



Readability & Suitability in Action

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Accordant Health Services

"Member" refers to plan member, an individual eligible for prescription and/or medical benefits under a plan.
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Learning Objectives

After completing this training, you will be able to:

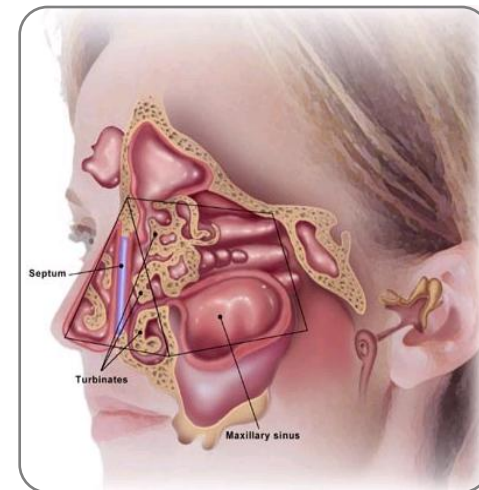
- Identify the elements of readability
- Discuss the factors of suitability by examining the Suitability Assessment of Materials (SAM)
- Determine if materials are “not suitable”, “adequate” or “superior”, and discuss the characteristics of each
- Discuss the practical application of plain language, visual rhetoric and other suitability principles in the writing process to ensure materials score “superior” for educating a broad consumer audience about their health



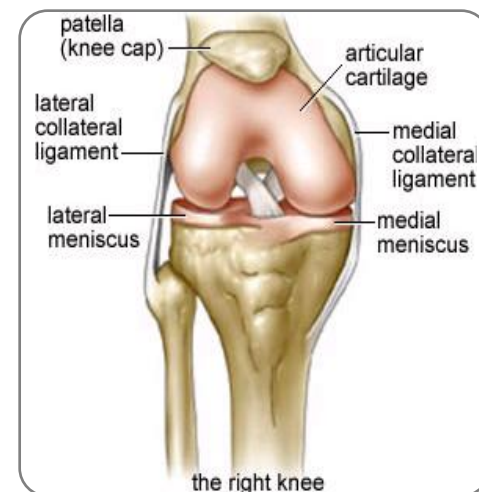
What is Readability?

- How easy or hard it is to read something
- Role of reading grade level (RGL)
 - What makes up reading grade level –
 - U.S. Stats average RGLs
 - Stats on current levels of health information designed
 - 3 levels of literacy
 - Numeracy
 - Document
 - Prose
 - Recommended levels for addressing Health Literacy and reaching a broad consumer audience
- RGL assessment
 - Original purpose(s)
 - Types
- Beyond RGL

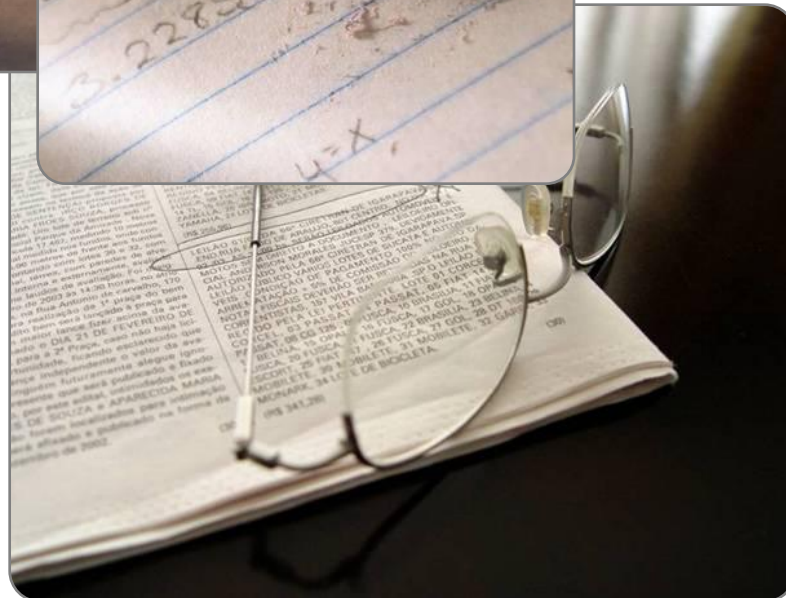
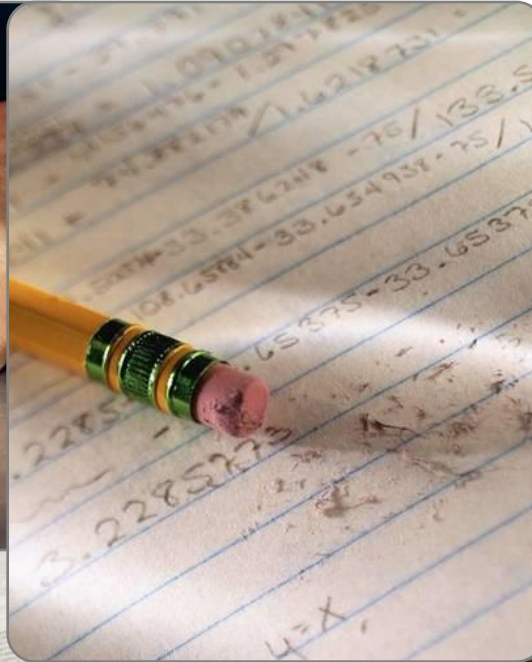
People with Low Health Literacy have difficulty with...



Vegetables	Fruits	Proteins
Each contains 25 calories	Each contains 60 calories	Each contains 75 calories
Carrots, Broccoli, Zucchini, Cabbage	Small Banana or Apple	1 egg
If cooked then take ½ cup	Or	Or
Else take	1 Cup Strawberries	1 ounce beef, Pork chop, Mozzarella cheese
1 cup	Or	Or
	1 orange	2 Ounces Fish fillet, Shellfish or Fat free cheese



