

Safe Patient Handling

North Memorial is committed to providing customers with the safest care possible. Customers who require assistance to move will be handled in accordance with the Safe Patient Handling policy. Mechanical lifting equipment and/or other approved customer moving aids will be used in all circumstances when lifting/moving customers except when *absolutely necessary*, such as during a medical emergency. This policy complies with regulatory requirements in regard to health and safety of both customers and team members.

North Memorial will use *Safety First Reporting* as well as the Team Member Injury Report to track patient and caregiver injury trends that occur when lifting, positioning or transferring. Those tasks identified as having caused or likely to cause an injury will be assessed by the Safe Patient Handling Committee to determine equipment or educational needs. Further action will be taken to prevent future occurrences.

Providing a Safe Lifting Environment

Use lift equipment whenever possible such as stands, mobile lifts, ceiling lifts, HoverMatts, slide boards, etc. Your decision to use lift equipment is the most effective factor in improving patient and your safety.

- Lack of time is never a reason to take shortcuts for patients and your safety.
- You can stop the line anytime you feel unsafe with any patient handling task and equipment not being used.
- If you get resistance from anyone regarding using the equipment, you can be assured that you are supported by leadership and can discuss your concerns at any time.

Providing a Safe Lifting Environment cont.

- Customers are at risk of being injured (such as falling or pulling on their arms) during a transfer if necessary equipment is not being used.
- Research shows that team members should not be lifting more than 35 lbs. of a customer's weight during any transfer or repositioning task.
- Research shows that increasing the number of staff helping you DOES NOT improve safety during a customer transfer—it can actually increase the risk of a patient falling.
- If a customer requires more than minimal assistance (i.e. assist of 1), the appropriate stand assist or lift equipment should be used.

Use Proper Lifting Techniques

- Test the weight of the load before lifting
- Keep the load close. Assume a wide base of support and bend your knees
- Pivot your feet. Don't twist!
- Use smooth, controlled movements. Avoid rapid or jerking motions!
- Keep your head up and tighten your stomach muscles as you lift!
- Keep items within a safe lifting zone-between shoulders and waist.

Tips to Maintaining a Healthy Back cont.

Ask for assistance when lifting heavy objects

Maintain good posture

Avoid prolonged postures

Stretch frequently throughout the day

Maintain an adequate level of physical fitness/exercise

Work Related Injury/Illness Reporting

The safety and health of team members is of primary importance. It is North Memorial's desire that no team member has an injury or illness because of a work situation. Sometimes injuries or illnesses do occur and are work-related. Work-related injuries or illnesses must be documented in accordance with state and federal regulations. The team member, the manager/supervisor, and the Team Member Health Center (TMHC) all have responsibilities for this process.



Work Related Injury/Illness Reporting

What should you do to report an occupational injury or illness (due to work)?
Click on the buttons below to view your responsibilities and your manager's responsibilities.

Team Member Responsibilities

Click here for more info

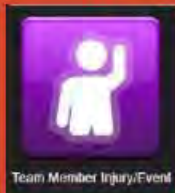
Manager/Supervisor Responsibilities

Click here for more info

Work Related Injury/Illness Reporting

Team Member Responsibilities

- Immediately report the work-related injury/illness (including blood/body fluid exposures) to your manager/supervisor or designee.
- Report your injury via Safety First and contact TMHC (hours as listed) or Emergency Department if medical triage or care required.
- Attend all follow up appointments with TMHC and maintain communication with all appropriate parties.



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Back

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[Back](#)

Manager/Supervisor Responsibilities

- Direct the injured team member to TMHC or ED as appropriate.
- Review circumstances related to the injury or illness for measures that would prevent this type of incident from occurring again to this or other team members.
- Review restrictions to determine if the team member can work in the assigned department; discuss with the Team Member Health Center possible work options.
- Maintain ongoing communication with the team member and the Team Member Health Center.
- For injuries that involve: loss of life, hospitalization, loss of eye or amputation, immediate escalation is required as OSHA reporting mandated within 8-24 hours.

Team Member Health Center Responsibilities

- The Team Member Health Center handles all required MN OSHA documentation.
- Coordinate and monitor medical care.
- Communicate work limitations to manager/supervisor.
- Initiate First Report of Injury as required by law.
- Review incidents to identify trends and to correct possible unsafe working conditions.

