

Adam Rubenfire: Good morning. My name is Adam Rubenfire, and I'll be moderating today's Modern Healthcare webinar, Healthcare Disrupted: Applying High Reliability Concepts to Realize Better Operating Margins. High reliability is being used by healthcare organizations across the country in an effort to reduced medical errors, and improve patient safety. However, to truly reduce errors and improve financial and operational performance across a health system, high reliability concepts should be adopted by all departments across an organization, both clinical and operational.

Adam Rubenfire: As hospitals evolve, to adapt to a value-based, patient-centered models, so must their supply management strategy. This webinar will discuss the cultural and operational transformation that is required to ensure your supply strategy is aligned with your organization's quality and financial goals.

Adam Rubenfire: We'd like to thank Nexera for sponsoring this webinar. Nexera is a healthcare consulting firm. Supply chain is at the cornerstone of Nexera's services, which span from service line based cost reduction to process improvement in the perioperative space. Nexera's service model delivers solutions that are actionable and replicable beyond a consulting engagement to help clients implement meaningful change.

Adam Rubenfire: A couple housekeeping notes before we get started: We want this webinar to be an interactive experience for you, our audience. You're encouraged to ask questions, using the Questions pane in your GoToWebinar attendee panel. Our speakers will try to address as many of your questions as they have time for. You can resize the webinar window by grabbing the corner of the screen with your mouse.

Adam Rubenfire: Now, I'd like to introduce our speakers for today's webinar: Milrose Mercado is a highly accomplished executive with more than 18 years of comprehensive supply chain experience. As Vice President of Management Services at Nexera, she is responsible for all outsourced services under Nexera's workforce solutions. She has been consistently lauded for her success in leading large-scale supply chain transformation efforts, including system development for streamlining operations, meeting financial targets, and driving clinical supply chain integration.

Adam Rubenfire: Kenneth Scher, Assistant vice President at Nexera, has an extensive background in end-to-end supply chain operations, technology, and perioperative services business operations. He provides strategic supply chain and financial advisory assistance, to healthcare organizations aimed at growing business performance, technology utilization, and fiscal stability. He currently oversees initiatives for Nexera's performance improvement and technology optimization services, and manages supply chain consulting engagements.

Adam Rubenfire: And with that, I'll hand it off to our presenters for today. Milrose and Kenneth, the floor is yours.

Kenneth Scher: Thanks so much. Thank you for joining us this afternoon to discuss high reliability in healthcare transformation. Milrose and I are looking forward to reviewing key strategies that will enable your organization to begin or continue its transformation journey. More importantly, we are excited to help you and your organizations realize their supply chain potential through high reliability in an agile and strategic-driven model. We will have time for Q&A at the end of the presentation.

Milrose Mercado: And before we get started, I would like to apologize in advance to the audience. I'm currently recovering from a cold, and may sound raspy and cough, and so if there's something that sounds unclear, please do not hesitate to ask for clarification.

Kenneth Scher: High reliability is being used by healthcare organizations across the country, in an effort to reduce medical errors, and improve patient safety. However, to truly reduce errors and improve financial and operational performance across the health system, high reliability concepts should be adapted by all departments across an organization to truly drive transformation.

Kenneth Scher: Supply chain management accounts for the totality of hospital expenses outside of labor. As Adam mentioned before, true cost reduction strategies are grounded in value or cost, quality and outcome-based supply chain management, the key driver in creating a sustainable financial model. As hospitals evolve into to adapt to the value-based, patient-centered model, so must their supply chain management strategy.

Kenneth Scher: Through this presentation, we will discuss high reliability organizational culture, and operational concepts that are required to ensure your supply chain strategy is aligned with your organization's quality and financial goals. To frame the conversation, it's important to review current trends.

Milrose Mercado: Thank you, Kenny. So, healthcare is going through unprecedented change, and is in a state of flux. Shifts in the market are important to understand as they will result in wide scale change, and will inform new business models, in which healthcare providers must now operate in to thrive.

Milrose Mercado: So what we're seeing from a market perspective is that revenue and cost structures will remain under significant pressure. And this is tied to accelerating cost growth, where supply expenses are projected to exceed labor costs by 2020, growing insurance and labor costs, increased operational investments for population health, clinical care redesign, IT infrastructure, service delivery, just to name a few. As well as new capital demand, to support aging facility and facility growth strategy.

