Excellent Service Starts with Us

Many of the letters received in the Health System from patients and family members tell the story of how a single individual stood out during their encounter. But more often, they describe their entire experience at UTMB, and how their care needs were met not only by a single professional during their encounter, but their entire health care team. The quality of their experience did not rest alone in the hands of the individuals who delivered direct patient care—it spanned their entire relationship with the health care team, from the moment they scheduled their appointment or registered at the front desk, throughout their clinic visit or inpatient admission and procedure, or across the long-term coordination of their care:

continued on page 2

IN THIS ISSUE...

Hydration Stations Approved for All Units | Joint Commission Readiness | Annual Enrollment Ends July 31 | Inside UTMB: Donna Sollenberger Appointed to National Board | Budget Improvement Project Update | Welcome Aboard Jeremy Brynes and Michael Rape | Operations Council Patient & Family Advisor Update with Bonnie Farmer | Physical Therapy and You | Shout Outs

Miss an issue? www.utmb.edu/fridayfocus Submit a story: friday.focus@utmb.edu Friday Focus Team: Mary Feldhusen and Erin Swearingen
“This fall, my father was transported to your ER. He suffered cardiac arrest while he was out fishing. He was stabilized by the wonderful ER nurses and doctors and then transported to ICU. The following morning, Dr. Daniel Beckles performed a successful quadruple bypass on him.

I cannot begin to express the how thankful we are to your entire staff, who provided the excellent care for him. They all went above and beyond all of our expectations. My dad stayed at your hospital for a little over a week, and we had a large group of family members in the waiting room waiting to visit with him. During that time, we got to know so many members of your staff, and I cannot believe how compassionate and kindhearted they were to us and most importantly, my dad. He means everything to us and we still talk about the wonderful care he received at UTMB.

We would especially like to thank your ER staff. They were able to administer the emergency care he needed when seconds counted. They also displayed a sincere sense of compassion, because they came to check on him while he was in ICU. And last but certainly not least, we like to thank Dr. Beckles. The expertise he has in his field contributed greatly to the care he was able to provide my dad. On top of that, Dr. Beckles was very kind and patient with all of our questions. He seemed to truly care about my dad.

Because it was a very chaotic for our family, we did not think to jot down the names of the employees with whom we came in contact. However, we wish to thank the staff that includes everyone from the cafeteria workers, ER staff, volunteers, ICU staff and most especially Dr. Beckles. I hope you are able to convey this message of thanks and indebtedness we feel towards them.”

It’s important to remember that for many patients and families, health care can feel like a complex and intimidating maze. Behind the scenes, providers and staff may be busily focused on ensuring coordination of care, following clinical pathways and sharing information during handoffs—patients and their family rely on the fact that this occurring—they trust that everyone on their care team is familiar with their medical history and informed of their care plan. But the interpersonal side of care—those face-to-face interactions—are also strong indicators to patients and families of how well things are going behind the scenes. These interactions reassure patients and their families that they are receiving the safest, highest quality care.

Care makes the difference, and it begins in every encounter where the patient feels known, respected and shown compassion by another human being. Patients put their trust in their care team, and this relationship of trust is supported when care is demonstrated continuously and consistently. In turn, this helps patients and families feel more comfortable and less anxious, allowing them to better understand what is going on with the treatment plan and better understand their care instructions.

Just a quick glance through our “Shout Outs!” section (pages 8 and 9) paints a picture of how every role during a patient’s encounter makes a difference:

“Melony was so friendly and helpful in setting up my first and second appointments with my doctor! My wife asked to meet her in person to personally thank her. Wonderful customer service!” (July 2014, Urology, Texas City Family Healthcare Center)

“I wanted to extend our thanks for a very good experience at the UHC Oral Surgery Clinic. The care and service my daughter received throughout her procedure was amazing! The registration staff was friendly and efficient, and we were even greeted by a staff member who was not helping us. It was nice to see that everyone is mindful of patients and visitors at the desk. Kat
was instrumental in getting my daughter scheduled very quickly and ensured that I knew who to contact regarding our financial responsibility. Dustin provided that information promptly and answered all my questions in advance. Tammy and Brandi were supportive and saw to my daughter’s needs before, during and after the procedure with professionalism, great kindness and even humor. Dr. Elgene Mainous did such a great job that if I didn’t know my daughter, I’d never have suspected she’d had oral surgery. He discussed the procedure before and after the surgery, explained what to expect, and gave us care instructions. She had barely any swelling, and all medications were provided to keep her pain under control. We were also provided contact numbers if we had after-hours concerns or questions. We could not have asked for a better experience!”

