Joint Conference Committee

Laguna Honda Hospital and Rehabilitation Center

July 29, 2014

SF HEALTH NETWORK
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

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State of the Hospital

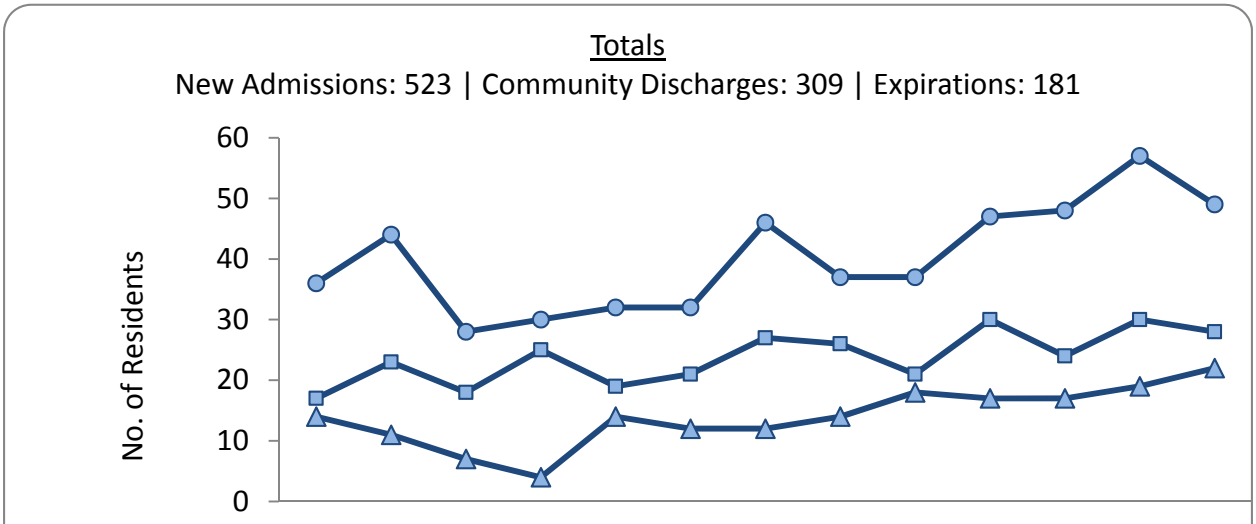
Annual Licensing and Certification (L&C) Survey

Last Tuesday, on July 23, eight California Department of Public Health surveyors arrived at the hospital to conduct the annual L&C survey. We expect the survey to continue until July 30th.

Wait List

Average wait time in days (6/1/13 to 6/30/14):	5.41
Number of people on waiting list as of 7/10/14:	2

Admissions, Discharges, and Expirations (6/1/13 to 6/30/14)