Milrose Mercado: We are also seeing significant government cuts and reductions to payment rates. That means more aggressive reductions in federal health spending, and states are also given more autonomy to make decisions. Unfortunately, this has

resulted in a reduction in healthcare spend. Healthcare providers are also seeing lower volume, as patients with high deductible healthcare plans forego pick care, which has resulted in case and payer mix worsening.

Milrose Mercado: Additionally, we're seeing a lot of M&A. So provider consolidation and regional plays, and payer-provider integration. So more than 50% of health systems have applied to or intend to apply for an insurance license, and then they move to a retail environment aimed at cost transparency. I think this is a really important point, as implications of consumer markets are wide scale. Through the shift of cost exposure to the customers expands, cost transparency through the proliferation of technology, and customer-oriented marketplace that connects consumers directly to market providers.

Milrose Mercado: So to compete in this new environment, health systems must be able to build long-term advantage in a more complex and competitive market, while decreasing cost structure. Also in this environment, the role of supply chain must shift from transaction to strategic function to support this growth. And so given these market contingents, we're seeing hospitals and health systems really shift their focus in three areas, and that's accessibility, so the move toward a consumer-oriented marketplace that can connect consumers to solutions, i.e., multichannel navigation platform, development of a diverse network of access points, so whether that be urgent care, retail or shopping from your couch. Reliability, so organization-wide commitment investment is service delivery and improvements of quality by utilizing high reliability concepts, and affordability.

Milrose Mercado: Tie all of this together to compete in this new environment, health systems must build out an attractive network to attract and retain its consumer base, and this means some fundamental requirements are low cost and access, listing coverage and convenience, but also differentiators, so quality outcomes, better outcomes than your competitors, but also coordinated integrated care, and this will differentiate health systems from their narrowly-focused competitors, as well as a real focus on service excellence.

Milrose Mercado: So in order to execute on these strategies, systemness is the key, and I can't emphasize this enough. You know, responding to the market demands will be challenging, and it requires pulling system assets together in a way that delivers something that is truly different, and this goes beyond just centralization of back office functions or what you see in this chart as operational advantage. And this is really where most health systems stop, but the next stage is really about making hard decisions around standardizing quality, consolidating services, and scaling back capacity, with the end goal of these internal changes to deliver a unique advantage to the market, or a transformational advantage.

Milrose Mercado: So the four hallmarks of systemness are one, government structures are appropriate. That means division of authority between boards and leadership are clearly articulated. Two is that there's engagement of key constituencies. So facility-level executives that play system-wide roles, physician engagement,

involved, clinical leadership embedded in other system structures. Three is incentives are aligned, and four is information is accessible and actionable, which really speaks to the importance of business intelligence.

Kenneth Scher: First, do no harm is one of the principle precepts of bioethics that all healthcare students are taught. It's a fundamental value throughout the world, yet patients are harmed every day. According to a 2015 Commonwealth Fund Survey, one-third of U.S. patients report medical, medication or test errors. In the 1984 book, Normal Accidents, it's noted that in highly complex organizations, in which processes are tightly tied, catastrophic accidents are bound to occur.

Kenneth Scher: Commercial aviation was the first to develop HRO-like principles, after a deadly United Airlines accident in Portland in 1978. The U.S. Coast Guard borrowed HRO principles in the 1990s. In a response to the transfer to Euros and Y2K, a Failure is Not an Option program, using HRO principles was developed.

Kenneth Scher: All of these organizations embedded the HRO approach to drive organizational success. High reliability organizations, or HROs, are organizations that operate in complex, high-hazard domains for extended periods without serious accident or catastrophic failure. The concept of high reliability is attractive for healthcare, due to the complexity of operations and the risk of significant and even catastrophic consequences when failures occur.

Kenneth Scher: The HRO approach within the acute care realm has picked up steam over the past few years, and is one of the leading clinical methodologies being implement across the country. While hospitals are established to provide care to patients, the supply chain is essential to daily operations. Without product, clinical care cannot be provided.

Kenneth Scher: We would now like to direct your attention to our first polling question.

Adam Rubenfire: I'm happy to present our first polling, and it's gonna launch right now, so you should see that on your screen. The first question is, has your organization incorporated HRO concepts into any operations? Your options are yes, no, I don't know, and you can answer that now.

Kenneth Scher: Thanks so much, Adam. So you know, Milrose and I obviously had some conversations about this question as we were putting together this presentation, and we do see a trend in the industry of a lot of organizations moving towards this higher liability organization concept. So it's gonna be interesting to see who on the presentation is in organizations that are moving into this direction.