“Dr. Tricia Elliot is my Primary Care Provider. Every time I am in the Family Health Care Clinic my experience is great (even if I’m feeling poorly). On my most recent visit, she was unavailable. Often, it is very hard to switch between doctors, but it was very easy to transition to Dr. Ramon De La Torre. I did not have to repeat my entire medical history; all of the staff had my up-to-date medical records. I will definitely request Dr. De La Torre again if Dr. Elliot is unavailable. I am very pleased with services I have received from both these physicians and their respective teams.”

Excellent service starts with us. Whatever our role at UTMB Health, from the moment we put on our UTMB Health name tag, we become representatives of the organization, and everything we do while we wear our badge represents our commitment to our patients, visitors and colleagues. At UTMB Health, we should always be able to look someone in the eye and say: “The care you will receive at UTMB Health will be the same care I would want the most cherished of my loved ones to receive.”

Hydration Stations Approved for All Units

Recent efforts throughout the institution are helping UTMB employees lead healthier lifestyles. A result of these efforts by Nursing Service included a successful pilot for hydration stations to help staff on all units remain hydrated throughout the day.

The pilot was developed through collaboration between several patient care units and Healthcare Epidemiology, Quality & Safety, and Employee Health in an effort to allow staff to consume beverages using approved containers while also addressing concerns regarding the prevention of potential contamination from chemicals and fluids in the work areas.

All unit and staff members are welcome to access to the hydration stations as long as approved containers are utilized. Approved containers must be spill proof and have a top that can be closed or sealed. Cans and open containers with straws are not approved. Hydration areas will be designated with proper signage.

Grace Morgan (SON student) and Tobias Oliver (ER Technician II) enjoy bottled water at the Emergency Department Hydration Station. The Hydration Station concept originated from staff in the ED.
Joint Commission Readiness

Just a friendly reminder that UTMB Health is once again in the timeframe for our Joint Commission Accreditation Survey. The unannounced survey, which occurs every 18-36 months, is a validation of our organization’s continuous improvement efforts. More importantly, because the accreditation is a nationwide seal of approval that indicates UTMB meets high performance standards, this is a great opportunity to reinvigorate our current efforts to ensure we are providing the safest possible care for our patients, families and one another.

The Joint Commission accreditation can be earned by many types of health care organizations, including hospitals, doctor’s offices, nursing homes, office-based surgery centers, behavioral health treatment facilities, and providers of home care services. The survey process is data-driven, patient-centered and focused on evaluating actual care processes. Surveyors use the tracer methodology by selecting a patient and following the path the patient has taken throughout their hospital stay, observing practices, documentation and the environment, as well as interviewing staff and patients. Surveyors will ask questions about the care each patient received and the steps taken to ensure that it was safe and of high quality.

Areas of focus for the surveyors include both patient-related and organizational functions. Please be sure to work with your supervisors and colleagues to assure action items in your area are addressed. Our success will require the cooperation and support of every provider and staff member, as well as on everyone’s familiarity with The Joint Commission requirements in their particular area!

The Joint Commission can arrive any time during our survey timeframe. The survey will last five days and your supervisor will keep you informed of survey progress. At the end of the on-site survey, the surveyors will present UTMB with a preliminary report that identifies if there were any standards that were scored as partial or non-compliant, also known as Requirements for Improvement (RFIs).

It is important to note that UTMB’s performance during the survey is made public and available on the Internet. Our competitors, affiliates, referring physicians and most importantly our patients and their families will be able to read the details of our performance. Every UTMB employee at every level is very much responsible for upholding our mission and providing excellent patient care!

For more information on Joint Commission Accreditation preparedness in your area, please visit [http://intranet.utmb.edu/qhs/TheJointCommission](http://intranet.utmb.edu/qhs/TheJointCommission) or contact Janet DuBois, Associate Director of Accreditation.

Annual Enrollment Ends July 31!

