP's lifestyle change program*
 - ▶ *Increase clinical screening, testing, and referral to CDC-recognized lifestyle change programs under the National DPP*
 - ▶ *Increase the availability of and enrollment in CDC-recognized lifestyle change programs.*

NDPP Work Group

- ▶ Consists of a diverse group of organizations from across the Houston region and key statewide stakeholders
 - ▶ Provided key partners an opportunity to provide input into the development of a stakeholder-driven action plan to prevent Type 2 Diabetes through scaling and sustaining the National DPP in Houston with potential to expand to other areas or statewide in Texas.
 - ▶ Sub-Committees
 - ▶ Availability and Support of CDC-Recognized Lifestyle Change Programs
 - ▶ Clinical Screening, Testing, and Referral to CDC-Recognized Lifestyle Change Programs under the National DPP
 - ▶ Coverage of the National DPP's Lifestyle Change Program by Employers and Insurance Plans

The background features abstract geometric shapes in shades of green and yellow. A dark green triangle is in the top-left corner, a lighter green trapezoid is at the top, and a yellow triangle is in the bottom-left corner. The rest of the background is white.

Thank you! Questions?