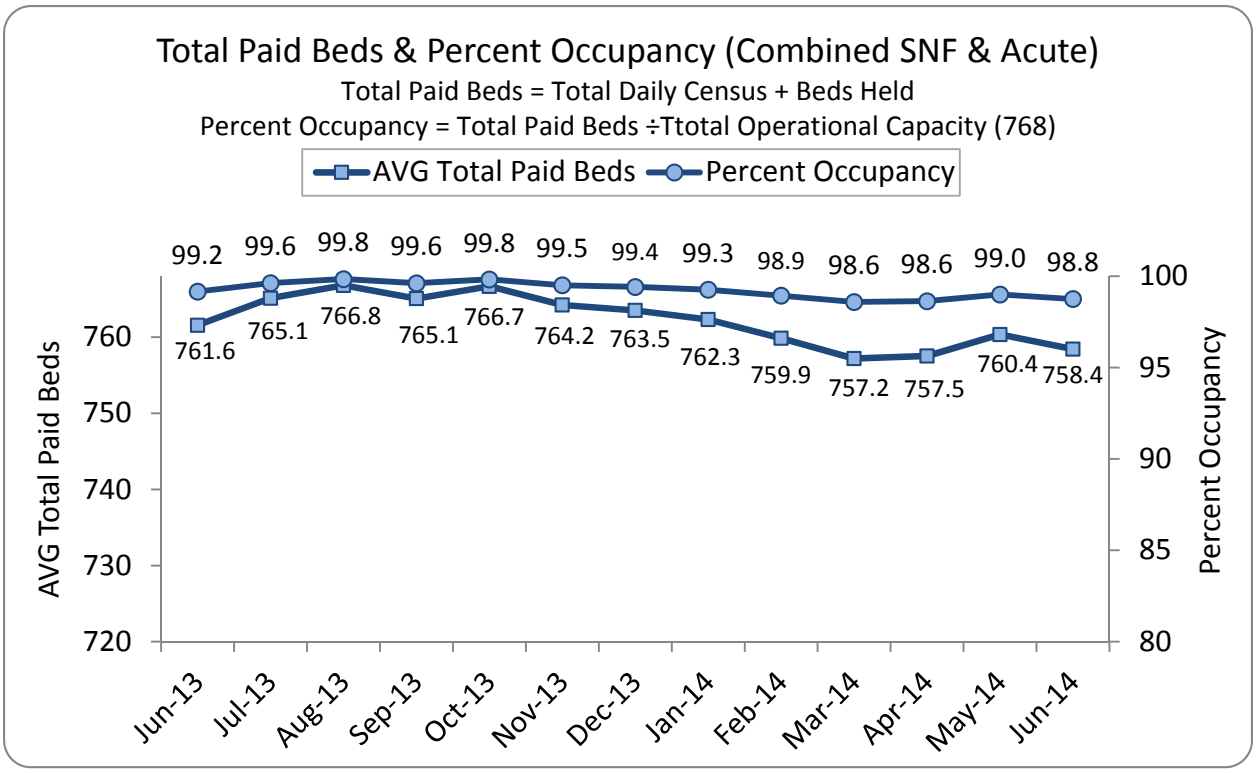


	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14
New Admissions	36	44	28	30	32	32	46	37	37	47	48	57	49
Community DCs	17	23	18	25	19	21	27	26	21	30	24	30	28
Expirations	14	11	7	4	14	12	12	14	18	17	17	19	22

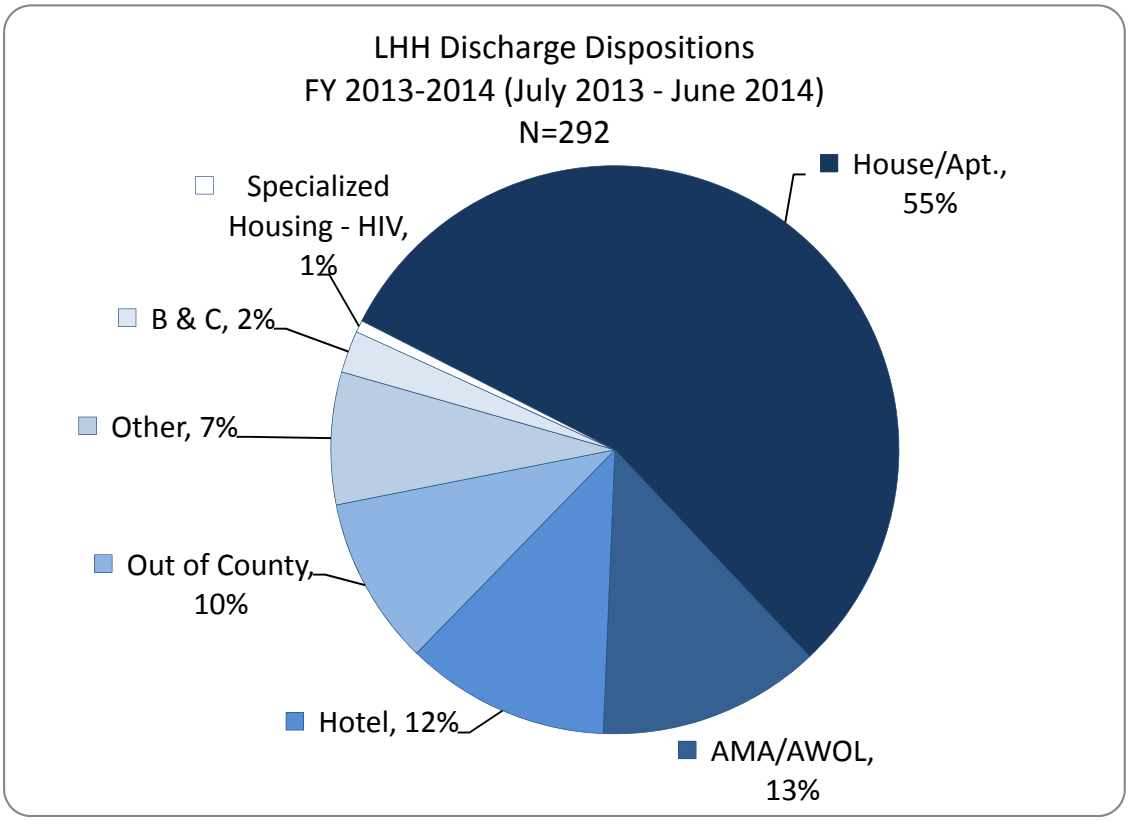
Average Daily Census (6/1/13 to 6/30/14)