The UT System Office of Employee Benefits (OEB) website, has been updated with this year’s Annual Enrollment information, including video presentations from OEB and the UT Benefits insurance vendors. Visit the website at, [https://utdirect.utexas.edu/nlogon/sgwww/myUTBenefits/index.wb](https://utdirect.utexas.edu/nlogon/sgwww/myUTBenefits/index.wb).

**KEEP THESE IMPORTANT DATES IN MIND**

- Annual Enrollment period ends July 31, 2014;
- Deadline for submitting Evidence of Insurability (EOI) forms for Life, Disability, and Long-Term Care insurance: August 15, 2014; and,
- Effective date for coverage elected and approved during Annual Enrollment: September 1, 2014.

**Reminder:** UT FLEX plans MUST re-enroll during Annual Enrollment to continue participation during the new plan year. With the exception of enrolling in UT FLEX, if you don’t want to make any changes to your current benefits coverage, you do not need to do anything.
America’s Essential Hospitals, a national organization of public hospitals and health systems, has named UTMB’s Donna Sollenberger to its board of directors.

Sollenberger, UTMB’s Health System executive vice president and CEO, will join the leadership of an association that brings together health providers from across the country, including Boston Medical Center, the University of Washington Medical Center and the UCLA Health System, to advance best practices for vulnerable populations and underserved communities through advocacy, policy development, research and education.

Sollenberger, who joined UTMB in 2009, has overseen an unprecedented expansion of UTMB health services and achievements, including the opening of many new clinics throughout the region and the construction of new hospitals in Galveston and Victory Lakes.

During her tenure UTMB has received numerous awards for increasing positive patient outcomes, including acknowledgments from the American Heart Association, the American Association of Cardiovascular and Pulmonary Rehabilitation and the Texas Hospital Association.

The “FY2016: A Budget Odyssey” Budget Improvement Project is underway! The project continues to progress as planned and significant strides have been made toward the implementation of Oracle Hyperion Planning software within the Health System. The project will also assess existing Hyperion Planning applications currently utilized by the Academic Enterprise and Institutional Support to ensure that all mission areas’ applications are integrated effectively and thus provide for a more efficient Institutional Budget process.

Most recently, the Hyperion Planning project team transitioned from the Planning & Design Phase to the Build Phase, which is anticipated to last through October 2014. As further progress is made, training schedules for end users will be developed and distributed along with additional communication about the project. Hyperion Planning software applications within the Academic and Institutional Support areas have also been reviewed by the consultant team, and recommendations related to efficiency and integration have been received by the BIP Oversight Committee.

The BIP Oversight Committee is committed to redefine and enhance the process by which UTMB coordinates the development of high level key volume drivers between the Academic Enterprise, the Health System and Institutional Support, and a work group has been established for this purpose.

For additional information, please visit http://intranet.utmb.edu/bip/.
Welcome Aboard, Jeremy Brynes, Associate Vice President, Health System Business Development

After a national search, Jeremy Brynes has joined Health System leadership as Associate Vice President, Health System Business Development.

Prior to joining UTMB, Jeremy was the Assistant Administrator/Director of Business Development for Memorial Hermann Northwest Hospital, a position held since 2006. In this role, he was responsible for leading the hospital’s Neuroscience, Oncology, Heart and Vascular, Pediatric and Orthopedic, and Rehabilitation service lines. In addition, he oversaw several operational functions and ancillary services including the cancer center, wound care center, environmental services, food and nutrition services, patient relations and volunteer services. He also led the hospital’s strategic planning process, served as the hospital’s Director of Marketing, and served as the Director of Customer Relations where he successfully increased patient satisfaction and physician satisfaction ratings above 90th percentile. Jeremy also held a senior leadership role for Joint Commission readiness within the Memorial Hermann Healthcare System.

Preceding Memorial Hermann Northwest, Jeremy served as Director of Patient Support Services at Baptist Hospitals of Southeast Texas (Beaumont) where he led the hospital’s patient experience efforts and oversaw environmental services and food and nutrition services. Jeremy has experience in a variety of roles in the fields of health care and advertising including Vice President of Operations for Medical Design Technology and Director of Production for a marketing/ad agency based in Washington, DC.

Jeremy received his Bachelor degree in Economics and Management from the State University of New York (SUNY Cortland) and his MBA from Tulane University. Jeremy and his family currently reside in Houston.

