Julie Novak
New MSMS Executive Director

Early College Thank You

Legislative Liaison Committee Meets

Town Hall on Future of the American Health Care “System”

Greater Flint Health Coalition Update
PEPPERWOOD - Custom quality throughout. Large updated gourmet kitchen, granite walk-in pantry. Finished lower level walkout with large home office area, full bath, extensive storage. Perfectly located, private end unit backing up to nature area. $229,900.

SOUTH WARWICK - Perfect views of the 19th fairway. Enjoy the back open from your wonderful entertaining deck. Open and bright, large kitchen area, 1st floor laundry, 1st floor private master. Finished lower level, daylight windows, full bath and 5th bedroom. $240,900.

TANGLEWOOD SOUTH - Exceptional luxury in an executive style condominium. Soaring ceilings, oak flooring & cabinetry, plush carpeting. All neutral and tasteful decor. Pampers main floor master suite hot floor laundry. Finished lower level walk out, space up to nature area. $199,900.

WARWICK WOODS - One of a kind! Nothing left to do. Perfectly appointed 3 store home. Dual staircases, null media room, relaxing master room. Deluxe from top to bottom. "Over the top" living apartment complex with great living room, fully equipped kitchen, 2 balconies. $400,000.

THE MEADOWS OF GRAND BLANC - Beautiful landscaping surrounds this outstanding 1 story home. Grind shoe, plus powder room, extensive deck. Custom features include pampering main floor master suite, granite countertops, gourmet kitchen with large island, finished lower level walkout and room. $339,000.

KIRK RIDGE ACREAGE - There are no words to describe this home! Attention to every detail quality craftsmanship. A true masterpiece throughout. Extreme Elegance. Over 9,000 square feet on the main floor plus an additional 5,000 finished in the entertaining lower level. $480,000.

GREAT WESTERN - Custom to suit your specifications. 2 or 3 story plans, 1700 square feet to 3000 square feet. $265,000 to $550,000.

PINE HOLLOW ESTATES - The utmost in luxury living. Dramatic 22 ft ceilings in great room with enchanting stone fireplace. Extensive molding, custom woodwork. Picture perfect winding staircase. Pampers main floor master suite. Large entertainment deck overlooks beautifully landscaped and very private backyard. $759,000.

Our Vision
That the Genesee County Medical Society maintain its position as the premier medical society by advocating on behalf of its physician members and patients.

Our Mission
The mission of the Genesee County Medical Society is leadership, advocacy, education, and service on behalf of its members and patients.

PLEASE NOTE
The GCMS Nominating Committee seeks input from members for nominations for the GCMS Presidential Citation for Lifetime Community Service. The Committee would like to be made aware of candidates for consideration.
During my orientation to Northwestern University Medical School, Dean Eckenhoff counseled us to study hard and challenge our professors by saying “Half of what we will teach you here is wrong. We just don’t know which half!” And surely he was right. We routinely perform miracles of medicine: No-stitch, no injection cataract surgery using lens implants with adjustable focus; LASIK to replace eyeglasses; lithotripsy for kidney stones; many kinds of small incision and endoscopic surgeries; magnificent diagnostic tests like MRIs; and numerous lifesaving medicines which I could not have imagined just 20 years ago when I finished residency.

Facts and statistics can also be very useful things. We use them everyday to help us make decisions that are logical and likely to lead to the best outcome, or at best to be correct. But as we all know, statistics can be used to mislead. Facts have a tendency to have hidden assumptions underlying them or be based on one perspective. Patients often ask how they will do with a specific treatment, disease or surgery.

And I try to explain the chances of a good outcome. Yet, even a 98% chance of success means that 2% fail. And no one gets that 98%. The treatment either works or it doesn’t. So if you happen to be in the 2% failure group, it’s 100% for you.

Health care in the United States has many problems. And I am sure President Obama and Congress will want to make many changes. Be wary of the facts and statistics they quote (as you should of anyone in government or the media). Look for the slanted statistics and underlying assumptions, while remembering that the World’s Biggest Lie #3 is “Hello. I’m from the government. I’m here to help!” Sort through that and you may be able to find real solutions to support.