Period	SNF Occupied	Beds Held	Total SNF Census	Acute Medical Census	Acute Rehab Census	Total Daily Census	Total Paid Beds	Percent Occupancy
6/1/2013–6/30/14	754.04	5.54	759.58	0.76	1.88	756.72	762.26	99.3%

Paid Beds and Occupancy (6/1/13 to 6/30/14)



Discharge Disposition for FY13-14 (July 2013 to June 2014)



Ten percent (n=28) of discharges were to out-of-county placements. Of those, 17 residents went to live with family; nine residents went to Board and Care Homes that could best accommodate their needs; and two returned to their previous residences.

Staffing Report

Laguna Honda Hospital's vacancy rate is 6%. Human Resources (HRS) is actively recruiting for 81 positions. HR is working with Activities Department in a meet and confer process to realign resident activity programs to better meet resident needs. Health At Home in conjunction with our union partners is evaluating the productivity standard to increase revenue opportunities under the new health care reform environment. HRS staff just concluded training to managers and supervisors on changes to the Collective Bargaining Agreements that went into effect July 1, 2014.

I am pleased to announce three leadership appointments: Shaheenara (Shaheen) Shaikh, RHIT, as the Acting HIS Director, Christine Hanson, CTRS, as the Wellness and Activity Director, and Debbie Tam, RN, as the Acting Chief Operating Officer. We are currently recruiting for the HIS Director position and Debbie will be assisting me in

recruiting for the Chief Operating Officer position. Together, Shaheen, Christine, and Debbie will provide stability and continuity in Laguna Honda's administration, operations and clinical departments.

Budget and Finance

Budget Report

The FY14-16 budget has been finalized and is pending Board of Supervisors' approval. The hospital's proposed budget shows a net **$23.0 million** increase in revenue over last year. The revenue increase consists of the following:

- $21.2 million projected revenue increase due to the restoration of the 10% reduction in Medi-Cal SNF rate as well as the change in DP/NF supplemental reimbursement methodology.
- $1.8 million in revenue-neutral budget initiatives.

The proposed budget also includes an expenditure increase of **$15.7 million** over last year, including the following:

- $10.4 million in personnel expenses (including $4.9 million in MOU COLA);
- $3.4 million in non-personnel and materials and supplies expenses;
- $0.5 million in work orders; and
- $1.4 million in capital equipment, facilities maintenance and capital projects.

The budget reflects a net reduction of **$7.3 million** in general fund subsidy.

Year-End Inventory

The fiscal year 2013-2014 year-end physical inventory count was conducted on June 25, 28, 30, and July 1 in the following various areas:

Department	Beginning FY13-14 Inventory per Book	Ending FY13-14 Inventory per Count	Incr/Decr	
Linen	391,007.36	261,071.30	(129,936.06)	- 33.2%
Central Supplies	175,910.35	226,942.90	51,032.55	+ 29.0%
Materials Management	26,993.61	34,048.93	7,055.32	+ 26.1%
Pharmacy	430,718.05	440,553.06	9,835.01	+ 2.3%
Dietary	106,129.46	101,525.97	(4,603.49)	- 4.3%

1,130,758.83	1,064,142.16	(66,616.67)

The Environmental Service department conducted the linen inventory on 6/25/14 in all areas of the hospital where linens are being used. The hospital uses 10.42lbs of linen per patient day. To increase awareness of linen injections and replacement due to misuse, abuse, lost and tear, the “Annual Linen Fair” was held prior to the actual inventory count. We anticipate a potential 10% cost saving from this conservation effort and staff training for FY14-15.