Literacy Defined



Literacy Development

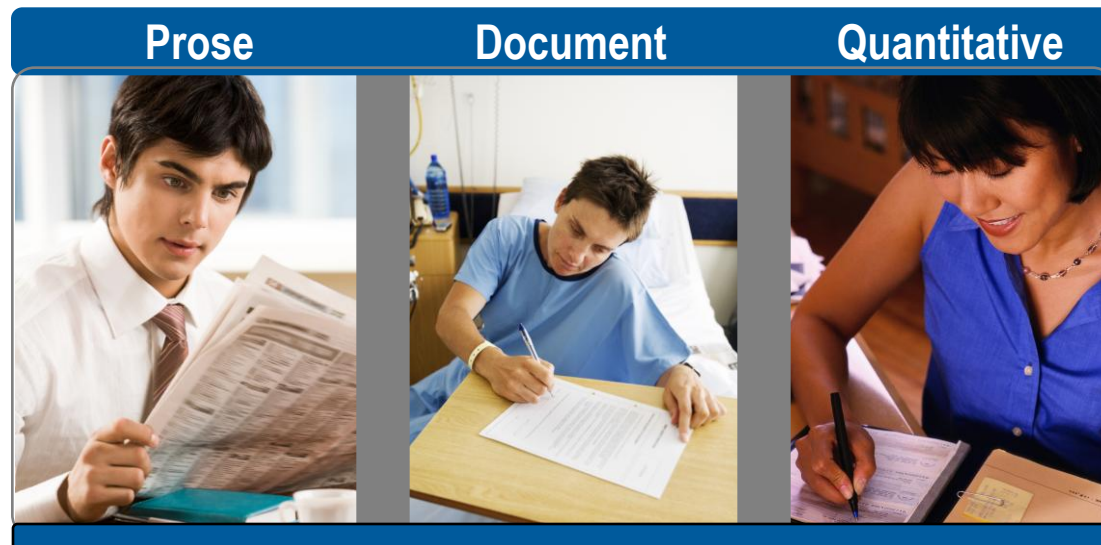
Learn to Read




Read to Learn




Read to Do





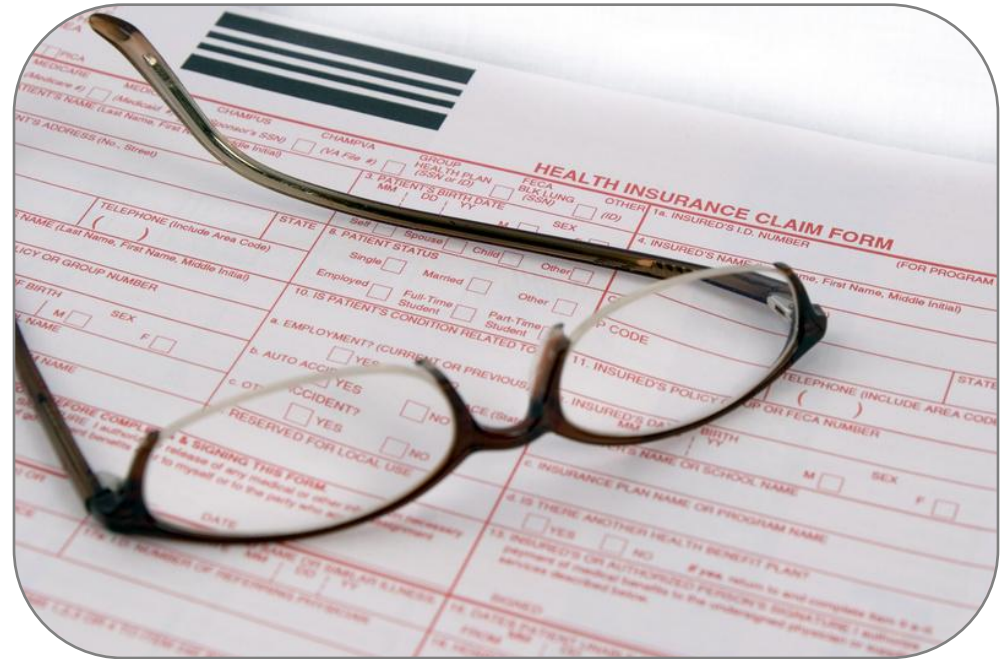
Your naicisyhp has dednemmoer that you have a ypocsonoloc. Ypocsonoloc is a test for noloc recnac. It sevlovni gnitresni a elbixelf gniweiv epocs into your mutcer. You must drink a laiceps diuqil the thgin erofeb the noitanimaxe to naelc out your noloc.

- Your physician has recommended that you have a colonoscopy. Colonoscopy is a test for colon cancer. It involves inserting a flexible viewing scope into your rectum. You must drink a special liquid the night before the examination to clean out your colon.

 The phonemal power of the human mind, according to research at Cambridge University, it doesn't matter in what order the letters in a word are, the only important thing is that the first and last letter be in the right place. The rest can be a total mess and you can still read it without a problem. This is because the human mind does not read every letter by itself, but the word as a whole. Amazing huh?

What is Understandability?

- Definition
- Role of plain language in reaching a broader audience
 - Definition
 - Why it's important
 - Other agencies, initiatives, calls for action



Words as Tools?

- Members of an avian species of identical plumage congregate



- It is fruitless to become lachrymose over precipitately departed lacteal fluid
- Male cadavers are incapable of yielding any testimony



Reader-Based Communication

- Designed with the reader in mind
- The reader decides what is clear or “plain”
- Plain language is a process – a means to an end
- Plain language is not absolute – as readers vary, so too will “plainness”
- Plain language includes:
 - **planning**
 - **drafting**
 - **testing**
 - **revising**
 - **verifying**



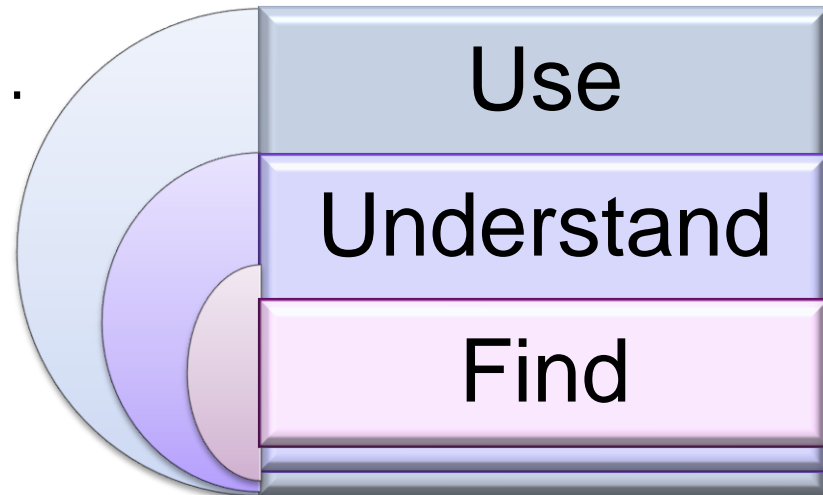


What are the Basic Elements of Plain Language?

- Logical organization with the reader in mind
- Use of “you” and other pronouns
- Concrete terms
- Active voice
- Short sentences
- Common, everyday words
- Easy-to-read design features

What is Usability?

- Definition
- Role of visual rhetoric in reaching a broader audience
 - Definition
 - Why is it important?
 - How is it being used elsewhere?
- Users should be able to...