John A. Waters, M.D.
THE GOLDEN YEARS: A TIME FOR REFLECTION; NOT REJECTION

It is time to be old, To take in sail.
– Ralph Waldo Emerson (1803-1882)

Respect for elderly people is a hallmark of Asian societies. Tenets of Confucianism dictate a duty to followers to care for parents when they become old. They are valued for the wealth of knowledge and wisdom gleaned from a lifetime of experience. Older folks impart a sense of history and identity within the family. This tradition also assured reciprocity, so that when the children advanced in years, their progeny would take responsibility for their care.

In Japan, there is actually a national holiday each September called “Respect For the Aged Day.” But as economic realities change and demographic shifts occur, the pedestal that the elderly have been traditionally placed upon is being dismantled. Respect For the Aged Day is becoming like our Labor Day and Memorial Day; just another long weekend to relax and have a picnic or go to the beach. These cultures are starting to resemble...us!

In Western society, the elderly have often been viewed as dependent and regarded as a burden. Lyndon Johnson, referring to nursing homes, stated, “We treat old people like we treat animals. Just put them in a cage somewhere until they die.” Sometimes, the situation is even more dreadful. A recent series of stories in the local media brought attention to the growing problem of elder abuse. A 73-year-old woman was found dead at her garbage-, filth-, and feces-ridden home in Flint Township in June of 2008. She apparently died of sepsis, weighed just 63 pounds, and suffered from decubitus ulcers with exposed bone, according to newspaper accounts. Her son is being charged with murder, rare in cases of elder abuse.

Although the above scenario is an extreme example, elder abuse is, unfortunately, quite common. More than half a million reports of abuse are reported to authorities annually, and millions more likely go undetected. Although incidents of abuse in nursing homes often make headlines, almost 90% of cases occur in the home of the victim. The perpetrators are often family members; adult children and grandchildren, or the spouse or companion of the victim.

Physical abuse includes not only hitting and shoving but also inappropriate use of drugs, restraints, confinement, and sexual abuse. Emotional abuse can be verbal ridicule and humiliation, threats, and blaming. Older folks can be purposely isolated from friends and social contacts and activities, such as clubs and church groups. General neglect, both active and passive, accounts for more than half of the cases of elder abuse, and often the problem is self-neglect in seniors who live alone.

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Many victims of elder abuse do not report their situation because of fear of retaliation or total abandonment. Some blame themselves, others do not want family members in trouble with the law. State laws vary on who is required to report suspicion of abuse.
EXECUTIVE DIRECTOR’S MESSAGE

JULIE NOVAK NEW MSMS EXECUTIVE DIRECTOR AND OTHER UPDATES

Those who know Julie Novak were pleased to hear that “interim” had been removed from her executive director title at the Michigan State Medical Society. The MSMS Board in late January approved her appointment following a nationwide search. Julie has an extensive background in third-party-payor relations, the future of health care, and so many other fields that MSMS is engaged in. She is well liked, and has been Genesee County’s staff liaison for many years. She was also Kevin Kelly’s managing director, and thus is intimately familiar with the broad internal operations of the Michigan State Medical Society.

Her appointment will be good for all of us. We can expect her to be very different from Kevin in some ways, but well prepared to move the organization forward in its continued pursuit of excellence.

A few other comments about individuals in this community. Gary Paavola, Practice Manager for Michigan Vascular has recently been elected to the Board of the Medical Group Managers Association, the national organization representing practice managers. In that role he will be bringing lots of information back to this community in a wonderfully timely fashion. He is the past president of the Michigan Medical Group Managers Association.

Brad Eshbaugh, Practice Manager for Ballenger Medical Group has just completed a terrific year as President of the Michigan Medical Group Managers Association. He continues his heavy involvement in that organization.

Theresa King of the TriMed Group is serving as President of the Michigan Medical Billers Association. What a well represented county this is.

Those of you who attended the February 5th Dinner Business meeting regarding The Future of the American Health Care “System”, were exposed to the beginning of discussion about the very complex future of American health care. The next Dinner Business meeting will be reacting to what is expected to be the President Obama health care plan. That session will take place on May 7. Please mark your calendars now.

Smoking ban update! Newly elected State Representative Paul Scott submitted legislation on day one of this term to ban workplace smoking with no exemptions. We will keep you up to date as legislation begins to move.

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Peter Levine, MPH

Building a future generation of CPAs.

Our children are America’s next generation – the young minds of tomorrow. With seven habits being taught, we are putting the way for future CPAs of Genesee County.