Adam Rubenfire: And we'll give you just a few more moments to answer the question. So if you haven't answered yet, please do select an answer now.

Adam Rubenfire: Okay, we're ready to close this out. Oh, we're getting a few last stragglers. Okay, now we're gonna close it.

Adam Rubenfire: There are your results.

Kenneth Scher: Okay, we're gonna move on, Adam.

Adam Rubenfire: Are you able to see the results?

Kenneth Scher: Yes, oh, okay. So yes, we're seeing that 55% of you said yes, 18 said no, and then 28% said I don't know. So you know, it's really great, 55% of the people on the webinar are incorporating HRO concepts into the day-to-day, so I think that this is pretty relevant to you, especially as it relates to the supply chain concept, and supply chain methodology, 'cause we typically see that supply chain has not yet approached this HRO concept in totality, but obviously, hopefully, we'll help convince that change.

Adam Rubenfire: Great.

Kenneth Scher: Okay, so Adam, I'm gonna move on now.

Adam Rubenfire: Fantastic.

Kenneth Scher: When we discuss HRO supply chain, we are referring to the key functional areas of every organization's ancillary operations: value analysis, contracting and sourcing, requisitioning, purchasing, receiving, distribution, inventory management, and technology and data. Although these supply chain areas may not be the clinical facing stars of your organization, without them, operations could not continue. With the current industry trends, supply chain must now be a strategic asset in your quest of the [inaudible 00:12:46] and agility. Has a position ever complained to you about a missing product? Has your supply expense, as a percent of net patient revenue increased? Have you had to write off expired or dead inventory? Embedding HRO concepts into your organization transformation efforts may help prevent this from occurring again.

Milrose Mercado: So in this environment, the role of supply chain must shift from a transactional to strategic function, to support organizational strategies, and this means C-level presence. So that senior VP or chief supply chain officer, depending on size and scope of the organization. It also means playing a critical role in driving margin and building a sustainable financial model. So that means that it has oversight and creates a holistic approach to expense management so that it's managing all non-labor spend within the organization, that it's clinically integrated and focused on population health, and value-based contracting, all of which tie into the building elements of an attractive network.

Milrose Mercado: But this is also more than that. It's about redefining the supply chain value proposition and raising expectations of what supply chain can do in terms of

time directly to margin. So I wanted to just spend a few minutes and talk through the graph on the right. So the chart illustrates the importance that supply chain plays in driving margin. The graph shows that a healthcare provider with a theoretical revenue base of 500 million, and a cost structure of 95% provides \$25 million in profit or 5% margin that now needs to move to a 90/10 cost to margin structure to garner an additional \$25 million in profit.

Milrose Mercado: They can either accomplish this by focusing on expensive management, so really leveraging the supply chain to reduce costs, or alternatively, the organization can focus on growing its revenues. So based on the current cost structure, the organization would have to double its revenue to one billion in order to realize \$50 million in profit. That is an increase in revenue of 100%, and a monumental task for any health system, which would likely involve significant investment, additional service lines, and possible acquisitions.

Milrose Mercado: So while reducing cost is no easy task, it is far easier than doubling revenue. So bottom line is that supply chain cost reduction is 1:1. That means every dollar saved directly goes to bottom line, which is not true of the revenue side.

Milrose Mercado: I think the first step to operationalize supply chain transformation is executive alignment, and the development a supply chain executive committee is a foundational element. Membership needs to include the SCP and C-suite level, and this committee structure is really designed to leverage a cross-section of leadership, across an organization that serves in a holistic capacity and makes decisions in support of supply chain initiatives.

Milrose Mercado: It also helps guide supply chain to determine strategic priorities and long-term goals that are directly tied to board level reporting, and to develop a multiyear standardization strategy. The future of healthcare will require, I think, an emphasis on maintaining high patient standards and quality, outcome-based patient-centered care aimed at achieving the best possible outcomes. And cost quality outcomes directly ties with HRO, as an integral component of clinical supply chain integration that is foundational to supply chain transformation efforts.

Milrose Mercado: I think the development of a system-wide clinical value program is instrumental. So think traditional value analysis, but on steroids. So the intent of the program is to provide system-wide oversights to lead and manage the process, from obtaining quality supplies, services and equipment, but this is accomplished through clinical efficacy, through standardization, utilization management, price optimization but also practice variation. So a very different shift from your traditional value analysis scope. It also uses evidence-based, data-driven platforms to make decisions, looking at total cost of ownership with an executive structure that involves also a clinical and physician co-lead structure that's in place.