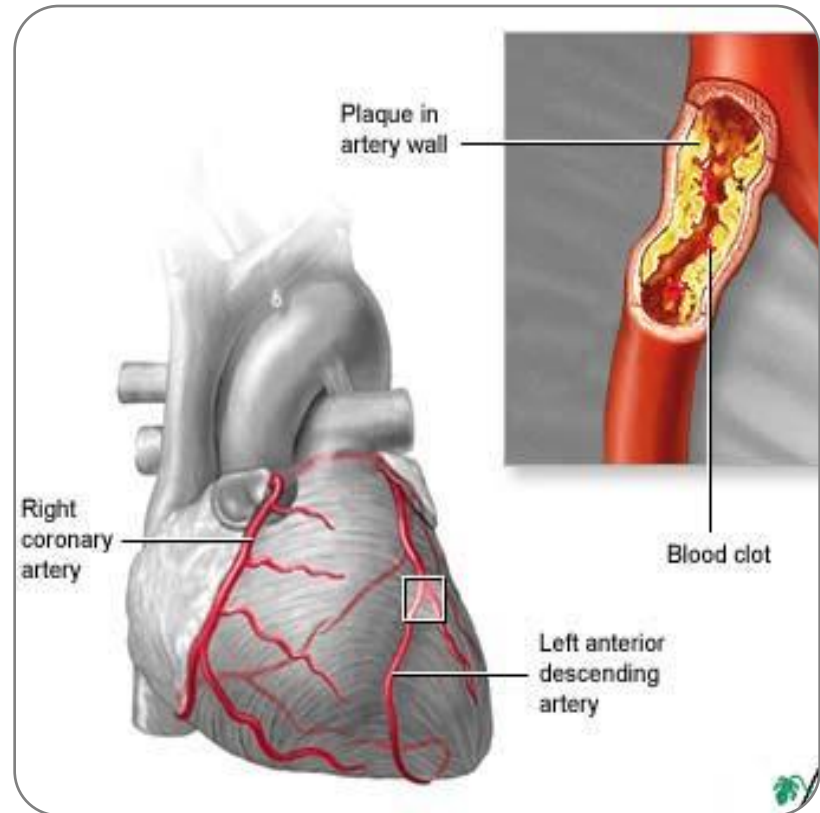
Suitability – Putting all the Pieces Together

SAM (Suitability Assessment of Materials created by Doak and Doak)

- Graphics
- Layout and typography
- Content
- Learning stimulation and motivation
- Literacy demand
- Cultural appropriateness

Graphics

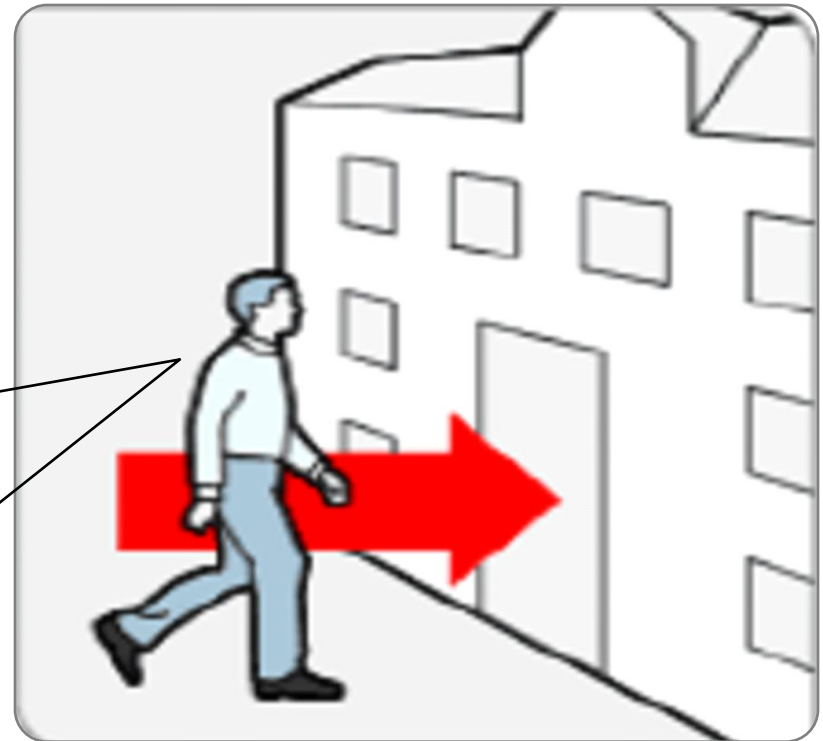
- Cover graphic shows purpose
- Type of graphics
- Relevance of illustrations
- Lists, tables, graphs & charts explained
- Captions used for graphics



Pictures as Tools?

Are pictures appropriate and easy to “read”?

After exposure to radiation it's important to consider that you may have mutated to gigantic dimensions; so watch your head!



Illustrations, Diagrams and Graphs

- Purpose to inform
 - Conveys specific information
 - Relates to content
 - More than an accent
- Striving for clarity
 - Avoid clutter
 - Choose selective pictures of reality
 - Break up large amounts of information
- Choosing how to represent quantitative information
 - Pie charts = showing parts of a whole
 - Bar graphs = numeric comparisons
 - Line graphs = plotting changes



Tables and Charts

Pediatric Dosage Chart Drops, Syrup, & Chewables

Age	Approximate Weight Range*	Dosage			
		Drops	Syrup	Chewables 80 mg	Chewables 160 mg
† Under 3 mo	Under 13 lb	½ dropper	¼ tsp	—	—
† 3 to 9 mo	13-20 lb	1 dropper	½ tsp	—	—
† 10 to 24 mo	21-26 lb	1 ½ droppers	¾ tsp	—	—
2 to 3 yr	27-35 lb	2 droppers	1 tsp	2 tablets	—
4 to 5 yr	36-43 lb	3 droppers	1 ½ tsp	3 tablets	1 ½ tablets
6 to 8 yr	44-62 lb	—	2 tsp	4 tablets	2 tablets
9 to 10 yr	63-79 lb	—	2 ½ tsp	5 tablets	2 ½ tablets
11 yr	80-89 lb	—	3 tsp	6 tablets	3 tablets
12 yr and older	90 lb & over	—	3-4 tsp	6-8 tablets	3-4 tablets

† Consult with physician before administering to children under the age of 2 years.

Dosage may be given every 4 hours as needed but not more than 5 times daily.

How Supplied:

Drops: Each 0.8 ml dropper contains 80 mg (1.23 grains) acetaminophen.

Syrup: Each 5 ml teaspoon contains 160 mg (2.46 grains) acetaminophen.

Chewables: Regular tablets contain 80 mg (1.23 grains) acetaminophen each. Double strength tablets contain 160 mg (2.46 grains) acetaminophen each.

* If child is significantly under- or overweight, dosage may need to be adjusted accordingly.

The weight categories in this chart are designed to approximate effective dose ranges of 10-15 milligrams per kilogram.
(Current Pediatric Diagnosis and Treatment, 8th ed. CH Kempe and HK Silver, ed. Lange Medical Publications: 1984, p. 1079)





Is this Safe for Someone on a Salt-free Diet?

Chili with Beans

Nutrition Facts

Serving Size: 1 Cup (253g)

Servings per container: 2

Amount per Serving:

Calories 260

Calories from Fat 72

% Daily Value

Total Fat 8g

13%

Saturated Fat 3g

17%

Cholesterol 130mg

44%

Sodium 1010mg

42%

Total Carbohydrate 22g

7%

Dietary Fiber 9g

36%

Sugars 4g

Protein 25g

Note:

We rarely say

“Please pass the sodium”



Instructions



Can everyone
recognize a teaspoon?

R_x

Dr. Smith
Med Name

Take one tablet 4
times daily by
mouth

Does everyone know
about titration?

What is Visual Rhetoric?

Images as Argument

- Purposeful cover graphic
- Simple & familiar graphics
- Content relevant
- Lists, tables, charts, illustrations

Page Elements

- Paper
- White space
- Contrast
- Visual cuing

Typography

- Typeface
- Font size
- Color
- Line length

The art, ability or study of using language effectively in speech or writing, especially to influence or persuade one's audience.

