

Richmond University Medical Center

2022 ANNUAL REPORT



THE FUTURE OF HEALTH CARE IS HERE

THE HON. JAMES P. MOLINARO
EMERGENCY DEPARTMENT

Message From the President & Chief Executive Officer



In 2022, we made advancements on many fronts, ensuring the rich history of our hospital continues for generations to come.

COVID remains, but we move forward

Despite surges and new variants, we have the tools to avert a return to the early days of the pandemic. We continue to vaccinate our community, with now over 40,000 doses administered since 2020, and we continue caring for individuals battling long-COVID and other lingering after-effects through our Investors Bank Post COVID-19 Care Center.

Improving access and health equity

The pandemic revealed the startling truth of just how many people do not have adequate access to healthcare services. In 2022, we continued our multipronged approach to addressing this crisis by recruiting new board certified and fellowship trained physicians, experienced nurses, and top medical professionals in many fields. These medical leaders greatly enhanced not just the services in our main hospital, but also at our outpatient, community-based facilities such as the Center for Cancer Care, Center for Integrative Behavioral Medicine, and Richmond Health Network. We also increased free health screenings and health education efforts to the public, often in collaboration with our community, faith-based, and government partners.

Stronger partnerships for a better tomorrow

In 2022, we expanded our partnership with the world-renowned Mount Sinai Health System to include emergency medicine. Now, our Emergency Department features specialists, physicians, and medical personnel assigned to our hospital from Mount Sinai. Their tremendous expertise in emergency medicine will advance our ongoing effort to provide world-class emergency care to Staten Islanders.

Award-winning care

In 2022, we continued to receive national accreditations and certifications that herald the high quality services and excellent patient care we provide every day; this includes earning three High Performing Hospital designations from U.S. News & World Report in recognition of the care provided to patients experiencing heart failure, kidney failure, and COPD. We also marked our 85th consecutive year of accreditation by the American College of Surgeons Commission on Cancer, making our oncology program the longest consecutively accredited program by the ACS on Staten Island.

Building for the future of healthcare

Despite the trials and tribulations thrust upon us by the COVID pandemic, we forged ahead with the goal of transforming healthcare on Staten Island. Our perseverance was rewarded this past year with the opening of our 14-bed Medical Intensive Care Unit and the unveiling of our new 35,000 sq. ft. Emergency Trauma Department. Both are part of over \$250 million in capital improvements that will continue to unfold throughout 2023. Our new Co-Gen power plant will go on line, a new surgical department with 10 advanced operating suites will open, and the full renovation of our Mother/Baby Unit into single-bed suites will be completed.

In 2022 the stage was set for greater opportunities to come. In 2023, we will seize these opportunities and write the next chapter for Richmond University Medical Center.

Sincerely,

Daniel J. Messina, PhD, FACHE

President and Chief Executive Officer

Message From the Board of Trustees Chair



From my viewpoint 2022 and the first half of 2023 will represent “breaking the tape” on a multitude of long planned initiatives. Similar to major life accomplishments where the journey makes the reward so much sweeter, Richmond University Medical Center and all those who love this institution are beginning to appreciate the journey we’ve shared over the last 15 years.

The early years we clearly focused on survival. The damage to this institution coming out of the bankruptcy of St. Vincent Catholic Medical Center is difficult to exaggerate. But with an amazing board led by Kate Rooney, a completely dedicated staff of healthcare professionals and a handful of elected officials, sunlight began to peek through the clouds — so much so that in 2014 we began to develop a plan for much needed, dare I say critically needed, improvements on every aspect of the campus in order to equip our doctors and nurses with the tools they might need to help deliver a continuous improvement in treatments and outcomes for their patients. The plan seemed relatively simple — start with well-trained talented personnel and add state-of-the-art technology.

What wasn’t so simple was raising the dollars needed to accomplish that task. That challenge was met head-on with

the collaboration of New York State, New York City Council, FEMA grants, a bond underwriting led by Preston Hallow, and lastly by our neighbors and patrons who responded to the outreach of the RUMC Foundation in such an amazing way.