Welcome Aboard, Michael Rape, Administrative Fellow

There’s a new face on the Health System team! Please welcome Michael Rape, who joined the Health System team as 2015 Administrative Fellow.

Michael comes to UTMB from Main Line Health System in Bryn Mawr, Pennsylvania, where he served as a graduate intern. While interning at Main Line Health System, Michael helped spearhead the creation of a Cost of Harm Analysis Committee, administered an Operating Room Turnover Analysis to decrease turnover times by 20 percent, and collaborated with senior administration on improving OR case cart and storage to decrease case preparation by 15 percent. Michael also implemented a Welcome Card project and helped revitalize project plans for an employee fitness center.

Michael served as an intern at Yale-New Haven Health Center and Florida Hospital Altamonte Spine Center. He is a member of several national organizations, including Toastmasters International, Phi Beta Sigma Fraternity and the National Pan-Hellenic Council. In addition, he has been a mentor for Upward Bound and Brother-to-Brother.

He earned his Master degree in Health Care Administration from the University of Central Florida. In his role as Administrative Fellow at UTMB, Michael will assist with Health System projects, monthly operations reports, lead the recruitment for the future Administrative Fellow, and serve on a number of committees across the institution to gain knowledge of the organization and the health care industry.
Operations Council Patient & Family Advisor Update with Bonnie Farmer

Last November, we introduced Bonnie Farmer, a patient and non-UTMB employee who joined the Health System Operations Council as its Patient & Family Advisor. This month, we followed up with Bonnie to learn more about her experiences so far.

What has your experience been like on the Operations Council as the Patient & Family Advisor so far this year?

Serving as the Patient & Family Advisor to the Operations Council has been an incredible experience. It has been an honor to participate in the business of the council, get to know the members, and to understand the work they do. Perhaps the most striking impression has been the scope of their responsibilities and how committed they are to carrying out their charges. There is also clear reporting of progress or delays as well as an admirable willingness to collaborate as needed. There certainly have been surprises and concerns, sometimes in the same area. An example would be the incalculable number of ways UTMB is compensated or not compensated for patient care. I doubt few patients consider how their care is paid for beyond their personal financial responsibility. I would say it defies explanation, except that twice a month, members of the Operations Council clearly explain the how, when and where UTMB is striving to balance income and expenses with comprehensive and compassionate patient care. (Those really are my words, even if it sounds like part of a promotional piece!)

You have served as an advisor on other UTMB committees and panels such as the Furniture Selection Committee, a review panel of potential food services contractors, an Internal Medicine panel for patient-centered care as well as several other informal panels and reviews. How has your experience on Operations Council as Patient & Family Advisor compared to other committees and boards at UTMB?

While the Operations Council is the most in-depth participation I have, each of the other areas in which I’ve been asked to participate have been equally inclusive and accepting of feedback given. In every case, all suggestions/observations have been considered respectfully and many have become part of action plans. I don’t consider those actions to be based solely on my experience, as I have gathered input from other patients and family members in the course of my advisor role.

Has your participation on the council influenced how you view your patient experience?

I have gained an appreciation of the critical need for genuine interaction and understanding between patient and provider. UTMB has the stated goal of moving toward a patient-centered culture in all aspects of its mission to provide excellence in health care for the individuals it serves. As I see it, that culture will develop as two things happen:

1. The provider side learns about and reshapes its responses to the patient experience; and
2. Patients learn that while authentic concern and honest interaction should be expected, the provider has both resources and constraints that affect how patient care can be given. An example of UTMB’s move in that direction would be Commit to Sit, encouraging the physician to take a seat at the bedside of a hospital patient while giving information and answering questions. It is not yet embraced by all physicians, but it is a step in the right direction to create a less intimidating, more personal interaction for the patient.

When you were first introduced as the Patient & Family Advisor in the Friday Focus November issue, you said that you hoped to add the “consumer experience” perspective to the considerations undertaken by the Operations Council. Do you think you’ve been successful in getting the patient perspective/voice heard?

Absolutely! And not to say it is because of anything extraordinary on my part. I was invited to be open and honest with the experiences my family and I have had (and are having) as patients of the UTMB hospital and clinics. The more I have learned about how the UTMB provider process works, the more accurately I have been able to reflect back on our patient and family experiences in a context that acknowledges that there are responsibilities on both sides. It also made sense to broaden that scope of reference by asking other patients and family members about their UTMB experiences and including that information in feedback when appropriate.