Central Supply's on-hand inventory has gone up by 29% over last year. This occurred for multiple reasons. We have started storing additional supplies for emergency preparedness purposes of our fast-moving items that we consider a necessity for the residents. Also, we standardized with SFGH on our ostomy products which had a go-live date of 7/1/14 so we had inventories of these clinical supplies in both new and old brands. Lastly, we also had new crash carts items in inventory which will be put into operation in August 2014.

Materials Management inventory has also gone up by about 26%. In a collaborative effort with EVS to improve the service delivery to Nursing, increase efficiency, and decrease the overall inventory in our hospital, Materials Management has taken over the stocking of housekeeping supplies such as paper towels and plastic bags.

The pharmacy inventory was completed on 7/1/14 using an NDC based inventory system this year, which is a major improvement and will provide us with greater detailed information for comparative processes in the years to come. The slight increase (2.3%) over last year's inventory was mainly due to the significant increases in pricing of select medications and an increase use of expensive biologicals.

The Nutritional Services staff conducted food inventory on 6/30/14 using the CBORD computerized system. The reduction in Special Events and catering activities per the revised Hospital Catering Policy has resulted in a less inventory on hand. The department has also converted to using more "compostable" serving containers for Resident trays, which has also reduced the net inventory value in 2014.

Salary Variance Report

We are projecting to have close to $1.8 million surplus in salary expenditure budget by the closing of fiscal year 2013-2014.

Gift Fund Report

The FY14-15 Gift Fund budget is attached and needs approval from the Joint Conference Committee.

Initiatives and Milestones

FY14-15 Priorities

Each year Laguna Honda conducts an extensive planning effort to develop priorities that each Division and/or Department will focus on to help the organization meet its strategic goals and vision. Starting July 1st, a new fiscal year means new priorities. Highlights below correspond to the hospital's FY14-15 three priorities: **San Francisco Health Network, Service Delivery Improvements and Wellness**.

Priority 1: San Francisco Health Network

San Francisco Health Network Launch

Laguna Honda will be one of 39 sites across the Department to host a San Francisco Health Network launch celebration. It will occur on Wednesday, July 30th, from 12:00 p.m. to 1 p.m. at Laguna Honda's Gerald Simon Theater for LHH campus community and at other DPH/SFHN sites simultaneously.

San Francisco Health Network Tagline Contest

Laguna Honda participated in the DPH-wide contest to select a winning tagline for the San Francisco Health Network. Laguna Honda staff submitted tag lines and votes for their favorite. We are waiting to hear our new tag line.

Communication Tool Kit

The Laguna Honda Communications Toolkit will soon be revised and evolve to reflect SF Health Network Branding. The Laguna Honda "Florences" logo has been retired to show our commitment to being a part of the network by using the SF Health Network logo. However, the "Florences" have been repurposed as the icon for "Service Delivery Improvements" priority.

Anthem Blue Cross

Effective July 1, 2014, Laguna Honda is a Contract Provider with Anthem Blue Cross. Services covered by the contract includes: SNF, SNF Rehab, Acute Inpatient, Acute Rehab, Outpatient PT/OT, and Outpatient Clinic. Pre-Authorization is required prior to providing service.

LHH Hosts DPH's African-American Health Initiative (AAHI) Meeting

On July 25, the Department's AAHI met at LHH. Chaired by Director Garcia, the Department is committed to improving the health amongst our Black/African-American San Francisco residents. The initiative has selected four priority areas to focus on, including hearth health, behavioral health, women's health and sexual health. LHH

staff Madonna Valencia, Maggie Rykowski and Loretta Cecconi are actively participating with this important initiative.

Managed Care Office Located at Laguna Honda

The Managed Care Office under Diana Guevara, Associate Administrator for Managed Care, will soon be moving to Laguna Honda campus. We are anticipating that the DPH's Managed Care Team's relocation from 101 Grove in mid-August.