Milrose Mercado: So this is a clinical value structure that we've developed for one of our clients, and you will see that there is executive alignment and operational integration

throughout. Each clinical value team has an executive champion, and a clinical and administrative leader, or what we call a dyad. Each team has performance targets, so both savings and operational, and these goals are tied to incentive compensation.

Milrose Mercado: The executive champions for each team also sits on the clinical value operating committee, and they are responsible for reporting the team's progress monthly. The clinical value operating committee has been shared by a chief medical officer and a chief supply chain officer, that reports progress to the supply chain executive steering committee. You will also see that this is supported by a robust administrative structure, so that's a system-wide project management office, and a director of value analysis and physician advisor that reports through supply chain.

Kenneth Scher: So in addition to the clinically integrated supply chain, it just can't be something that your organization talks about. It must be put into reality. So to begin, organizations must elevate their supply chain stature. Your supply chain department must be seen as a strategic partner. Capital, IT, purchase service and the obvious medical, surgical and high-value implant purchases must all be driven through supply chain. Basically, all spend other than labor goes through supply chain. By capitalizing on partnerships, using advanced analytics, cost quality and outcome-drive evaluation, and true profitability analysis, the transaction environment of the past is no more, and the supply chain front end must partner with clinical users to incorporate outcomes and financial aspects, act before issues are development, and proactively manage budgets and spend.

Kenneth Scher: According to various studies, the average cost of OR time is \$62 per minute or \$3,720 per hour. While the actually numbers can vary from study to study, the upshot is that time is an OR's most valuable resource. Even a slight delay in K start time, a lengthy turnover, or a few minutes spent looking for missing supplies can severely hinder an OR's efficiency and ability to maintain a positive contribution margin.

Kenneth Scher: Most organizations depend on frontline resources to manage supply variation, seasonality, forecasting and demand planning. The question is why? You have data to prevent failures, you have technology to enable efficient and agile operations. Your supply chain department should play a pivotal role in driving value, automation, predicted analytics and demand planning is the mindset that must be established. Within an agile and transform supply chain, a product stockout should be a never event.

Kenneth Scher: Supply chain data and technology is key to this. Your organization supply chain's data drives almost all downstream systems. The information in your ERP flows into your EHR, and is used for case picking, inventory controls, clinical documentation, and most importantly, charge capture. Your supply chain must utilized advanced technologies to drive dominant design. Analytics is the business and business intelligence is the foundation.

Kenneth Scher: To enable this environment, a new mindset is necessary. Analytics in healthcare supply chain currently sit within disconnected and professional analytics. Supply chains absorb data to help make business decisions, such as how many widgets to procure and what product category contracts should be negotiated, what bins to fill in the cleaning supply room. The evolution to analytics is the business must occur. Connected health is key. Within the supply chain, the resources, manually figuring out what product to concentrate on, or what bins to stock is opposite of higher liability. Systematic process, automated demand planning and predictive forecasting is where the HRO environment will lead us.

Kenneth Scher: Operationally, many organizations take the total quality management, six sigma lean approach to departmentalized improvement. But the reality is that all of these concepts truly come down to shared ideas, at the core of which are the five HRO principles. The transform supply chain must build an HRO culture that is focused on data and artificial intelligence to drive sensitivity to operations. Regard for expertise must exist, and oversimplification cannot be an option.

Kenneth Scher: Customer service must also be front and center. Supply chain can be a strategic partner for all ancillary areas, not just its own supply chain. With solid analytics and operations, strategic, clinically integrated supply chains can truly enable organization advancements. One area of significance is with indirect sourcing, enabling organizations to rapidly reduce costs and drive systemness. Whether in sourcing, distribution, or inventory management, advanced technology for operations must be a foundation. The data captured through technology enables advanced supply chains to make informed decisions and truly transform.

Kenneth Scher: We'd now like to direct your attention to our second polling question.

Adam Rubenfire: And I'm happy to present that. You should see that on your screen now. Your second polling question is, do you use supply chain as a strategic business unit within your organization? Your options, again, are yes, no, and this time, somewhat. We'll give you just a few moments to answer the question.