Layout and Typography

- **Layout Factors**

- Illustrations
- Consistency in layout (predictable flow)
- Visual cuing
- Adequate white space
- Colors support message
- Limited sentence length
- Contrast
- Paper finish

- **Typography**

- Text type
- Font size
- Typographic cues
- No ALL CAPS

- **Chunking (subheads)**

- Limited lists
- Limited ideas

A Look at Overall Design

- Focus on what's important
 - White space and color
 - Vertical lists and tables
- Be consistent
 - Avoid “kitchen-sink syndrome”
 - Pitfalls of templates
- Create paths for the eye
 - Striking, eye-catching elements
 - Finding information easily
 - Rhetorical organization

Stepping Back

- Is your design **clarifying** your information?
- Is your design **unique** enough to make it stand out?
- Is your design **readable** from its intended distance?
- Have you checked for **typos and errors**?

Design is much more than just “looks” – it affects readability.

Choosing Appropriate Fonts

- Font choice will build or harm ethos (author's credibility)
- Context and purpose is important
- Consider effect of font choice
- Cultural and visual associations of fonts should fit
- Fonts have “personality”
 - Formal and informal fonts
 - Headers and body text

1.
Lorem ipsum

2.
Lorem ipsum

3.
 Lorem ipsum

4.
 Lorem ipsum

Font Choice Examples

Operating Instructions

Dear Mrs. Smith,

Medieval History

Bigfoot Captured!

In deepest sympathy
Lafayette Teen Center

Chemistry Lab Report

Museum of Natural History

Fonts for Header Versus Body Text

How Often Should I Have My Blood Pressure Checked?

It is a good idea to have your blood pressure checked at least twice a year. Check with your doctor to see if you need to get it checked more often.

How Often Should I Have My Blood Pressure Checked?

It is a good idea to have your blood pressure checked at least twice a year. Check with your doctor to see if you need to get it checked more often.

How Often Should I Have My Blood Pressure Checked?

It is a good idea to have your blood pressure checked at least twice a year. Check with your doctor to see if you need to get it checked more often.

Text Appearance

👍 12 to 14 point fonts

👍 **Serif fonts** for running text

👍 **Sans serif fonts** for headers and subheaders

👍 **Boldface**

👍 Underlining

👎 NO FANCY or *script* lettering

👎 NO ALL CAPS

👎 **No italics**

👎 **Dark letters** on light background

Light text on a dark background is harder to read.

Content

- Purpose is evident
- Scope is limited
- Summary/review included
- Content about behaviors



Tell Readers What You Want Them to do

- Be clear and simple
- Use concrete terms
- Use active voice
- Accentuate the positive

👎 **Instead of: Don't check your blood sugar without washing your hands with soap and water.**

👍 **Use: Wash your hands with soap and water before checking your blood sugar.**





Learning Stimulation and Motivation

- **Interaction**

- Q & A format
- Problem solving

- **Behaviors**

- Specific
- Modeled

- **Motivation**

- Self efficacy (I can do this!)
- Small successes



Help the Reader Find Their Way

- What is high blood pressure?
- What causes high blood pressure?
- How can I tell if I have high blood pressure?
- What can I do to keep my blood pressure under control?
- When should I see my doctor?
- What can I do if my blood pressure is high?



Tell Readers What They'll Gain

Answer – “What’s in it for me?”

- For example: In a booklet about how to quit smoking, tell readers right away that the information in the booklet could help them live longer, healthier lives.



Literacy Demand

- Reading grade level
- Writing style
 - Active voice vs. Passive voice
- Use of common words
- Context is given first
 - What's in it for me?
- Learning aides via “road signs”
 - Headers/subheaders
 - Captions



Write as if You Are Talking to a Friend

- Use conversational tone
- Use “living room” language
 - **Not:** Failure to take medications as prescribed may result in sickness.
 - **Say:** If you don’t take your medicine as your doctor tells you, you could get sick.
- Avoid talking “down” to the reader





Foreign Language

- Trigger
- Peak flow
- Scale
- Environment
- Risk
- At-risk
- Stool
- Normal
- Average
- Anxious
- Tension
- Symptoms



Reasons why English is Hard to Learn...

- The bandage was **wound** around the **wound**.
- The insurance was **invalid** for the **invalid**.
- After a **number** of injections my jaw got **number**.
- I had to **subject** the **subject** to a series of tests.



Cultural Appropriateness

- **Material matches audience (LLE Match)**

- Logic
- Language
- Experience

- **Cultural image and examples**

- No stereotypes
- Realistic
- Positive

- **Be sensitive to cultural differences**

- Use familiar and commonly accepted terms
- Tailor messages to each cultural or ethnic group or subgroup
- Talk to members before designing materials
- Field test and get feedback

Tips on Translation

- **Know your audience**
 - Values
 - Health beliefs
 - Cultural preferences
- **Be consistent**
 - Design based on subgroups and geographic locations
 - Get advice from community organizations
- **Carefully select and instruct the translator**
- **Avoid literal translation**
- **Use the back-translation method**
- **Field test draft materials with members of the intended audience**

Avoid

- **Don't translate English slang phrases or idioms literally**
- **Don't use a dialect unless it's used by your intended audience**
- **Don't omit accents**
 - **Make sure your word processing and desktop publishing software has all those used in your intended language**

Messages that work well with an English-speaking audience may not work for audiences who speak another language.



Know your Audience

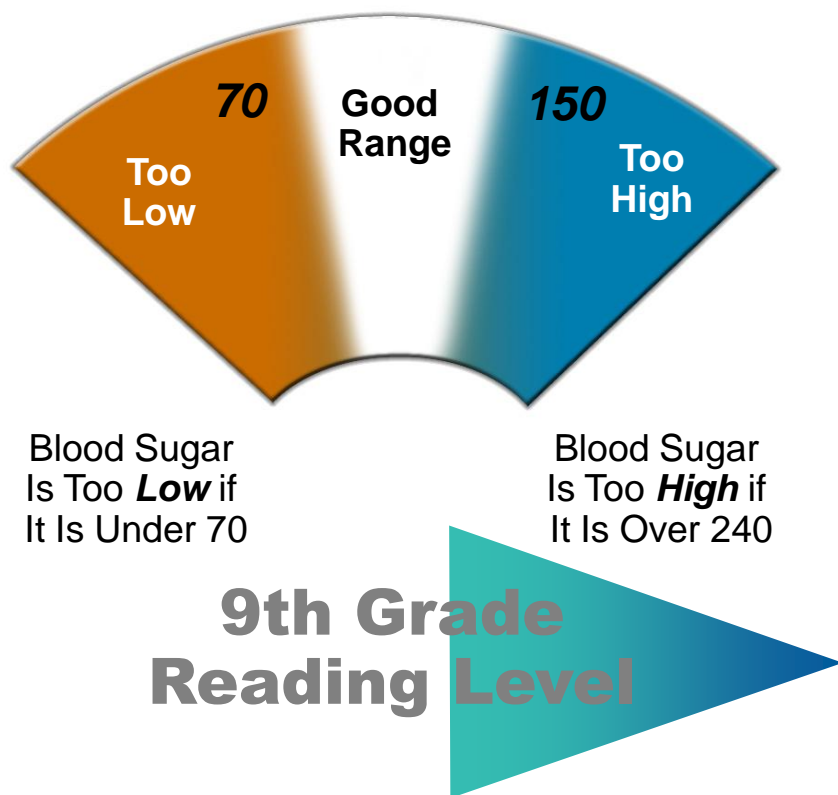
- Why do they need the information?
- What is their reading skill level?
- What cultural issues need to be considered?
- What will motivate them to read and use the information to make a change?