Shelley and her husband and Peyton

Shelley with her husband and Peyton

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GCMS ALLIANCE MEMBERSHIP MEETING FASHION SHOW AND DISPLAY BOOTH

Flint Golf Club
March 24th, 2009
11:00 a.m. Social time 11:30 Lunch
RSVP Mary Ryan at 235-3415 or Anita Mannam at amannam@sbcglobal.net

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ELIMINATE THE DISCONNECT WITH MSMS CONNECT

At the center of any discussion about “health care quality” is information: access to information, sharing of information, speed and convenience of information, accuracy and security of information, completeness of information. For physicians to provide the best possible care to their patients, having all the right tools is an absolute necessity. And it all begins with information.

The lab has some information. You have some information. There’s a patient registry out there that has certain information. State agencies and insurance companies have some information too. That’s all well and good, but where does that leave you and your staff? Making six phone calls, sending three faxes, requesting or sending packets by snail mail, logging onto four or five different websites - all in the hopes of compiling all this information into one usable collection?

The days of inconvenience and scattered information just may be coming to a close.

Recognizing a collective need among physicians throughout the state - from chilly Iron Mountain to, well, chilly Birmingham - MSMS is now offering you access to MSMS Connect, a free member benefit that securely connects physicians to patient information, each other (for referrals and consultations), labs, patient registries, and other resources - all through a convenient single sign-on.

It will continue to expand to connect to additional labs and services, disease registries, insurance companies, state agencies, medical practice management resources, and other networks. Organizations that are interested in linking from the portal may contact MSMS at 517-324-2518 for information.

Also, if you belong to a physician organization (PO), you may wish to explore whether your PO provides further discounts on portal services.

MSMS Connect was launched on January 1 and office implementation has begun. If you are interested in learning more about MSMS Connect, you can view a list of scheduled training sessions, access an online demo, and read answers to frequently asked questions at www.msms.org/msmsconnect.

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Do you have patients where you suspect psychosomatic illness? Consider hypnotherapy!

The mind is very powerful. When there is psychological trauma that is not addressed it can result in physical symptoms. Hypnotherapy can help.

For more details, call Medical Hypnotherapist John Tomlinson, BAS, MA, CHt Swartz Creek Office Park 6199 Miller Road, 810.635.4850

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ELIMINATE THE DISCONNECT WITH MSMS CONNECT

Venkat Rao, MD
District VI District

MSMS DISTRICT VI UPDATE

EARLY COLLEGE PROGRAM AT THE UNIVERSITY OF MICHIGAN - FLINT

During the fall of 2008, Board Members and staff of the Genesee County Medical Society donated funds, sufficient to buy scrubs for the students of the University of Michigan - Flint Early College Program. The photo’s on this page show the program seniors wearing the scrubs. They have expressed great appreciation to the individuals who made these donations. This program is a significant success. Great pride should be taken for having supported such an innovative idea.

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Venkat Rao, MD
District VI Director

MSMS DISTRICT VI UPDATE

EARLY COLLEGE PROGRAM AT THE UNIVERSITY OF MICHIGAN - FLINT

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The GCMS Legislative Liaison Committee met with Senators Deb Cherry and John Gleason, as well as newly elected State Representatives Woodrow Stanley and Paul Scott, and veteran State Representative Lee Gonzales in February. The Committee discussed a broad range of topics including the local legislators committee assignments, the state’s process of developing marijuana rules, the 2009 State Budget, as well as a legislative wrap up for the 2008 year. Representative Scott noted that he has introduced legislation to ban workplace smoking, identical to the bill which failed last year, and was heartily endorsed by the Genesee County Medical Society and MSMS. He requested that GCMS write letters to the Editor in support of this legislation noting health risks of smoking in the workplace. Senators Gleason, Cherry, and Representatives Stanley, and Gonzales all noted their support for some type of workplace smoking ban.

The Committee also discussed the Blue Cross Blue Shield of Michigan individual market legislation, which did not pass during the immediate past legislature.

Dr. Black received his medical degree from Kirksville College of Osteopathic Medicine, Kirksville, MO in 1972. He completed his Internal Medicine residency at Genesys Regional Medical Center, Grand Blanc, MI in 1976. Dr. Black is Board Certified in Internal Medicine and Hematology. He is sponsored by Amitabha Banerjee, MD and S. Bobby Mukkamala, MD.
Julie L. Novak has been named Executive Director of the East Lansing-based Michigan State Medical Society (MSMS).