Kenneth Scher: So this one is also gonna be an interesting one. I think this really depends on who is actually participating in the webinar. Obviously, our supply chain participants are gonna view themselves as a strategic business unit, which is absolutely correct, and you know, I think that potentially, some of the clinical resources that are on the phone, as well as maybe some of the executive-level resources may say somewhat, but I think what we're really trying to get the point across through this presentation is that supply chain really does control everything other than labor expense, and to truly transform, especially in this environment that we're in today, supply chain does need to be a strategic asset of the organization, and truly be part of the conversation.

Adam Rubenfire: Great. I'm gonna show the results right now. And there are your results.



- Kenneth Scher: Yeah, so that's great. So 75% of you are saying that supply chain is used as a strategic asset, so it is exactly what we want to hear, and what we're trying to advocate for.
- Adam Rubenfire: Great.
- Milrose Mercado: So as Kenny mentioned, a foundational element to supply chain transformation is business intelligence. I think that most supply chains operate at a very basic analytical level, so that's historical and trending information, which is very transactional, but not enough information to drive strategic change. So business intelligence makes it really easy to share information, identify operational efficiencies, and streamline the decision-making process. So predictive and prescription analytics or your strategic and transformational business intelligence allows for cost [inaudible 00:24:34], budget variance and forecasting, utilization management, and clinical practice variation, as well as key operational and demand planning metrics, that will help an organization really transform its strategic and operational capabilities.
- Kenneth Scher: To successfully enable transformation within your organization, structure and planning is imperative. As your organizations approach an HRO-driven transformation, people, process and technology are key. They must be aligned to truly enable agility. You can have the most advanced technology available, but your staff must be able to optimize its use and follow the correct process to enable success. The supply chain elevation requires an organizational focus and true change management. Understanding current operations and developing a strategic plan incorporating HRO is essential.
- Milrose Mercado: The supply chain transformation efforts start with understanding current states, and so we look at this through the lens of foundational or lagging, leading, and transformational in five categories, which are financial performance and expense management, operational efficiency, business intelligence, clinical integration, and culture readiness and skill task alignment. Based on that assessment, we then create a transformation pathway, based on where an organization sits in their level of maturity. We then pull together a long-term performance roadmap. So this is a sample structure that shows the initial phases of implementation. You will see that the supply chain business strategy aligns directly with the organizational priorities that are reported to the board, and performance is reported at the C-suite and the board level.
- Milrose Mercado: In terms of critical success factors, you know, I always tell my clients that organizational culture eats strategy for breakfast, lunch and dinner. Without organizational buy-in and support, transformation efforts will not be successful, and I think this all starts with executive alignment, which needs to go down to all levels in the organization. Additionally, that means successful transformation efforts align accountability with authority, and that the supply chain vision and business strategy aligns with organizational priorities. As part of this, it means redefining the supply chain value proposition. It's no longer just about being a transactional entity, but it's raising the expectations of what supply chain can

bring to an organization, and that requires some up-front investment and that also means that there's investment in terms of talent and resources.

Milrose Mercado: Alongside this, physician alignment and a robust communication plan supported by a guiding team and a feedback loop is also critical. And I would say, finally, the most critical success factor, however, is to set realistic expectations. Transformation efforts are never straightforward, and expect bumps and setbacks along the way, and never overpromise.

Kenneth Scher: So why does this actually matter? Supply chain management can have a ripple effect on downstream operations. Despite financial, clinical and technology drivers, acute care generally struggles to achieve widespread, consistent quality improvements. One answer to providing consistent, widespread quality in healthcare already exists in specific departments, but must be expanded organization-wide. Become a true HRO, with emphasis on an organization-wide approach.

Kenneth Scher: The HRO concepts must be adapted to an entire organization's culture, operations and technology infrastructure, in order to be most effective, as many different organizational functions are complex and high hazard. Not only do the HRO concepts in healthcare need to be expanded to continuously drive improvement, but the implementation methodology must be expanded to support holistic organizational efforts, specifically within the supply chain management area. The quest to deliver consistently safe and high quality patient care means that the end of a provider's journey to become an HRO is really just the beginning of institutionalizing quality across all departments, all employees and all processes.

Kenneth Scher: Acute care organization will likely need to fundamentally change their approach to quality by embracing a cultural shift, engaging all stakeholders at all levels, and valuing the expertise that individuals bring. Your supply chain department should be an asset in your strategic transformation plan and a key player in your efforts to continuously disrupt yourself.