Before and After – Practical Examples of Suitability in Action

Will This Reach a Broad Consumer Audience?



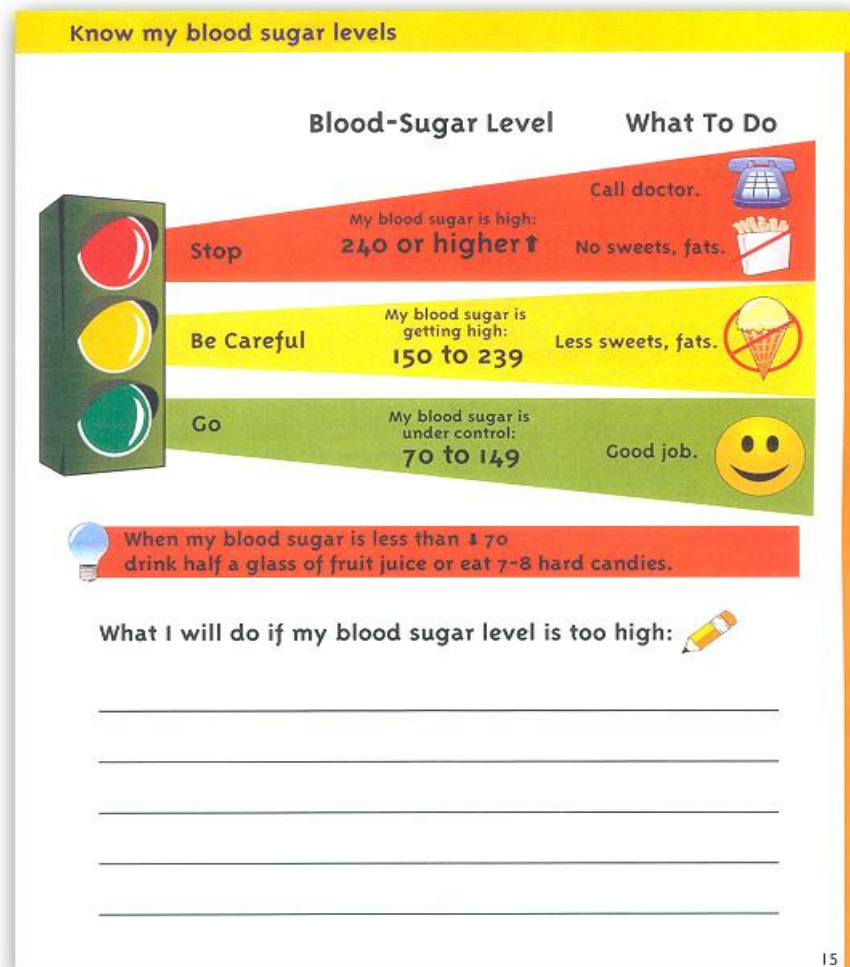
What You Need to Know About Low Blood Sugar

Treat low blood sugar quickly. If you have signs of low blood sugar, eat or drink something that has sugar in it. Some things you can eat are hard candy, sugar-sweetened soda, orange juice, or a glass of milk. Special tablets or gel made of glucose (a form of sugar) can be used to treat low blood sugar. You can buy these in a drug store. Always have some of these items handy at home or with you when you go out in case your blood sugar drops too low. After treating a low blood sugar reaction, eat a small snack like half a sandwich, a glass of milk, or some crackers if your next meal is more than 30 minutes away.

Source: The National Institute of Diabetes and Digestive and Kidney Diseases

Clear Health Communication that Reaches a Broad Consumer Audience

- Common visual
- Uses action captions
- Creates interaction



The Accordant Approach – Before/After

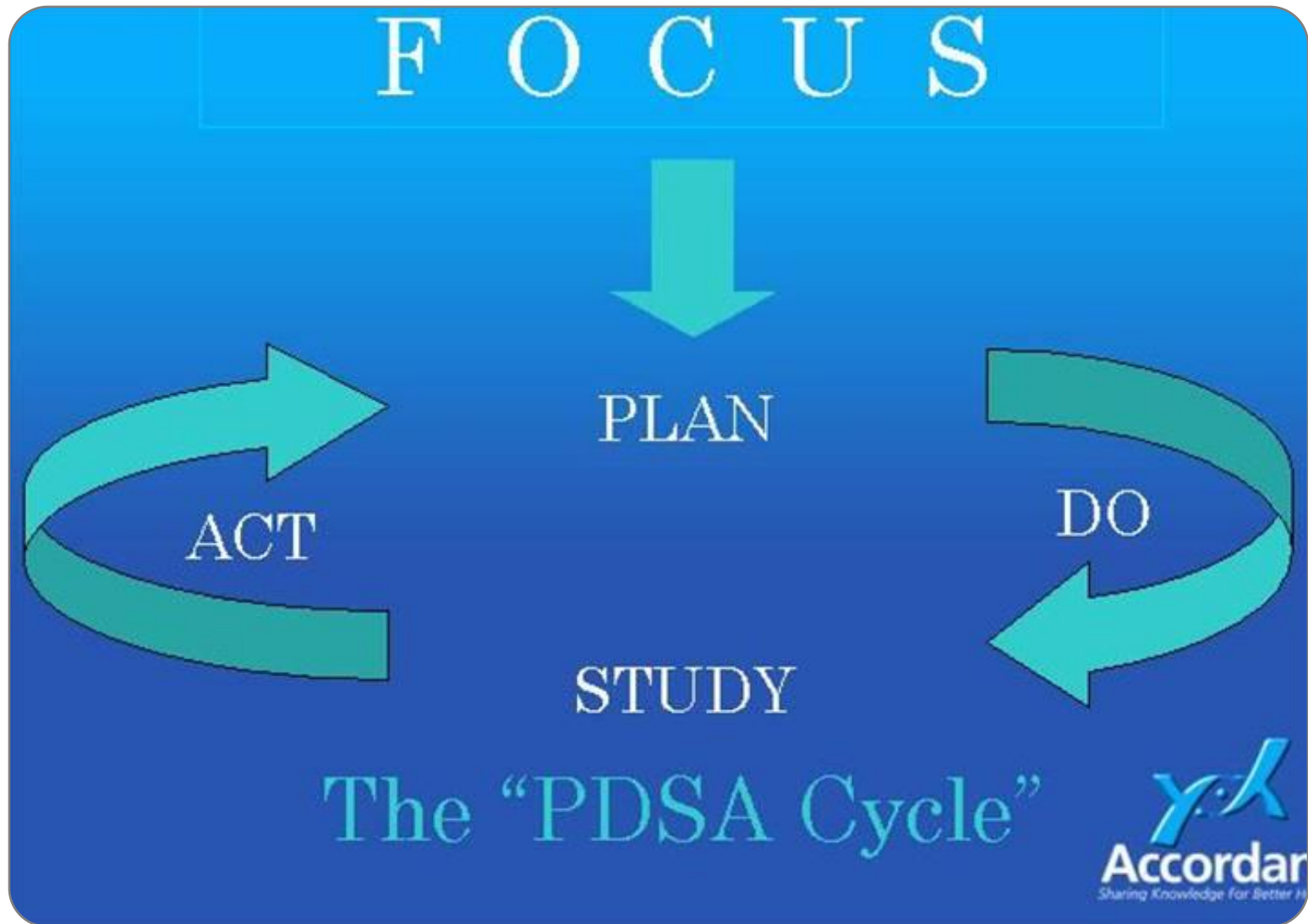
- Cover image and graphics
- Tables, graphs and charts
- Chunking
- Typography and layout
- Purpose and scope
- Summary/review
- Behavioral content
- Interaction
- Motivation/self efficacy
- Context – “What’s in it for me?”