So here we are in 2022-2023 “breaking the tape” on so many capital improvements that will change the face of the institution while we simultaneously add human faces to our staff, as we are forever mindful of the balance between an excellent staff and excellent outcomes for our patients. I feel personally honored to be taking this victory lap with so many dedicated and talented people who have kept Richmond University Medical Center in their hearts and I look forward to many more victory laps in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Purpora', followed by a long horizontal line extending to the right.

Ronald A. Purpora
Chair, Board of Trustees

Appreciation from Our Grateful Patients

Dear Louise Steward,

My wife, Lindsey, and I just wanted to reach out and express our gratitude for the wonderful staff in your department as my wife delivered our daughter on November 2. We had awesome support from Kristen, Kristen, Kayla, and Sam through Lindsey's few days in Triage and Labor. Everyone made a stressful experience of our baby coming five weeks early much easier and comfortable. We really can't thank you enough and wish your department continued success with bringing healthy babies and moms (and dads actually) through labor.

— **Mike and Lindsey Demyan**

Thank you to all of the doctors, nurses, assistants, and everyone else who took exceptional care of me. Everyone here was quick, caring, and beyond professional! I was here for a kidney infection and I was in amazing hands the entire time. I also delivered both of my boys here and all three times my experience with RUMC was above and beyond! Thank you, Thank you, Thank you!!!!

— **Alisa Arrigo**

I am writing this letter to attest to the importance of yearly lung screenings. We know the importance of early detection of lung cancer, but lung screenings can also detect other abnormalities.

Two years ago, my husband had his lung screening, only because of the persistence of (Lung Nurse Navigator) Nancy Rooney. The screening showed a large abdominal aortic aneurysm. Within hours of having the screening, Nancy contacted my husband's primary care physician.

He was sent to RUMC's Emergency Department, where a CT scan with contrast confirmed the lung screening's findings. Within a week, my husband had surgery to repair the life-threatening aneurysm.

This year, again because of Nancy Rooney's yearly follow-up, my husband had his lung screening. This time the screening showed a small nodule in his lung that was not present on his last screening. He had a biopsy and follow-up at Memorial Sloan Kettering Cancer Center.

I believe these two examples substantiate the importance of yearly lung screenings for those at risk for cancer. It is my hope that RUMC will continue to advocate for these screenings through their physicians and other medical staff.

In addition, I would like to thank and commend Nancy Rooney for all her continuing efforts to ensure that those at risk in our community receive a yearly lung screening. She is persistent in her follow-up, but always in a caring and supportive way!

— **Jane DiFortuna**

Was born here and now my dad is elderly and also uses this hospital. They are the best, they make sure you leave with what you need to be okay when you go home. They care and really use their hearts in their work .

— **Ethan V.**



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Thank you

New Emergency Department

It stands as a symbol of endurance and commitment — a promise to the community that Richmond University Medical Center will continue meeting Staten Island's growing healthcare needs for another 120 years and beyond.

The new Emergency Department, which opened with fanfare on October 25, 2022, is housed on the first level of a multi-story pavilion behind the main hospital building, its steel and glass frame glistening in sharp angles against the sky.

The state-of-the-art facility offers more than twice the space of its predecessor and a host of patient amenities. It replaces an aging and undersized Emergency Room built in 1978, when Staten Island's population was 25 percent smaller.

The centerpiece of a six-year, \$250 million historic expansion project, the ED is equipped with private trauma bays and treatment rooms, plus comprehensive specialty areas for pediatrics and urgent care, behavioral health, and cardiac/stroke emergencies. Additional ambulance bays and a larger patient drop-off area at the front entrance allow for more efficient patient intake.

"We were the 'Little Hospital that Could' — although, not so little anymore," Kathryn Krause Rooney, Esq., board chair emeritus, told the crowd of several hundred at the ribbon-cutting ceremony as she recounted the struggles and victories of the hospital's storied history. "I'm grateful to everyone across the Island and beyond who contributed to this mission."

"This Emergency Department is a symbol of our hospital's continuing commitment to being guardians of our community's





health and well-being,” added Daniel J. Messina, PhD, FACHE, president and CEO.

“It is our promise that everyone in need of care will have continuous access to emergent, lifesaving services; and it is our pledge to provide the highest quality care consistently to each and every patient who comes through our doors.”

“This is an honor and privilege that I cannot put into words,” said former Borough President James Molinaro, looking up at the ED’s entrance, which bears his name as a supporter who made the expansion possible.