Kenneth Scher: We hope we were able to convey how the HRO concepts can be integrated into your organization supply chain transformation efforts. Thank you again for taking the time to join us this afternoon. Adam, I'll hand it back to you.

Adam Rubenfire: Well, thank you so much for that phenomenal presentation. We have some great questions coming in from the audience, but audience, if you have questions, please do continue to send them in. We can keep taking those. Let's see what questions we have.

Adam Rubenfire: So first question. How should we go about assessing the foundation of our current supply chain organization? That's from a hospital. Kenneth, maybe?

Kenneth Scher: Yeah, sure. So I'll take that. So you know, I think that as organizations begin the transformation journey, especially using concepts of higher liability and cost quality and outcomes, it's really important to take a holistic view of current state. So that's current state, as I mentioned before, of people. What resources do you have doing what specific tasks? Process, what are the processes today, specifically within these supply chain functional areas, and how are actually communicating with end users?

Kenneth Scher: The reality of what's going on in the industry today is you must be clinically integrated to survive. That's one piece of it, and then the last piece is obviously, technology. A lot of what we talked about today was around data and analytics. Technology must be in place to enable that process. There's a lot of different pieces of information that our supply chains are capturing today, whether it's purchase order history or transactional types of information. We need to use that information to make actionable decisions. We need to use that information to truly build analytics and demand planning, because that is the way that supply chain's gonna help transform organizations.

Adam Rubenfire: Great, and then what are the right resources to include in the transformation journey?

Kenneth Scher: So I think that the key point that Milrose was mentioning earlier on in the presentation is that everybody truly does need to be included in this transformation journey, starting with the C-suite, and really, getting them to understand and educating them on the importance of supply chain, and then change management is a huge component of this. This HRO concept needs to be embedded in the day-to-day processes of the organization, not just on the clinical side, but also on the supply chain side, and this really starts with your chief supply chain officer, and please note that I said chief supply chain officer, because that is the importance level of supply chain.

Adam Rubenfire: Great. And I should say, we had a comment come in more than anything, some feedback that they enjoyed your thoughts on how to move organizations from seeing supply chain as transactional to transformational, and kinda getting that seat at the table. So on that line, along those lines, Milrose, could you speak a little bit more about culture shift and working with executives, especially non-supply chain executives?

Milrose Mercado: Yeah, I think supply chain transform efforts is a large lift for the organization, and it requires a pretty significant investment in terms of time, resources, and more importantly, a change in culture, and to get there means that you have to have executive alignment. Executive alignment, I think, is a challenge in the sense of, it's really about how do you redefine the supply chain value proposition to say, you know what? It really is a strategic entity that supports us long-term. And so a lot of that piece requires training and education the executive level, but it's also about being up front. So I think people go into change initiatives without fully understand the people, process and technologies

behind it, and the resources that they're gonna need to really drive transformation efforts.

Milrose Mercado: So I think it's part of that cultural shift. It's being honest about the resources that you need, and then also, being honest about do you have the right skill task alignment internally? Because the worst thing that you can do is execute a new transformational strategy and not have the people in line to be able to really make good efforts and then it becomes, I think, a challenge for the organization.

Adam Rubenfire: Well, great. Well, thank you so much for those insightful answers. Thank you to our audience for your questions. That does take us to the conclusion of our presentation. A special thanks to our audience for the great questions. Thank you to our speakers, Milrose Mercado, and Kenneth Scher for a phenomenal presentation. Before I go, Milrose, Kenneth, anything to add?

Kenneth Scher: I think what we just wanna close with is this supply chain transformation really starts with the C-suite level, and really has to involve everybody within the organization. So I think those are some of the key concepts that we need everybody to take away, and really work with your organizations and with your supply chains to drive value for the entire system.

Adam Rubenfire: Okay. To our audience, we value your time and feedback. Please take a moment to fill out our brief post-webinar survey so that we can provide the best content and resources for you. In fact, there is a question in that survey. If you'd like to receive a book from Nexera, we can get that to you, but you do need to fill out that survey. So please do that. We'd like to thank the sponsor of today's webinar, Nexera. For more information about Nexera, please visit [www.nexerainc.com](http://www.nexerainc.com). That's N-E-X-E-R-A-I-N-C.com, as you seen on your screen. This webinar will be available on demand, and a link to the recording will be emailed to you within the next 48 hours. This concludes today's presentation. Have a great day.