- Q & A format – “Road Signs”
- Reading grade level
- Color and visual cuing
- Writing style/active voice
- Word choice
- Audience match – LLE
- Cultural images and examples
- “White papers”
- Mostly “information”
- Learning outcomes and objectives

Putting All the Pieces Together

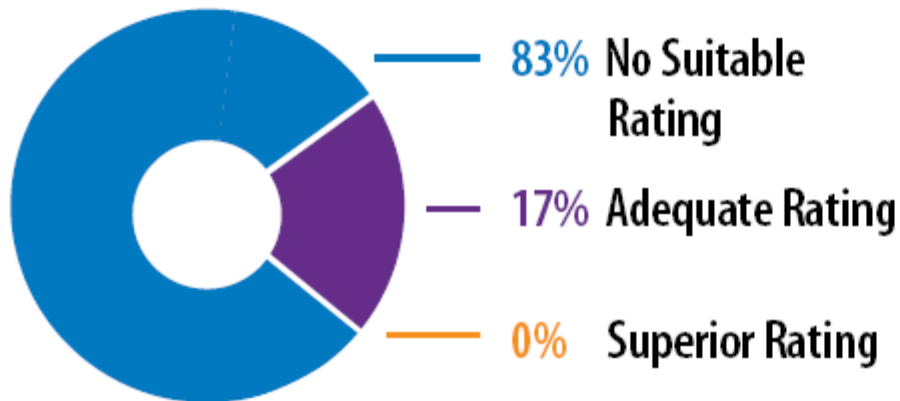


Improvement Process

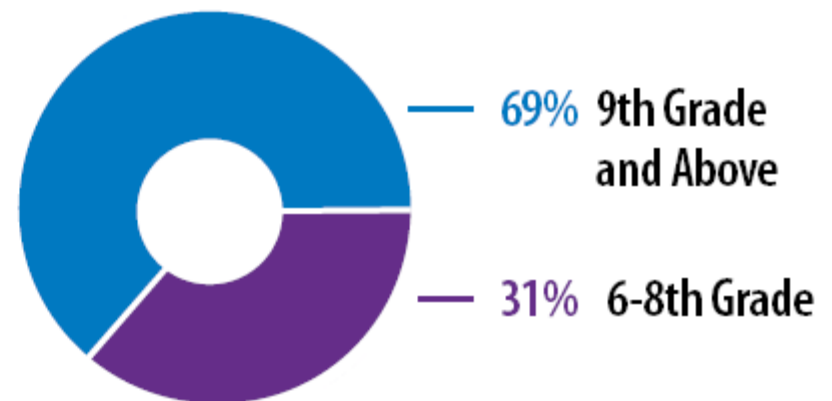


■ Accordant WLAs BEFORE

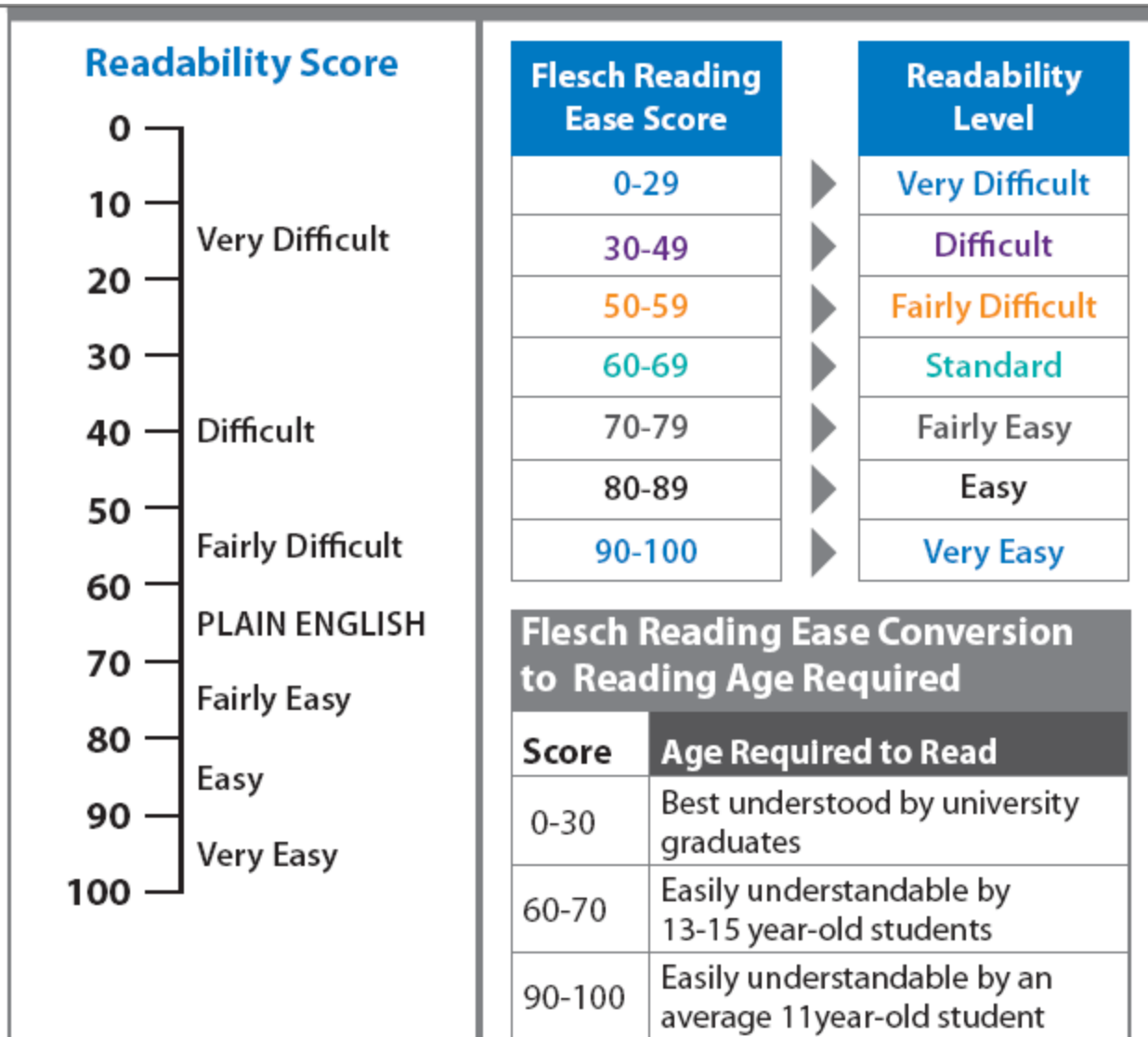
SAM (Suitability Assessment of Materials) Results for Representative Sampling of Web Library Articles with RGL <9th