The Tottenville High School Marching Band performed at the grand opening, and a time capsule was assembled with a list of current employees and board members and an edition of the Staten Island Advance. It will be opened in 50 years.

For designers and hospital leaders, ushering in a new era of critical care while maintaining RUMC’s high standards of treatment was the expansion project’s top priority.

“It’s about expediting care and enhancing the patient experience,” summarized Johnathan LeBaron, DO, RUMC’s chair of emergency medicine. “And it’s about providing privacy and dignity to each and every patient in their time of need with the latest in critical care technology.”

“This is what the future of healthcare looks like,” said Dr. Pietro Carpenito, RUMC’s executive vice president and chief medical officer. “Our intention was to modernize the hospital’s delivery of care and offer our patients the most updated form of treatment.”

Emergency Department Construction Timeline



JUNE
2020

APRIL
2021



JULY
2020

JUNE
2021



AUGUST
2020

JANUARY
2022



Emergency Department Construction Timeline



OCTOBER
2020

APRIL
2022



NOVEMBER
2020

JULY
2022



FEBRUARY
2021

DECEMBER
2022



RUMC, Mount Sinai Health System Expand Affiliation to Include Emergency Care

Some of New York City's most distinguished physicians are now available to patients at Richmond University Medical Center (RUMC), thanks to an expanded partnership with Mount Sinai Health System that was formally announced in May of 2022. The two healthcare organizations are partnering to provide elite trauma services and world-class care to the Staten Island community.

Mount Sinai and RUMC have integrated care for emergency medicine, trauma, and critical care services provided in RUMC's Emergency Department. The partnership between the two providers also extends admitting privileges at RUMC to Mount Sinai medical specialists. It offers RUMC physicians academic appointments with opportunities for continued training and education, as well as collaboration with

specialist teams for accurate diagnosis and treatment options for patients.

"We are delighted to further expand and enhance our affiliation with Mount Sinai Health System," said Daniel J. Messina, PhD, FACHE, president and chief executive officer of RUMC. "Adding Mount Sinai's emergency medicine expertise with our own team of experienced professionals at RUMC provides our community with expanded access to outstanding healthcare services available in the New York metropolitan area in a setting that's close to home. This is an exciting time for RUMC and the residents of Staten Island."

RUMC is an American College of Surgeons (ACS) and New York State

Emergency Medicine

Richmond University
 **Medical Center**

In Affiliation with Mount Sinai Health System



Department of Health designated Level I Adult Trauma and Level II Pediatric Trauma Center. This designation means RUMC has trained medical staff, nurses, equipment, and protocols in place to treat all adult and pediatric patients in need of emergency care. RUMC is also a nationally recognized stroke center, Staten Island's only provider of inpatient behavioral health services for adolescents, and the borough's only New York State Department of Health certified Sexual Assault Forensic Examiner (SAFE) Center of Excellence.

RUMC was also recently recognized as a High Performing Hospital by US News and World Report for its expertise in treating COPD, heart failure, and kidney failure. RUMC's Emergency Department has been at the epicenter of the COVID-19 pandemic, caring for more than 11,000

COVID-positive patients since the pandemic began in 2020.

The Mount Sinai Health System is one of the largest academic medical systems in the New York metropolitan area, with more than 43,000 employees working across eight hospitals, over 400 outpatient practices, nearly 300 labs, a school of nursing, and a leading school of medicine and graduate education.

"It's our goal to use our resources as a large provider to offer the people of Staten Island the very best in health care," said Brendan G. Carr, MD, MS, system chair of emergency medicine at the Icahn School of Medicine and the Mount Sinai Health System.



RUMC Unveils New \$15M Medical Intensive Care Unit

Just about every moment is a matter of life and death in the Medical Intensive Care Unit (MICU), where patients struggle with serious illnesses ranging from sepsis to pneumonia and multiple organ failure.

Thanks to a \$15 million upgrade, physicians and medical personnel at Richmond University Medical Center are ready to treat critically ill patients in 14 world class rooms providing state-of-the-art equipment for life-saving care.