What have you liked most about being on the council?

My favorite part of being associated with the Operations Council is the unusual opportunity to see two sides of a very complicated process and to have an actual, observable effect on changing, and hopefully improving, how the process works.

If other councils or committees begin adopting a similar format by including a Patient & Family Advisor, what advice would you give that advisor?

Listen, ask questions if you don’t understand (I’ve never heard/seen so many acronyms!), reconsider what your experience has been like in light of new information you gather, and try to be balanced, but honest in feedback you give. Don’t do it unless you really want to help UTMB provide better health care for all patients.
Physical Therapy and You:  
Hand, Wrist & Elbow Injuries from a Patient’s Perspective  
By Julia Roy, MA, CART, LPC, Mental Health Clinician, Correctional Managed Care, Polunsky Unit

Your doctor has prescribed physical therapy for you to aide in your recovery. You are likely excited to gain back the full use of your extremity. However, you may be apprehensive as you do not what to expect. You may not know your role or your rights. Hopefully, you will gain some insight and confidence in therapy after reading this information from a patient’s point of view!

I see therapy as a time to learn what I can do to improve my current condition. The physical or occupational therapist is primarily an instructor, guide, coach and personal trainer. Therapy sessions generally last about one hour. During this time, you will likely have heat applied to the affected area, complete some guided exercises and have ice applied. The therapist will do up to 15 minutes of manual manipulation of the affected area. This may vary depending on protocol and/or therapist’s timeframe.

Contrary to what you may hear from others, therapists do not gain pleasure by inflicting pain! The therapists I know are excited when progress is made, when a milestone is met, and when you accomplish something you didn’t think you could do and when you go home satisfied. They may even experience disappointment when the goals of therapy are not met before the last session of the prescribed therapy. Depending on your insurance or doctor’s prescription, you may not be at maximum therapeutic level when the benefits are exhausted. Continuing the therapy at home is beneficial, as it may take up to a year to reach maximum use of the affected area, depending on your injury.

My motto: It gets better and better every day.

In therapy, as in many physical activities, some pain is to be expected—it’s part of effective therapy. The therapist will push you past your current limit to gain progress. The pain should not be excruciating, however. Since it is difficult to allow someone to touch you that you do not trust, if the pain seems unbearable you need to discuss this openly. Deciding to quit therapy will only delay reaching your full potential.

You’ll always get what you always had unless you really work for what you really want.

In most cases, it is recommended that you do not rely on medications to control the pain for a couple of reasons. You could do damage to your injured area when you cannot sense the pain. Also, you do not want to develop a dependency on the medication.

Always consult your health care provider when using pain medications.

At home, it is a must that you complete your part of therapy. A couple of days per week at the therapy center are not going to achieve the anticipated results alone. The usual suggestion is to complete the activities/exercises two or three times a day. The therapist may make some adjustments, clarification and/or recommendations to get the most from your efforts. You might consider borrowing equipment rather than purchasing it. You can ask family, friends, neighbors, co-workers or faith community.

Be your own cheerleader and share your successes with others. The day I wrote this article I was telling everyone, “Today, I opened and closed the vehicle door for the first time”. This didn’t occur until 2 months after surgery.

“I’m so excited, that I just can’t hide it.”

Push yourself a little every day. A little coaxing of the joints throughout the day really helps. When you notice the progress you are making, it makes it easier. Be creative in the therapy and trust your instincts. The therapist may help you gain flexibility or strength in therapy, but it is up to you to at least maintain this gain if not improve it further for your next session. (I am no perfect patient! Some days I didn’t have time, other days I didn’t feel like doing everything. Just do the best you can and push to do better.)