Baseline Percentage Distribution of Reading Grade Levels for a Representative Sampling of Internally Produced Web Library Articles

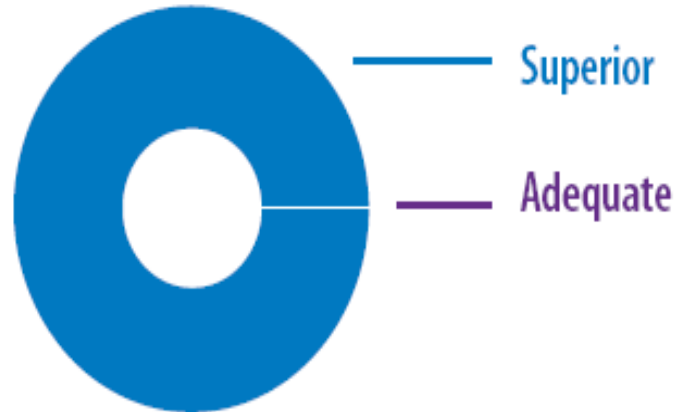


Flesch Reading Ease Score

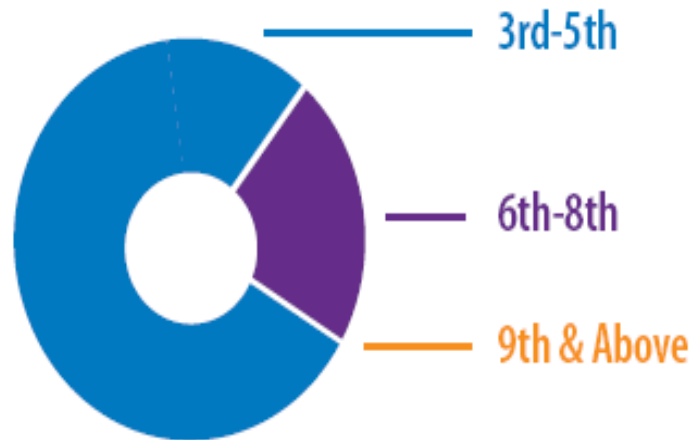


Results AFTER WLA Revision Process

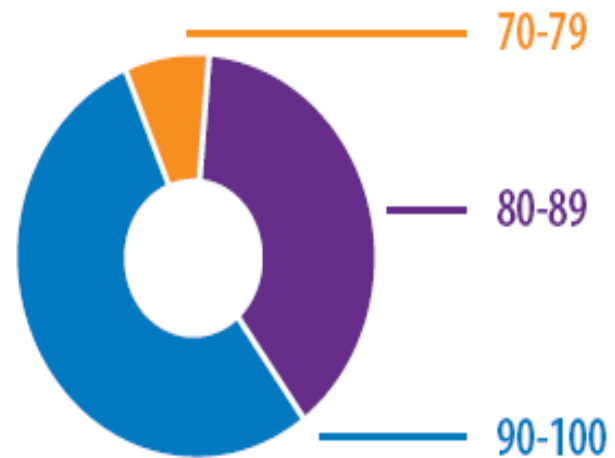
Suitability



Reading Grade Levels



Flesh Reading Ease Score



WLA – BEFORE Revision Process

Example of Accordant Web Library Article

BEFORE Plain Language and Suitability

Medication Compliance: Remembering to Take Your Medicine

With today's busy lifestyles, remembering to take medicines can be difficult. It can be especially difficult if you take many medicines, or if your medicines change frequently. However, being compliant with your medication schedule is important so your medicines can work their best.

There are some simple things you can do to help you remember to take your medicines:

Take your medicines at the same time each day, and take them at the same time you do other daily tasks such as eating, brushing teeth, etc.

By taking your medicines at the same time each day, they become part of your normal routine. Taking them at the same time you do another daily task will also help you associate that task with taking your medicine.

Post medicine reminders in various locations in your house.

Write notes to yourself and place them throughout your house to remind you to take your medicines. Place the notes in locations you look at frequently, such as the refrigerator or bathroom mirror.

Ask family members to help.

Tell your family members about your medicine schedule and ask them to help remind you to take your medicines.

Use special pillboxes to keep track of your medicines.

There are a variety of special pillboxes available. Some boxes store up to a month of medicines, and are marked with each day of the week and different

Comment [HLA1]:

Remembering to take medicines.doc

checked by Health Literacy Advisor

Fry-based Grade Level: 10

Precise SMOG Index: 13.4

Flesch Reading Ease Score:

56.0 (Fairly Difficult to Read)

New Planning & History Worksheet

Clearly identified learning objectives for the reader.


Ultimate learning outcomes identified as action or changes to behavior after reading. This clarifies purpose of article.

Identified what needs to happen (triggers) so we know when this article will be useful to the reader.

Reader target audience identified.

Primary focus of article is identified. Scope may be to inform, motivate, or provide examples or suggestions for behavioral change.

Improvements to article results in a perfect score for Suitability.



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Do You Remember To Take Your Medicine?

Learning objectives:
After reading this article the reader will be able to:

- ☒ State the rationale for taking medications correctly
- ☒ Use behaviors that will assist in remembering to take medicine
- ☒ State what to do if medicines are missed on a consistent basis

Learning outcomes: Ultimately, the reader will:

- ☒ Adhere to his/her medication regimen
- ☒ Will notify doctor if medications are not taken on a consistent basis

Trigger for sending this article: The participant/member will report or indicate:

- ☒ Lack of understanding about administration of medicine or
- ☒ That he/she has difficulty with adherence and is unclear about how to use medicine correctly.

Audience: All participants ☒ **Newly Dx** ☐ 5-10 yr Dx ☐ End stage ☐ New Mbr ☐

Primary focus of article: Information ☐ Motivation ☐ **Behavioral change** ☒

HLA reading grade level results: **Fry-based Grade Level: 4,**
Precise SMOG Index: 8.4, Flesch Reading Ease Score: 86.1 – Easy to Read

Exclusions: Accordant, www.Accordant.com, Health Management Nurse

SAM score: 100% SAM rating: Superior

READSEASY™

Good work! This document reads at grade 6 or lower. NEW- Serif GEN.04.07 Do You Remember To Take Your Medicine.doc checked by Health Literacy Advisor on 07/29/2010 at 9:54:33 AM., Fry-based Grade Level: 4, Precise SMOG Index: 8.4, Flesch Reading Ease Score: 86.1

Revised WLA

Title in Plain Language question format using personal pronoun to address the reader.