The new MICU unit features expanded isolation/negative pressure rooms, modernized nurse stations and patient observation areas, and larger family visiting areas. Each room also features 50-inch smart TVs for telehealth consultations, lifts to assist patients with mobility limitations, and full bathrooms with showers. Electromagnetic glazing (smart glass) has replaced cubicle curtains, allowing the windows to turn from clear to a milky white at the touch of a button. Double headwalls enable RUMC to expand MICU capacity to 28 beds in the event of a patient surge.

“This is a strategic and transformational milestone in the more than 100-year history of the hospital,” said President and Chief Executive Officer Daniel J. Messina, PhD, FACHE, at the MICU ribbon-cutting on August 4, 2022. “It brings a whole new level of care to the Staten Island community.”

As part of a full-service hospital with a Level I Adult/Level II Pediatric Emergency Department, RUMC’s MICU provides critical care for a wide range of conditions.

“Thousands of Staten Island residents who come here feeling as ill as possible will walk out of here safely and securely,” said Staten Island

Borough President Vito Fossella at the unveiling ceremony.

“The future is bright for RUMC and by extension, the people of Staten Island, when it comes to healthcare,” added Ronald A. Purpora, chair of the RUMC Board of Trustees.



“This is a strategic and transformational milestone in the more than 100-year history of the hospital. It brings a whole new level of care to the Staten Island community.”

— Daniel J. Messina, PhD, FACHE
President and Chief Executive Officer





1> Richmond University Medical Center Welcomes Its First Baby of 2022

On January 1 at 12:10am, Penelope Rae Matoske became the first baby of 2022 born at Richmond University Medical Center. Penelope weighed in at 6 pounds, 13 ounces and was 19 and half inches long. She is the first child born to proud parents Brooke Yodice and Jack Matoske. Both her parents are originally from Staten Island and both were also born at RUMC.

2> Federal Officials Secure Over \$1.8M for Imaging Technology Enhancements

Thanks to \$1.8 million in federal support from United States Senate Majority Leader Charles E. Schumer and Representative Nicole Malliotakis, Richmond University Medical Center will be home to one of the most advanced forms of interventional medical technology available in healthcare: biplane imaging. Biplane imaging involves two cameras that rotate on each side of the patient, producing highly detailed images of blood vessels, soft tissue, and blood flow, all in real-time. This imaging allows surgeons and medical staff to identify and treat vascular blockages, aneurysms, malformations, and additional abnormalities that could lead to stroke, hemorrhaging, and other neurovascular complications.

3> Senate Majority Leader Schumer Visits RUMC

United States Senate Majority Leader Charles E. Schumer visited Richmond University Medical Center on February 24 to speak with hospital staff about efforts in Congress to cap the rising cost of insulin. Schumer said that the price of insulin has been rising rapidly for years, with an average increase of 15 to 17 percent each year since 2012.



1> RUMC's Gamblers Treatment Program Celebrates 40th Anniversary

On May 3, staff from Richmond University Medical Center's Gamblers Treatment Program were joined by community leaders to celebrate the program's 40th anniversary. Founded on May 3, 1982, RUMC's Gamblers Treatment Program was the first gambling-specific state funded outpatient program in New York State and is now the longest serving gamblers treatment program in the entire state. Since its inception, the program has assisted nearly 5,000 individuals with their gambling addictions.

2> Neonatal Intensive Care Unit Naming

A ribbon cutting was held on May 25 to rename Richmond University Medical Center's Neonatal Intensive Care Unit in memory of Wayne Zenna. The Zenna Family Trust pledged \$1M to support upgrades to the unit including additional private spaces where parent and infants can bond, and a new infant transition room, which allows parents of NICU graduates to spend the night with nursing support in preparation for going home.

3> Stroke Program Earns National Accreditations

Richmond University Medical Center earned the American Heart Gold Plus Get With The Guidelines Stroke quality achievement award for its commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and reduced disability. RUMC also received the American Heart Association's Target: Stroke Honor Roll Elite award in recognition of stroke care services that reduce the time between an eligible patient's arrival at the hospital and treatment with the clot-buster alteplase. RUMC also received the American Heart Association's Target: Type 2 Diabetes Honor Roll award. Target: Type 2 Diabetes aims to ensure patients with Type 2 diabetes, who might be at higher risk for complications, receive the most up-to-date, evidence-based care when hospitalized due to stroke.