Health at Home's HIV Annual Monitoring Site Visit

Heath at Home provides services, education and support for medication adherence for clients with HIV disease who are not eligible for reimbursable home care services. This allows clients to continue to live independently at home and avoid institutionalization as well as reducing barriers to successful treatment adherence. Services are provided under the CARE contract which is funded by the Ryan White CARE Act and the City and County of San Francisco General Fund allocations.

On April 29, 2014, the Annual Monitoring Site Visit was conducted by the Department of Public Health Business Office of Contract Compliance. The areas reviewed were Program Performance, Program Deliverables, Program Compliance and Client Satisfaction. The overall program rating was Commendable/Exceeds Standards, the highest score that can be awarded. The program was commended for achieving 100% of targeted units of service and 179% of targeted unduplicated clients. In addition, the program has performed especially well in regards to the Treatment Adherence Program with 100% of clients adhering to their medication regimen.

FY13-14 Discharge Goals Exceeded

Congratulations to all the teams who have worked so diligently on achieving the discharge goal set in June 2013. For FY13-14, we have exceeded our discharge goal of 264 residents, with 292 individuals successfully discharged to the community. This is a 37% increase from FY12-13, with 212 community discharges. Also, in FY13-14, there was zero inpatient re-admissions within 30 days of the planned community discharges.

Hospital-Wide Goals

During FY13-14, Laguna Honda's 49 departments were busy completing 390 goals, based on hospital priorities. On May 30th, Laguna Honda's leadership gathered in Moran Hall to share successes, challenges and problem solve in order to accomplish their department goals. Amy Lilley from Department of Human Resources spoke about performance appraisals and linking department goals to employee objectives. Amy provided further support and training in writing goals and objectives in small group, two-hour workshops on June 19th and 20th.

The following are some highlights of goals that departments have completed and in alignment with our FY13-14 priorities were:

1. Health Reform – Completion of integration of LHH's switchboard and phone operators with SFGH as the centralized location. This was a joint effort with SFGH's Facilities and Telecommunications Departments with LHH's Facilities, Telecommunications and Nursing Departments.
2. Appropriate Level of Care – Increased the understanding of low resource utilization groupings (RUGS) from the Minimum Data Set (MDS), identification of discharge barriers and activation of discharge planning steps. This was led by the Social Services and MDS teams.
3. Fiscal Responsibility - Food and Nutrition Services has lowered labor costs, filled vacancies and has a pool of on-call staff.
4. Service Delivery Improvements - North 4 has created a highly and efficient Resident Care Team that meets targets, benchmarks and goals in a collaborative and outcome oriented way.
5. Wellness - Occupational Health has reconvened the hospital wide Occupational Safety and Health Committee dealing broadly with all employee health and safety issues.

Departments will refine their FY14-15 goals during July and submit them to Administration. Department goals need to be SMART (Specific, Measurable, Achievable, Relevant, and Time Frame) and align with the new priorities.

New Fiscal Year Activities

Materials Management has been organizing Blanket Purchase Order Requests (BPOs) and completing them as they are submitted. Their goal is to have the BPO purchase order releases completed within the first two weeks of July. Materials Management is updating the Purchase Order Approval list and asked for departmental support in completing and submitting the forms.

Priority 2: Service Delivery Improvements

"The Voice" – Resident Newsletter

Activity Therapy is partnering with Administration to enhance and revitalize the resident newsletter "The Voice." Former Laguna Honda resident, David Pactor, is working as a correspondent and "man on the street" to help residents and neighborhoods to contribute content to the quarterly newsletter. Each neighborhood will be contributing a page each quarter to the Voice, so that we can hear the stories, happenings, and other contributions from the entire Laguna Honda community. We expect the next issue to be available in August.

Health at Home's Server Migration

On June 3rd, Health at Home (HAH) had a successful IT server migration from DPH to Encore, which is the point-of-care device used since 2005 for home health documentation. The week of June 22nd, HAH had two successful back-to-back codeload upgrades, which was required to meet the compliance billing requirements of CMS. HAH was greatly supported by the DPH IT staff during this server migration and codeload kickoffs.