Added relevant cover image and logo to the first page. Tells reader visually what the article is about and where it comes from.

Opening paragraph addresses barriers to behavior and promotes motivation and self-efficacy.

Answers "What's In It For Me?" for the reader.

Added call out box for article overview that aligns with learning objectives. Promotes interest and encourages reader to read on to learn more.

Use of 12 pt serif font for body text to increase reading speed.

Use of "chunking" to break content into smaller, more manageable pieces.

Added color and visual cuing with relevant graphics to promote interest.

Use of active voice writing style to create warm, inviting tone.

Do You Remember To Take Your Medicine?



Life can move at a fast pace. It can be hard to keep track of all the things you need to do each day. You are in control of your life and your health. One of the best things you can do is to take your medicine the right way. This should be at the top of your list. Even when life is busy or you don't feel like it.

Your body needs the medicine you take each day. Your medicine can help take the strain off your body and help it work best. This is very important when you have a long-term illness.

In this article you will learn:

- ❑ Tips for taking your medicine
- ❑ How your family can help you with your medicine
- ❑ About different things that can remind you to take your medicine

There are some simple things you can do to help you remember. You may already have a way that works for you. If so, stick to it. But keep reading. These ideas may help you think of new ways to remind yourself. Taking your medicine when and how you should will help you be in better control of your illness.

Make taking your medicine a habit. Try to take your medicine at the same time each day. Medicine works best when there's the same amount in the blood stream. Taking your medicine at the same times will help keep the levels of medicine steady in your blood.

Some people find it helps to take medicine when they're doing something else they do each day. Try taking your medicine when you brush your teeth, make breakfast or get ready for bed. You'll be less likely to miss a dose. And your body will get the medicine it needs on a regular schedule.

Of course, there may be some medicines you only take once a week or a few days each month. This makes it harder to remember to take your medicine. Talk to your doctor about timing your medicine with certain days of the week or month that are easier for you to remember.

Whatever days you take your medicine though, try to take it around the same time. This way, your body learns when to expect its next dose and gets ready to use the medicine when it needs it.



Page 1 of 4

Revised WLA

Clear behavioral content is included. Tells the reader what he can "DO". Helps reader translate information into action.

Use of sans serif 14pt and 16pt fonts for Title, Section headings and sub-headings to slow reading and grab reader's attention.

Use of appropriate common cultural example that matches the target audience's Logic, Language, and Experience.

Use of call out boxes to improve layout, create interest, and draw attention to key information.

Use Question and Answer format to provide "road signs" and direct the reader to relevant sections of the article.

Use conversational tone, plain words and "living room language".

Keep a medicine list. It's a great idea to write down all the things you take. Anything you take matters. Even if it's just an aspirin, vitamins, cough syrup or other over-the-counter medicine. Write it down.

You may want to make copies of your list for each day you take medicine. Then, you can check it off the list as you take it.

A list can be helpful to keep track of your refills, too. You should also carry it with you to your doctor visits.

You don't have to keep a paper list. Some people keep a list on their computer or use their cell phone. There are even free applications available for smart-phone users. Use what works for you.

Here is a sample of how to start your list.



My Medicine List

Name of Medicine	Strength/Color	What Is It For?	Who?	How Often?	Take With
aspirin	10 mg white tablet	headache	Dr. Smith 900.909.9999	1 tablet - in the morning	Food

Talk with your Accordant Nurse about other tools and tips for keeping track of when to take your medicine. We can help you make a plan that's right for you.

And we can mail you samples of medicine logs you can use.

Important Tip:

If you have Internet access, you can find many free examples of medicine lists.

Just type in the key words "medicine list" in a search engine like Google or Bing. Or go to <http://www.wepatientsafety.org/mymedicinelist/>

If you don't have Internet access, call your Accordant nurse. We can go online for you and print off what you need and mail it to you.

What if I Still Forget?

If you forget to take your medicine from time to time, you're not alone. Everyone misses a dose every now and then. Be honest with your doctor. Your doctor may be able to suggest other ideas about how to remember to take your medicine when you need to.

There may be other drugs that can be taken fewer times a day. Your doctor needs to know if you forget your medicine, even if it's just one day a week. It may be possible to change your medicine to better suit your lifestyle.

GEN.04.07.4NEW

Revised WLA

Create interaction and learning stimulation. Inspires critical thinking and helps reader process information into long-term memory. Improves chance for recall and action after reading the article.

Improve tables, graphs and charts with color, simple headings and clear explanations.

Tell the reader what to do next – encourage them to talk with their health care providers and to ask questions.

My Medicine Action Plan

Now you have some ideas about different ways to keep track of your medicine. You know how important it is to take all of your medicine on time. And you know you need a plan for remembering to take your medicine.

So, let's take a few moments to think about your plan and the tips you've read. Answer these questions.

- ☒ Do you already have a plan or system for keeping track of your medicine?
Yes ☐ No ☐ If you check no, go to the next page.
- ☒ If so, what do you use? Pill Box ☐ Alarm ☐ Reminder ☐ Family or Friend ☐ Other _____
- ☒ How well would you say that it works for you?
Very Well ☐ Okay ☐ Could Be Better ☐ Isn't Working at All ☐
- ☒ How many times in a month do you forget to take your medicine?
0 - 1 times a month ☐ 2 - 5 times a month ☐ More than 5 times a month ☐
- ☒ How willing are you to try something new to help you?
I'm ready right now ☐ I'd like to think about it ☐ I'm not ready or don't need to ☐

Put a check beside each item and take this with you the next time you visit your doctor. Write in other steps you can take that your doctor tells you about.

Action Items	I will do this...	I might do this...	I will think about doing this...
Take this article and my action plan with me to my next doctor's visit.			
Talk to my doctor about my medicine and more ways to keep track of it.			
Call my Accordant Nurse and ask for some examples of medicine lists and other tools to keep track of my medicine.			
Talk to my pharmacist about setting up reminders or auto re-fills for my medicine so I don't run out.			

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Revised WLA

Add summary/review to close the loop and remind the reader of key points.

Provide additional resources – answer “How can I learn more” and “What do I do if I have a question” for the reader.

Important Things to Remember

- ☑ You can be in control of your health by taking your medicine when you should.
- ☑ Read through the list of tips and choose the ones you could add to your life. This can help remind you when it's time to take your medicine.
- ☑ Following these tips can help your body get the medicine it needs when it needs it.
- ☑ Talk to your doctor, make a plan, and then stick to it.

Want to Learn More Now?

Call your Accordant Health Management Nurse or go online to www.Accordant.com today!

References

1. National Heart, Lung, and Blood Institutes. <http://www.nhlbi.nih.gov/hbp/treat/tips.htm>. Accessed October 30, 2009.
2. Food and Drug Administration. <http://www.fda.gov/Drugs/ResourcesForYou/ucm163959.htm#aging>. Accessed October 30, 2010.



Questions?

Thank You !