4> Cancer Survivors Month Dedication Ceremony

Oncologists, medical staff, and senior leadership joined cancer survivors for a dedication ceremony at RUMC's Center for Cancer Care to celebrate June as National Cancer Survivors Month. The annual observance is an opportunity for all 16.9 million cancer survivors across the country to celebrate their milestones and recognize those who have supported them along the way.



1



2



3



4

1> New Trustees Join the Board while Six Long-Term Trustees Retire

Richmond University Medical Center welcomed five new trustees to the board: Anita Laremont, Esq., Rosemarie Maldonado, Esq., David McGoy, Courtney Moore, and Marcello Sciarrino. Stepping off the board after 15 years of service were the Rev. Dr. Tony Baker; Pietro Carpenito, MD; the Hon. James P. Molinaro; Dennis Quirk; Catherine Paulo, Esq.; and former Chair Kathryn Rooney, Esq., who was elected Chair Emeritus.

2> New Medical Intensive Care Unit Unveiled

RUMC officially opened its expanded 14-bed Medical Intensive Care Unit (MICU) on August 4. The \$15 million upgraded facility features expanded isolation/negative pressure rooms, modernized nurse stations and patient observation areas, and larger family visiting areas. Over 200 people attended the ribbon cutting ceremony.

3> US Senator Kirsten Gillibrand Visits, Tours Capital Projects

United States Senator Kirsten Gillibrand toured Richmond University Medical Center on September 1, receiving a first-hand look at the hospital's many capital improvement projects, including its new Emergency Department. The senator also visited the hospital's Level III Neonatal Intensive Care Unit (NICU), speaking with physicians and nurses in a unit that has one of the nation's highest survival rates.

4> Richmond University Medical Center Earns Awards from US World & News Report

US News and World Report awarded Richmond University Medical Center three High Performing Hospital designations in recognition of the treatment and care provided to those patients experiencing heart failure, kidney failure, and COPD. Over 6,000 hospitals were evaluated. To earn a high performing hospital rating, healthcare facilities, including RUMC, had quality metrics significantly higher than the national average.



1> Richmond University Medical Center Unveils New Emergency Department

Richmond University Medical Center welcomed community leaders, healthcare professionals, and members of the community as the hospital officially unveiled Staten Island's newest emergency department on October 25. The new emergency department is named in honor of trustee and former three-term borough president James P. Molinaro. Among the over 300 people who attended the ceremony was New York City Deputy Mayor for Health and Human Services Anne Williams-Isom. The new 35,000 sq. ft. emergency department will feature expanded trauma and urgent care areas, dedicated units for pediatrics, sexual assault victims, and more.

2> RUMC Celebrates New Emergency Department with the Community

Over 1,000 people from across Staten Island had a firsthand look at Richmond University Medical Center's new emergency department as part of a Community Day held on October 29. Nearly 200 people who attended also received free health screenings including EKGs, blood pressure, lung capacity, and prostate cancer. Throughout the day, seminars were held to provide the latest information on cardiac health, breast cancer, diabetes management, and others. In the morning, two seminars were held for high school students. One focused on architecture, engineers, and planning, using the ED as an example, and the other on careers in healthcare featuring a panel of physicians, nurses, and RUMC staff.

3> Annual Gala is "A Night to Reunite"

For the first time in two years, RUMC held its first in-person gala on November 16. RUMC held its previous two galas virtually due to the COVID-19 pandemic. Over 400 people attended the event. Honorees were Investors Bank Foundation, Northfield Bank Foundation, Richmond County Savings Bank Foundation, and the Staten Island Foundation. The event was also an opportunity to acknowledge six trustees who stepped off the board after 15 years of service each: former board chair, now Chair Emeritus, Kathryn K. Rooney, Esq.; the Rev. Dr. Tony Baker, Sr.; Pietro Carpenito, MD; former Staten Island Borough President, James P. Molinaro; Catherine Paulo, Esq.; and Dennis Quirk.

4> RUMC Campus Dedicated to Kathryn K. Rooney, Esq.

In recognition of 15 years of service to Richmond University Medical Center and its community, the entire hospital campus has been renamed to honor longtime former board of trustees chair Kathryn K. Rooney, Esq. Rooney retired from the board in 2022 after serving as its chair since 2007. Although Rooney officially retired from RUMC's board, the board of trustees unanimously appointed her as Chair Emeritus, the first in the hospital's nearly 120 years of existence.