Novak, 46, who served the past year as MSMS Acting Executive Director, succeeds Kevin A. Kelly who passed away in December after a year-long illness. Kelly served 29 years at MSMS, including the past three years as executive director.

“Julie Novak was unanimously selected by the Board from a field of excellent local and national candidates. The Board has complete confidence that she will continue the tradition of excellence in leadership that our organization has enjoyed for many, many years,” said Gregory J. Forzley, MD, chair of the 44-member MSMS Board.

Founded in 1866, MSMS represents more than 16,000 physicians in all specialties across Michigan.

Novak joined MSMS in 1990 and has served in a variety of positions relating to health care delivery and medical economics. Since 2007, she also served as Director of Operations under Kelly. Novak holds a Master of Health Services Administration degree from the University of Michigan School of Public Health as well as a bachelor’s degree in International Relations from the James Madison College at Michigan State University.

“Julie Novak has more than two decades of experience in health care policy issues that will serve our organization well,” said MSMS President Michael A. Sandler, MD. “She knows the issues facing physicians and their patients and has the leadership skills necessary to address those challenges effectively.”

In 2007, Novak received an MSMS Presidential Citation for her outstanding staff support of the MSMS Future of Medicine initiative that involved all stakeholders in Michigan’s health care delivery system and developed the four principles of quality, wellness, value, and universal coverage that any reforms should include.

Novak serves on the Michigan Health Policy Forum Board of Directors, the Michigan Health Council Board of Directors, the Michigan Health & Safety Coalition Steering Committee, the MSMS Foundation Board of Directors, the American Physicians Michigan Advisory Board, the Medical Advantage Group Board of Directors, the Professional Credential Verification Service Board of Directors, and the local American Red Cross Blood Services Board of Directors. She is a member of the American Association of Medical Society Executives, the Michigan Society of Association Executives and the American Society of Association Executives.

Novak and her husband, Gerald, have two sons, Jeremy and Gordon. The Novaks reside in Bancroft.

The mission of the Michigan State Medical Society is to promote a health care environment that supports physicians in caring for and enhancing the health of Michigan citizens through science, quality, and ethics in the practice of medicine.

FREE OFFER FOR GENESSEE COUNTY MEDICAL SOCIETY MEMBERS

YOUR Magazine has been working closely with both the Medical Society and the area’s medical community to bring the latest medical news to our subscribers and readers. The monthly magazine publishes at least four issues a year that highlight medical advances and innovations. This is a way to keep residents of Genesee County informed about our wonderful and advanced medical community.

Our mission is to highlight everything that is good about our community. If you haven’t seen it, we feature information about businesses, schools, events and the people that make our community so great! The magazine is sold on newsstands, by subscription and is distributed free to members of area chambers of commerce.

As a special membership benefit to Medical Society members, we are offering a year’s free subscription. If you want to take advantage of this offer, call Your Magazine at 810.238.1638 or email us at michelle@ourmagazine.net. We really hope you will.

Michelle Chervey, general manager

Your Magazine is owned and operated by The Flint Journal.

Y O U R $  $$ AT W O R K

GCMS helped two members become recertified with insurance companies
GCMS used significant resources to work with Practice Managers and members regarding e-Prescribing and MSMS Connect, and to mold plans for Practice Managers future meetings made for the 2009 year
GCMS made recommendations to the Governor via the Health Coalition regarding Health care related stimulus package components including: requesting support for physicians offices to buy computers, software, and training for EMRs and e-Prescribing, tax credits for Medicaid, Genesee Health Plan, and indigent care, aid to the Free Clinic infrastructure, expansion of Genesee Health Plan physician payment coverage, adequate funding for the Medicaid program
GCMS met with new legislators regarding various issues
GCMS served as liaison with Flint Journal regarding articles
GCMS counseled a physician with major office problems
GCMS processed complaint
GCMS maintained membership a new high of 909 members
GCMS planned Dinner Business meeting on the Future of the American Health Care “System”

GCMS Roster delivered to members!