Chapel Re-Opens

On June 15, 2014, the Chapel at Laguna Honda began hosting spiritual care services. After almost seven years of absence, the sounds of music, laughter and prayer can once again be heard within its walls. The chapel is being used seven days a week by the all faiths, including Catholic, Baptist, Jewish Shabbat, Buddhist chanting, Lutheran, Pentecostal and Episcopal. It can also host silent meditations or yoga. We look forward to many years of spiritual care gatherings for the residents of Laguna Honda.

Restorative Program Update

Beginning July 1st, the hospital's Restorative Program has joined into one. Formerly, there was a Level 1 Restorative provided by therapy aides and a Level 2 Restorative provided by nursing staff, and the restorative plans of care were maintained by the two disciplines. Today, the Restorative Program is comprised of an interdisciplinary team members of nursing and therapy aides. Together, they provide residents with appropriate enriching treatment and services with a holistic approach for acute, rehabilitation, skilled nursing, and restorative or maintenance programs to improve or maintain their activities of daily living. The Restorative Program's goal is to meet residents and support them at their highest, practicable level of function. The interdisciplinary team is working individually with residents who receive restorative care to ensure that their care is continual during the transition.

Laguna Honda Premier Club

The Laguna Premier Club (LPC) is a new neuro-behavioral day program that provides a series of structured activities and exercises designed to meet our resident's needs based on their choices. Often times, these are residents whose needs are not met through traditional interventions. Our groups are specifically designed with the goal of improving cognition and socialization, avoiding power struggles and increasing overall mood. Our purpose is to provide a nurturing program through socialization and communication that will enhance the quality of life for our entire Laguna Honda Community.

The LPC implementation is supported by a budget initiative for FY13-14 that was approved by the Integrated Steering Committee, the Health Commission and the Board of Supervisors. We currently have forty-six actively participating residents with the goal

capacity of 100 participants. We look forward to working together in continuing to expand this initiative.

Fire Response Plan

The Laguna Honda Fire Response Plan has recently been revised to include a different set of procedures for response to a fire in the old building as we transition the building from a hospital to an office building. Once approved by the Health Commissioners this month, we implement the new procedures which call for complete evacuation of the building whenever the fire alarm is activated. This will involve assigning staff in each area to be part of an evacuation team that will sweep the building to be certain everyone is out and then take attendance at the flagpole. Evacuation team members will need to be designated by area or wing rather than specifically by department.

Medical Staff Retreat

The Annual Medical Staff Retreat was held on Thursday, June 26th. In the morning, there were reports from all service chiefs and medical staff committee chairs, as well as elections for Vice Chief of Staff (Dr. Wilme Hathaway) and Medical Exec Committee Member at large (Dr. Brenda Austin). In the afternoon the staff split into small groups based on length of service at LHH and had a discussion about departmental goals for the coming year. The retreat ended with an hour- long open discussion about various medical staff issues.

New Clinic Services

As of July 1st, there will be a Pulmonary Clinic held at Laguna Honda with UCSF physicians providing care.

Electronic Record Records Implementation

After some reorganization, the implementation of eCW, the outpatient electronic health record system of the San Francisco Health Network, has resumed at Laguna Honda. eCW will be utilized for physician documentation of clinic and bedside SNF visits. Laguna Honda and DPH teams are busy behind the scenes in preparation for a go-live date of May 2015. The eCW Laguna Honda Executive Steering Committee, including DPH-wide staff, meets twice a month. In August, there will be a Re-Launch/Re-Set convening for medical providers, nursing and support staff to hear updates about the implementation plan. Work Flow meetings with Laguna Honda departments will resume shortly to develop, test and finalize new work processes under eCW. Technology infrastructure upgrades are continuing to occur, with a recent 10 GB improvement linking 1380 Howard, SFGH and LHH. In the fall of 2014, Virtual Desktop (with “Tap and Go”) will be installed in all clinical areas and users will be trained in the new system. Additionally, Laguna Honda conversion to ICD-10 for diagnoses and procedural medical coding is now a collaborative effort with eCW.