Key Stats



EMPLOYEES

2,349



LICENSED BEDS

448



BIRTHS

2,485



EMERGENCY DEPARTMENT VISITS (TREATED AND RELEASED)

44,180



PHYSICIANS ON STAFF

558



SURGICAL PROCEDURES

6,901



ADMISSIONS

14,461

RICHMOND UNIVERSITY MEDICAL CENTER'S AWARD-WINNING QUALITY CARE

Accreditations

- American Association of Blood Banks (AABB)
- American College of Radiology:
 - Breast Ultrasound
 - Mammography
 - Positron Emission Tomography (PET)
 - Stereotactic Breast Biopsy
 - Ultrasound Guided Biopsy
- American College of Radiation Oncology
- American College of Surgeons' Commission on Cancer
- College of American Pathologists (CAP)
- Intersocietal Accreditation Commission (IAC)
- Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program
- New York State Dept of Health (NYSDOH)
- The Joint Commission (TJC)
- ACR Accreditation in every modality – CT, MR, Nuclear Medicine, Ultrasound
- National Diabetes Prevention Program Accreditation, NYS PCMH Recognition

Certifications

- The Joint Commission — Gold Seal
- The Joint Commission Disease-Specific Certification:
 - Advanced Primary Stroke

Verifications

- American College of Surgeons: Trauma Services — Level I Adult Trauma/Level II Pediatric Trauma
- Trauma

Awards

- American Heart Mission Lifeline
- 2022 Stroke Gold Plus with Target stroke, Honor Roll Elite and Target: Type 2 Diabetes Honor Roll

Designations

- NYS Department of Health:
 - Level I Adult Trauma/Level II Pediatric Trauma
 - Primary Stroke
 - Trauma
- WHO & UNICEF Designated "Baby-Friendly Hospital"

Recognition

- American Diabetes Association
- CDC Recognized National Diabetes Prevention Program
- International Board Certified Lactation Consultant
- Sexual Assault Forensic Examiner
- Resident Education

Resident Education

- Accreditation of Advanced GI Minimally Invasive Fellowship
- ACGME Accredited Fellowship in Hematology /Oncology
- Continued Accreditation in Internal Medicine, Obstetrics and Gynecology, Pediatrics, Psychiatry, and Radiology programs by the ACGME
- Fully Accredited Council on Podiatric Medical Education (CPME) Podiatry Program
- Island Peer Review Organization (IPRO) successful on-site visit regarding duty hours and supervision
- Sponsoring Institution for Graduate Medical Education by the Accreditation Council for Graduate Medical Education (ACGME)



RICHMOND UNIVERSITY MEDICAL CENTER CLINICAL CHAIRS

Anesthesia

Pietro Carpenito, MD

(also EVP & CMO)

Emergency Medicine

Johnathon LeBaron, DO

Laboratory Medicine

Svetoslav Bardarov, MD

Medicine

Philip Otterbeck, MD

OB/GYN

Michael Cabbad, MD

Ophthalmology

David Mostafavi, MD

Pediatrics

Brian McMahon, MD

Psychiatry

Joel Idowu, MD

Radiology

Sujoy Menon, MD

Rehabilitation Medicine

Perry Drucker, MD

Surgery

Loren Harris, MD

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Pietro Carpenito, MD

The Hon. James P. Molinaro

Catherine Paulo, Esq.

Dennis Quirk

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Executive Vice President & Chief

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Rosemarie Stazzone, RN, MSN,

NEA-BC

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RICHMOND UNIVERSITY MEDICAL CENTER
IS A NOT-FOR-PROFIT HEALTHCARE PROVIDER SERVING
THE ETHNICALLY DIVERSE COMMUNITY OF STATEN ISLAND
AND ITS NEIGHBORS. WE PROVIDE PREMIER QUALITY
PATIENT CARE THROUGH A FULL SPECTRUM OF EMERGENT,
ACUTE, PRIMARY, BEHAVIORAL HEALTH, AND EDUCATIONAL
SERVICES. WE DO THIS IN AN ENVIRONMENT THAT
PROMOTES THE HIGHEST SATISFACTION AMONG PATIENTS,
FAMILIES, PHYSICIANS, AND STAFF.



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