HURLEY MEDICAL CENTER presents

The Terry Thomas OB/GYN Update
Improving Patient Safety & Quality of Care
Bavarian Inn Lodge, Frankenmuth
Wednesday, March 25, 2009
7:30 a.m. - 3:15 p.m.
Activity designated for 6 AMA PRA Category 1 CME Credits
To register, please call
866-750-4111
Sponsored by: Abbott, Bayer Pharmaceuticals, CSL Behring, Cytyc, Ortho-McNeil and Wyeth
GREATER FLINT HEALTH COALITION

**Current Activities: Talking Points for GCMS**

**ACCESS COMMITTEE:** A Resolution for Universal Access, consistent with the GFHC’s strategic goal of “Universal Access for 100% of Genesee County residents to have health care coverage of a basic and essential nature” has been drafted. This resolution is currently being refined and will eventually be shared for community input in February & March. Once finalized, the resolution will be sent to state and federal legislators on behalf of GFHC leadership and the community. Peter Levine & Dr. Ed Gulleckson, among others, are members of this committee.

**FLINT HEALTHCARE EMPLOYMENT OPPORTUNITIES (FHEO) PROJECT:** After completing a self-instituted evaluation and restructuring, the FHEO Project has expanded its goals of training and education for community residents interested in healthcare careers to three focus areas - those interested in entry-level health care jobs, currently employed individuals interested in moving up the career ladder, and dislocated workers with an interest and skill set that can be transferred to the health care sector. The FHEO Project plans to train and educate approximately 600 community residents this year. McLaren, Genesys, and Hurley leadership is heavily involved in this sector workforce development program. A new program brochure is now available for those who may be interested at the GFHC.

**REGIONAL PERINATAL SYSTEM PLANNING COMMITTEE:** Representatives from Genesys, Hurley, McLaren, and Mott Children’s Health Center, among others, are evaluating interest in developing a plan, criteria, and procedures for possible implementation of a regionalized perinatal referral and transfer system in the region. Dr. Lawrence Reynolds is chairing the effort.

**REGIONAL HEALTH INFORMATION EXCHANGE PLANNING PROJECT:** A final plan for the implementation of a regional HIE for the Genesee, Lapeer, and Shiawassee County region has been completed. While Genesys and Hurley have offered funding support for this project’s implementation, McLaren and Blue Cross Blue Shield of Michigan have stated they will only fund one project in Michigan and at last notice they were supporting a Lansing-area effort. GFHC staff is currently working at the federal level to secure funding to launch this critically important project.

**DEPRESSION IN PRIMARY CARE PROJECT:** A preliminary pilot project featuring a depression in primary care project Care Manager/Navigator is currently being developed and will likely be launched in 3 to 6 area primary care practices in spring/summer 2009. Dr. Paul Lazar & Dr. Trissa Torres co-chair the project, which is a collaborative partnership with Dr. Michael Klinkman of the University of Michigan Depression Center. Peter Levine and Dr. Lawrence Reynolds are also active in this exciting project.

**DIABETES GROUP VISIT PROJECT:** Members of McLaren, Genesys, Hurley, Hamilton, Blue Cross, HealthPlus, and Genesee Health Plan are currently collaborating with Dr. Paul Dake on efforts to expand the concept of Diabetes Group Visits to multiple sites throughout the community. Currently the project is modeled off of Dr. Dake’s efforts with the McLaren Family Practice Residency Program.

**CHILDREN’S ORAL HEALTH EDUCATION CAMPAIGN:** The Baby Those Baby Teeth campaign is continuing. To date, over 40,000 educational tooth wheels have been distributed. This free parent/child education tool is available in English and Spanish. Currently a community mass-transit campaign is being planned.

**HEART FAILURE TASK FORCE:** With the conclusion of the Guidelines Applied in Practice (GAP) Heart Failure project, the GFHC is attempting to collect names of interested cardiologists to form a brainstorming session on future collaborative efforts to improve the quality of care in heart failure. It is hoped that a new collaborative cardiac project will result.

**HISPANIC/LATINO COMMUNITY HEALTH EFFORTS:** GFHC staff is working with members of the Hispanic/Latino community and the CEO of Hamilton Community Health Network to develop and submit an Access Point grant proposal that would seek to expand sites for available healthcare services to the growing Hispanic/Latino population.

**PHARMACY TASK FORCE:** The Task Force is currently exploring how it can support diabetes related projects in the community, including best practice guidelines for insulin use.