MN AWAIR

A

W

A

I

R

Click on each of the letters above to learn what it stands for...

positive attitude, which strengthens safety awareness. Training of all team members is vital to a successful safety management program. The AWAIR Plan ensures that safety training begins during team member orientation and continues throughout the course of employment. Continual safety training, monitoring, and interaction between team members and manager/supervisors aid in the prevention of accidents.

MN AWAIR

a

workplace

accident

injury

reduction

Why does North Memorial have the AWAIR Plan?

North Memorial Health is committed to providing and supporting safety training to encourage a positive attitude, which strengthens safety awareness. Training of all team members is vital to a successful safety management program. The AWAIR Plan ensures that safety training begins during team member orientation and continues throughout the course of employment. Continual safety training, monitoring, and interaction between team members and manager/supervisors aid in the prevention of accidents.

Resolving Ethical Questions or Concerns

NMHH and MGH Ethics Committees are here as a consult service to review ethical situations while using the principles of medical ethics.

- A request for a consult can be made by any team member, customer/surrogate decision maker
- A Biomedical Ethics consult can be done:
 - through Epic/Amion
 - phone the hospital operator "O" and ask to page the Ethics Coordinator for you
- Common issues include:
 - Determining a family decision maker when the customer is unable to participate in discussions around their care
 - Expected/possible harm versus benefit of available treatment options

Participating in care that conflicts with cultural values, ethics, or religious beliefs

Talk to your manager/supervisor if you are unable to participate in care that you feel is in conflict with your cultural values, ethics, or religious beliefs. Every effort will be made to meet the needs of team members without jeopardizing customer care.

Quality Standards and Regulation

- North Memorial Health Hospital, our Specialty Clinics and our Comprehensive Stroke Program are accredited by DNV.
- DNV, the Joint Commission and others are granted federal authority for hospital survey and accreditation.
- The National Integrated Accreditation for Healthcare Organizations (NIAHO) standards are developed by DNV to incorporate the CMS Conditions of Participation requirements and for hospitals to use for accreditation.
 - CMS COP + ISO = NIAHO
- CMS Conditions of Participation are standards for health care services that all healthcare organizations must be surveyed against for compliance in order to care for most patients under federal and state programs.

Quality Management System

- ISO 9001:2015 Quality Management System standards or clauses are internationally recognized standards for quality process design, management, and improvement, integrated with the NIAHO standards for our accreditation program.
- The Quality Management System (QMS) is the framework by which we monitor and continually improve our processes within the organization.
- QMS is comprised of the CMS Conditions of Participation/NIAHO Standards, the ISO 9001:2015 Standards and our mission, vision and values.

Quality Management System cont.

- At a department or unit level you will see your QMS reflected in your quality board. Team members:
 - know where your quality board is located
 - understand the work you are focused on to improve the care you give to our customers
 - know how this work reflects the overall QMS of the organization (strategic priorities)
 - For example; a lower Hand Hygiene rate of 80% at a department level affects the overall Hand Hygiene rate of the hospital – 89%. Therefore, an incremental improvement in Hand Hygiene will help to improve the overall hospital rate.

Quality Management System cont.

- We perform internal audits to assess the strength and compliance of our quality system. This is another way to say that we are “doing what we say we are doing” as reflected in our policies and procedures.
- Specially trained internal auditors focus on high risk processes in each department as a way to proactively identify areas of vulnerability within our organization. This allows us the time to fix our process so that it matches procedure/policy.

Stroke Awareness

Stroke has decreased to the 5th leading cause of death but remains the #1 cause of disability in Minnesota and in the United States.

North Memorial Health is a Comprehensive Stroke Center and is at the forefront of that change to improve the quality of stroke care throughout our region.

- In 2020 the American Stroke Association (ASA) and American Heart Association has again awarded NMHH it's highest award: Gold Plus Target Honor Roll Elite for the quality care we deliver to our patients.

Maple Grove Hospital is an Acute Stroke Ready Hospital

- In 2019, MGH re-certified as an Acute Stroke Ready Hospital through the MN Department of Health. This means that they can evaluate, stabilize, and provide emergency treatment to customers with stroke symptoms.

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What is a stroke?

Click anywhere to continue.

Stroke Awareness

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What is a stroke?

A stroke occurs when a clot blocks the blood supply to the brain (ischemic or when a blood vessel in the brain bursts (hemorrhagic). A CT scan is used to determine the type of stroke and the appropriate treatment.



https://www.medicinenet.com/stroke_symptoms_and_treatment/article.htm

Signs & Symptoms of Stroke

Early recognition is key in Stroke - because Time is Brain! All staff should recognize the warning signs of stroke. The acronym used to recognize stroke is now:

B

E

F

A

S

T

Click on each letter above to learn more.