Priority 3: Wellness

TB Clearance for Volunteers

Laguna Honda has approximately 356 active volunteers. In May 2014, the Volunteer Department reviewed Laguna Honda volunteers' tuberculosis test clearance records and found to be 40% compliant. The Department made an aggressive move to increase the percentage by contacting volunteers to inform them of the TB requirement. In two months, the Department reported that the compliance rate in July is 90%. The Department is continuing to pursue the 33 volunteers to comply with their TB testing. In addition, the Department implemented measures to maintain 100% through a first month reminder for new volunteers to submit TB screening and regular reminders as needed.

Shape Up Walking Challenge

The Shape Up Walking Challenge has ended. Team Laguna Honda walked a total of 2,081 miles (the distance of Crescent City, California to New York). Together, 2808 people on 149 teams walked a total of 480,742 miles (which equals 19.2 trips around the world). Keep on walking Laguna Honda!

Bike Ride to Fight Arthritis

On July 12th, LHH Nurse Leaders and bike fiends Chief Nursing Officer Donna Valencia, Nurse Educator Geraldine Mariano, and Nurse Manager Taylor Hatcher participated in the 32-mile bike ride from Kentfield to the Marin Headlands to support Arthritis Foundation's mission to improve lives through leadership in the prevention, control, and cure of arthritis and related diseases. As we embark in enhancing our Nursing Restorative Program at Laguna Honda, the trio wanted to raise awareness as a community and promote a "world free of arthritis pain".

Dementia and Memory Care Dinner

On the evening of Tuesday, July 15th, Laguna Honda Hospital's Dementia and Memory Care Team hosted their annual Candle Light Dinner for the residents, families, and friends of North Mezzanine's secure neighborhood. Held in the Gerald Simon Theater, "Starry Starry Night" was this year's theme for a special evening of entertainment, music, and dancing. For many of our residents living in the advanced stages of dementia, it provides family members with an opportunity to return to a sense of normalcy. For our staff, it provides an opportunity for interdisciplinary team work and bestows a sense of pride in the great work we all do at Laguna Honda.

AIDS Walk

July 20th marked Laguna Honda's 11th year in supporting AIDS Walk in San Francisco. Since 2003, residents, staff, volunteers and former residents' of Positive Care (South 2) have been participating in the annual AIDS Walk in July to raise money and awareness

that the AIDS epidemic is not over. Although there are effective medications to treat this disease, we still see a steady flow of residents who need skilled nursing services at Laguna Honda.

Our Positive Care residents always look forward to this annual event as all participating have a wonderful time. Generally, we take 15-20 residents by bus to enjoy the sunshine (or fog), music, friendship and good food. The residents wear a t-shirt with the AIDS/LHH design created for the event.

This year, we started something new to raise funds – a wheel-a-thon at LHH's Sutro Meadow. Residents were sponsored for laps they conducted around the Meadow and raised almost $200. It was very successful and will likely become a tradition.

This event could not happen without the efforts and hard work of staff. Many staff come on their days off to participate in this annual event as we all see the positive rewards the residents get from participating in a good cause and having a fun day outdoors. Thanks to all of the staff, volunteers, former staff and former residents and, of course, the residents for continuing this wonderful tradition.

Alzheimers Walk

Laguna Honda is partnering with Department of Aging and Adult Services for planning, fundraising and participation in the Alzheimers Walk 2014, which will be held on Saturday, September 20th.

Events and Recognition

Events

July is Eye Injury Prevention

According to the U.S. Department of Health and Human Services and the American Academy of Ophthalmology, the month of July is Eye Injury Prevention Month. Eye injuries can occur at all ages and in many ways including in the home, on the job, while participating in sports, and as a bystander near fireworks. Prevention tips were given to staff and residents.

Recognition

San Francisco Palliative Care Task Force

Anne Hughes, ACHPN, Ph.D., an advanced practice nurse in palliative care, was appointed to the San Francisco Palliative Care Task Force convened by Director of Health, Barbara Garcia and Anne Hinton, Executive Director of SF Department of Aging

and Adult Services. This task force has been charged with investigating the current and future palliative care needs of San Francisco and contributing to the development of a comprehensive, compassionate and cost-effective model of care for those with serious illnesses and those at the end of life. Dr. Hughes serves as co-lead of the Community Education Subcommittee. Dr. Chow also serves on the task force.