**PROMPT PAYMENT TASK FORCE:** This Task Force continues to work on achieving standardization for medical claim billing and processing. Pete Levine is the Chair of this timely payment activity.
Motion:
That the minutes of the Board of Directors meeting of October 28, 2008 be approved as amended with Dr. Blight marked present. The Motion Carried.

Motion:
That the Draft Year-end Budget to Actual be approved as presented. The Motion Carried.

Motion:
That a proclamation of appreciation be given to Representatives Clack and Robertson at the next Legislation Liaison meeting. The Motion Carried.

Motion:
That the 18th Delegate slot be offered to Dr. Michael Jaggi contingent on his ability to attend the House of Delegates meeting in 2009. The Motion Carried.

Motion:
That requests for membership be approved as presented.

Requesting Membership:
Kiet Doan, DO
Douglas Iddings, DO
Seann Wilson-Carr, MD

Reinstated Members:
Melinda Wheatley, MD
Lynn Walker-Payne, MD

Requesting Status Change from A-PIT to A:
Josephine Iskander, MD
The Motion Carried.

Motion:
That the Genesee County Medical Society sponsor the nomination of Dr. AppaRao Mukkamala for the AMA Dr. Nathan Davis Award for International Service. The Motion Carried.

SAVE THE DATE
April 29, 2009
Update on HIV: Global Epidemiology
Resistance and Special Situations & Populations
Holiday Inn Gateway Centre, Flint, MI
5:30 p.m. Registration/Dinner
6:30-7:30 p.m. Conference & Q/A
Speaker: Rodger MacArthur, MD, Wayne State University, Division of Infectious Disease
Call Hurley CME Department at 810-257-9142 to register: There is no charge for this program. AMA PRA Category Credits available.
Over 100 people attended GCMS Dinner Business meeting on The Future of the American Health Care “System”. Presenters included, Senator Deb Cherry, Dr. Peter Pratt, of Public Sector Consultants, and Dr. Michael Sandler, President of the Michigan State Medical Society. Approximately 20 members of the Genesee District Dental Association were in attendance along with their President, Dr. Luis Perez and Executive Director Dr. Jay Werschky.

The presentations by the faculty, as well as concluding comments by Dr. John Waters were followed by over an hour of discussion among the attendees.

Rounding out the evening was the awarding to Dr. Maurice Chapin of the 2008 GCMS Presidential Citation Award. Dr. Chapin received the award in honor for his accomplishments serving the community, and performing medical missions overseas. Dr. Chapin thanked the society for such a high honor, and noted that he has practiced medicine for over 50 years in a way that honored God and his patients. He also thanked his wife for her support.

Those in attendance also received an overview of the activities of the Greater Flint Health Coalition, and a reminder to submit resolution for the MSMS House as soon as possible.

The next general membership meeting topic will be a Town Hall on what is anticipated to be the plans of President Obama for health care reform. That will take place on May 7th.
### GCMS MEETINGS – MARCH 2009

- **3/2, 8 a.m.:** Legislative Liaison @ GCMS
- **3/4, 7-9 a.m.:** Bulletin Committee @ GCMS
- **3/16, 12 Noon:** Membership Committee @ Grill of India
- **3/25, 5:15 p.m.:** Finance Committee @ GCMS
- **3/25, 6 p.m.:** GCMS Board of Directors @ GCMS
- **3/25, 12:30 p.m.:** Community & Environmental Health Committee @ Sagano Japanese Restaurant
- **3/26, 8 a.m.:** Practice Managers @ GCMS
URGENT
Medical Centre of Flint

The Doctor Is Always In
...with quality, affordable, convenient medical care...without appointments...with little or no waiting in a comfortable seating area

- Experienced doctor, licensed nurse and registered X-ray technician always on duty
- Treatment for minor emergencies, work-related injuries and common illnesses
- Lab, X-ray & EKG available
- Most insurances accepted, including HMO
- We bill most insurance companies directly
- Worker’s Compensation accepted
- School, sports and employment physicals performed
- Free blood pressure checks daily
- Major Credit Cards accepted

OPEN 7 DAYS A WEEK 9 AM - 9 PM
(810) 232-6101
2284 South Ballenger Highway • Suite 2
(Ballenger Pkwy near corner of Ballenger and Miller Rd.)