Signs & Symptoms of Stroke

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Balance. A person may have difficulty walking and may even appear drunk.

Signs & Symptoms of Stroke

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S

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Eyesight or vision. Any change in vision, double vision, inability to see on one side – all of these can be signs of stroke.

Signs & Symptoms of Stroke

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Facial droop. Facial droop, or facial weakness, may be apparent when you ask the person to smile.

Signs & Symptoms of Stroke

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Arm Weakness. Ask the person to hold up their arms in front of them. Does one drop down from its position?

Signs & Symptoms of Stroke

Early recognition is key in Stroke - because Time is Brain! All staff should recognize the warning signs of stroke. The acronym used to recognize stroke is now:

B

E

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A

S

T

Slurred speech. Is the person's speech clear? Ask them to speak for you.

Signs & Symptoms of Stroke

Early recognition is key in Stroke - because Time is Brain! All staff should recognize the warning signs of stroke. The acronym used to recognize stroke is now:

B

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T

Time. Call a Stroke Team stat if in house. Outside hospital, always call 911. The EMS crews can begin stroke identification in the ambulance and alert the hospital.

Stroke Risk Factors

Prevention of stroke depends on your ability to manage your Stroke Risk Factors. There are risk factors that you can control, called modifiable risk factors and ones you can't control called non-modifiable risk factors. The non-modifiable risk factors are things like age, heredity, sex, and having had previous strokes.

Concentrate your efforts on those risk factors which are modifiable by:

- monitoring your blood pressure (consult with your physician about a healthy blood pressure for you)
- Keeping a healthy weight
- Staying active
- Eating a healthy diet
- Quit or don't start smoking
- Pay attention to your "numbers" like your cholesterol level
- Take your medications as directed

The American Stroke Association recommends total Cholesterol <200 and an A1C <6 to measure for diabetes.

If you are on blood thinners, don't stop them without your doctor's knowledge.

Click anywhere to continue.

Questions – Resource Center

Recovering from a stroke can be a lifelong process. For help for your customers or their families, contact the Stroke Center. We are located on the North Memorial Health Robbinsdale Campus in the Atrium, on the Plaza level, behind the gift shop.

The Stroke Center is open Monday-Thursday from 8:00 a.m. – 4:00 p.m. Call 763-581-3650 or email at Stroke.center@northmemorial.com

Baby Friendly

North Memorial became a Designated Baby Friendly Hospital in September 2017.

There are 14 Baby Friendly hospitals in MN, including North Memorial Health Hospital and Maple Grove Hospital. This evidenced-based, best practice designation enhances maternal-infant care by:

- Educating staff and customers about the benefits of breastfeeding for both mother and infant
- Ensuring that policies, practice, and education support mothers in meeting breastfeeding goals.

Baby Friendly

- Organization-wide breastfeeding and lactation support is available for ALL lactating customers.
- Avoid telling customers to “Pump and Dump”. Instead “Pump and SAVE” mom’s milk, until meds can be evaluated by Pharmacy, Lactation, and/or by the provider using **MedsMilk Website** thru **Epic Tools**
- Donor human milk is available for breastfeeding babies if mother’s milk can’t be used or if mother isn’t available to feed baby her milk. Contact L&D for consent forms and to obtain donor milk.
- The Lactation Office is located at E3.096, and can be reached at ext# 1-8340



Make It **OK**.org

Did you know...

- Mental illness touches all of us every day.
- **1 in 5 people will experience a mental illness at some point in their life.**
- Mental illness touches individuals of every race, age, ethnicity, and occupation.
- Mental illness disrupts a person's thinking, feelings, mood, ability to relate to others, and daily functioning.
- Mental illness is biological in nature and can be treated effectively.

Make it OK

Stereotypes surround mental illness and create a stigma around this medical illness.

- Stigma impacts how each of us think about, talk about, and even treat those experiencing a mental illness.
- Media often portrays mental illness in a negative light-usually as associated with violence. In reality, only **5%** of violent crimes are committed by an individual suffering from mental illness.
- Stigma can be very harmful and often leads people to be ashamed of their or their family member's illness. It causes most people to wait an average of 10 years to seek treatment. The impact of this waiting will result in high school dropout rates (highest rates are youth with mental illness), suicide, job loss, and isolation, to name a few.