Certification in Advancing Nursing Practice

Grace Chen, RN, MSN, CRRN, CHPN, was recently awarded certification as a Certified Rehabilitation Registered Nurse and Certified Hospice and Palliative Nurse by the Association of Rehabilitation Nurses and Hospice and Palliative Nurse Association, respectively. Our goal is to advance nursing practice in the areas of rehab, hospice and palliative care hospital-wide by incorporating best practices and enhance staff's competencies.

Honoring and Tributes for Laguna Honda Contributors

Brent Nettle, founder and former Art with Elders (AWE) Director passed away on June 1, 2014. The AWE Program sends professional artists into care facilities to teach art as therapy and as a form of fine art instruction. We are grateful for Brent in creating AWE and the partnership with the hospital that has benefitted residents for many years.

Bruce Nelson, Friends of Laguna Honda Board of Director member and past president passed away on July 10, 2014. Bruce was an active board member in fundraising, attending functions or events for volunteers and residents at the hospital and on monthly conference calls with the hospital. We are grateful for Bruce's philanthropic contributions and support for Laguna Honda residents. Friends of Laguna Honda, a non-profit organization founded in 1956, is dedicated to enhancing the quality of life for the residents at Laguna Honda by funding non-medical programs and services that would otherwise be unavailable.

Employees of the Month

The Employee of the Month program, a staple of Laguna Honda campus staff recognition program, is now also part of the hospital's service excellence initiative. Employees of the Month are nominated by residents, visitors, volunteers, and staff and are approved by the hospital's Executive Team.

June's Employee of the Month is Virginny Ho, a clerk at the Activity Therapy Department. She studied at San Francisco City College and got her BA from SFSU in Hotel Management. Virginny embodies all the attributes of Service Excellence. She creates a positive, friendly atmosphere, collaborates well with other departments, communicates well with both staff and residents, and exhibits team spirit. Virginny appreciates Laguna Honda's diversity and all of the various personalities she interacts with on a daily basis.

Shaheenara (Shaheen) Shaikh from Health Information System is July's Employee of the Month. She was born and raised in western India. At the age of nineteen, she moved to San Francisco to study and earned her degree in Health Information Technology. As a valued member of the Health Information Services team, Shaheen was nominated for service excellence for her leadership in creating and promoting a friendly and positive atmosphere in the Department. In her free time, she enjoys spending time with her family by going on hikes, watching movies, and taking her kids for a swim. She also passionately enjoys baking desserts such as chocolate brownies and an Indian dessert called *Ras Malai*.

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LAGUNA HONDA PREMIERE CLUB

LAGUNA HONDA
POSITIVE CARE
SINCE 1989

Priority 1: **San Francisco Health Network**

Laguna Honda will be one of 39 sites to host an SFHN launch celebration on July 30 at 12:00 p.m.

Priority 2: **Service Delivery Improvements**

Laguna Honda Premier Club (LPC) is a new neuro-behavioral day program providing structured activities designed to meet residents' needs.

Priority 3: **Wellness**

July 20th marked Laguna Honda's 11th year in supporting AIDS Walk in San Francisco.

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PRIORITIES

WALK TO END ALZHEIMER'S

alzheimer's association

- (Top) Laguna Honda is partnering with Department of Aging and Adult Services in September's Alzheimer's Walk 2014.
- (Left) CNO **Madonna Valencia**, Nurse Manager **Taylor Hatcher**, and **Geraldine Mariano** participated in the 32-mile bike ride to support the Arthritis foundation.
- (Below) EVS at their Annual Linen Fair. Standing is **Maxwell Chikere** (center) and **Olga Daza** (right).

Linen Fair

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EVENTS

Grace Chen, RN, MSN, is awarded Certified Rehabilitation Registered Nurse and Certified Hospice and Palliative Nurse

Psychology Trainees
Laguna Honda welcomes the new Psychology trainees: (L to R) Natasha Smolkin, Avivah McDade, Stephanie Lim and Jonathan Feinberg.

Virginny Ho
June's Employee of the Month

Shaheenara Shaikh, RHIT
July's Employee of the Month

Anne Hughes, ACHPN, Ph.D., is appointed to the San Francisco Palliative Care Task Force

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RECOGNITION