I have been blessed by what I have gained from the experience. I had to truly rely on someone for the majority of my care for a few days. I had to admit that I could not manage it alone. I had to ask for and accept help. That was emotionally difficult and humbling, but I realized allowing others to help gives them the opportunity to be generous. I learned to share my care. I learned to share in the pain and efforts of others. When I was beginning to despair, I sent get well cards out to the ill, injured and infirmed. When I felt alone, I called a friend and tried to smile at the simple things in life. When I was in pain I looked at the therapy patients who may have been in more pain than me. I tried to help others, as able. I appreciate the flowers blooming outside, the support of my family, my spiritual beliefs and the unconditional love of a pet. For these things and my life, I am genuinely grateful.
One of the main reasons my husband and I stay in Galveston is the wonderful care Dr. Alvah Cass and the rest of the UTMB Medical Group provide. (PCP Family Medicine)

Lauren Coffman was especially helpful with making my appointment. She recognized me when I came in and remembered my first visit 14 months ago. (Victory Lakes Cancer Center)

All of the nurses and staff I encountered went above and beyond my expectations during my stay in the hospital. I would like to thank all of my nurses (though can’t remember all of their names) and Jessica Lee (Student, School of Nursing) for all of her help with a quick and informative discharge when I was cleared by the doctor. Thank you!

Dr. Ravi Radhakrishnan is amazing. He has been blessing for the last three years. Our appointments are always scheduled quickly, and he tells me everything I need to know about a procedure. He is always very kind. (General Surgery)

I would like to take this opportunity to let someone know that Debbie Trimble who works for the Access Center went out of her way to help me with a problem. Debbie contacted the office to set an appointment and medication for me to refill until I could see my doctor. She was able to set an appointment for Dr. Barbara Thompson in case I needed help since Dr. Urban couldn’t see me right away. She was very courteous, professional and never gave up until she had all my problems answered. I stress to the community that UTMB has good doctors, but it takes everyone working together to get the message out. Debbie was a fine example of a caring person who obviously enjoys working for the university. We often hear about the bad things that happen, but I would like for someone to know that it was a pleasure working with Debbie.

Dr. Kimberly Brown is fabulous! She is skilled, intelligent and compassionate – all the qualities one wants in a doctor. My post op nurse, Dory, was also sweet, compassionate, and skilled. Wonderful! (General Surgery)

My anesthesiologist, Dr. Joe Funston, was informative and put me at ease. He was wonderful! (Anesthesiology, General Surgery)

Dr. James Rutledge had excellent timing and was able to put my dislocated shoulder back in place. Thank you! (Emergency Department)

Dr. Anju Kuruvilla was very concerned about me, my condition and my pain. Hats off! Dr. James Hunderup is the best doctor around. He is very caring and informative. (Emergency Department)

Dr. Naomi Jamal was wonderful and caring. She took the time to listen to my concerns, was very knowledgeable and provided me with all of the referrals I needed. I would recommend Dr. Jamal with the utmost confidence. She will truly provide the best care possible. (PCP Family Medicine)

Dr. Sharon Raimer has taken care of me for over 25 years. She is excellent! (Stewart Road Family Health, Dermatology)

Dr. Lindsay Sonstein has the best attitude and shows that she cares. She really listens and takes appropriate action needed. (PCP Harborside Medicine Group, Internal Medicine)

Dr. Jeff East really knows what he is talking about! He is a walking book of information on medications and he knows my case, 100 percent. The whole team is exceptional and professional in every aspect of their job. I always feel the care and concern they have for me and the rest of their patients at each visit. Thank you. (UHC Medicine Specialties)

Dr. Randall Urban is respectful, listens and explains things so they are easy to understand related to my condition. He always ensures I receive my test results in a short time. I rate him as a best provider and definitely recommend him to friends and family. (Endocrinology, PCP Internal Medicine Specialties)

I love Dr. Vinod Panchbhavi like a member of my family. Without his care and attention, I would not have any quality of life – I wouldn’t have the use of my foot and be able to garden or hunt and enjoy my home. I cannot say enough good things about Dr. Panchbhavi and his care. (Orthopedic Surgery, Victory Lakes Orthopedic and Rehabilitation)

Dr. Sunil Jain is absolutely amazing! His entire team has worked wonders for my son and I will forever remember each of them. Dr. Jain impresses me with his professionalism, passion for what he does and compassion for his patients. He is a true blessing! (Pediatrics, PCP Pediatrics)

Dr. Ken Fujise recognized immediately I needed to be hospitalized. I was extremely happy with my care at UTMB Hospital, and now I will always go to UTMB! (Interventional Cardiology, Victory Lakes Surgical Specialty Care)

Dr. Tristi Muir is the most compassionate doctor I have ever had. She truly listens and works with me as a partner. She empowers her patients with information and a positive attitude. (Obstetrics/Gynecology, Victory Lakes Pelvic Health and Continence)