Make it OK

The Make It OK campaign exists to equip people to better understand mental illness and to encourage people to start talking more openly about it.

Their mission is reflected in their tagline,
“Stop the silence: Make It OK”

They highlight that it is OK, mental illness is a medical illness, not a character flaw, and they seek to equip people with tips to stop the silence and start talking.

Make it OK

Make It .org

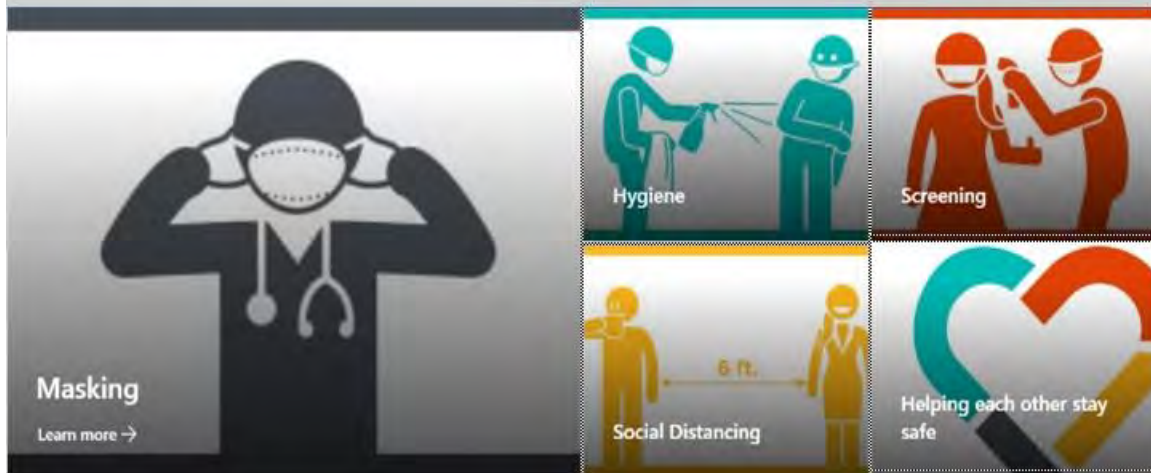
Visit **MakeltOK.org** for more tips on talking about mental illness.

Visit **NAMIhelps.org** for more information and resources for mental illnesses.



Keeping each other

Click on each of the boxes below to learn more about that topic.



For improved team member and customer protection, and to align with the new exposure recommendations from the Minnesota Department of Health, anyone working on-site at North Memorial Health facilities will now be required to wear a procedural face mask whether their job is customer-facing or not.

Customers and visitors are asked to wear masks in our facilities. If they do not bring a mask with them, one will be provided. This is to help reduce spread of infectious respiratory droplets whether the person is symptomatic or asymptomatic.

Masks for customers or visitors are distributed in the following ways:

Hospitals: masks are given out at the front entrance during screening and are also available at nurses' stations within select care units.

Clinics: customers are asked to wear a mask to the clinic. If they do not have one, a mask will be provided.



We will enforce the masking requirement through asking each other to be accountable for our wellbeing.

We can share the importance of masking and help our coworkers make the change in a caring and helpful way.

Back

Hand hygiene is one of the most vital practices to prevent the spread of infection. All team members should practice hand hygiene frequently and at key times that include:

- Before, during, and after preparing food
- Before eating food
- Before and after caring for someone at home who is sick with vomiting or diarrhea
- Before and after treating a cut or wound
- After using the toilet
- After changing diapers or cleaning up a child who has used the toilet
- After blowing your nose, coughing, or sneezing



Back

Customers and visitors are being screened for symptoms when they arrive at one of our locations.

Team members are required to self report through an attestation that they are working symptom free.



Back

Safety check:

Are you running a subjective fever or a measured temperature of $\geq 100^{\circ}\text{F}$?



Or, are you showing 2 or more of these symptoms in the absence of a fever?



COUGH



SHORT OF BREATH



FATIGUE



MUSCLE OR BODY ACHES



HEADACHE



LOSS OF TASTE OR SMELL



SORE THROAT



NAUSEA / VOMITING OR DIARRHEA



CONGESTION OR RUNNY NOSE

If so, do the following:




1 PUT ON A MASK



2 CONTACT YOUR LEADER



3 REMOVE YOURSELF

An illustration showing two stylized human figures, one on the left and one on the right, standing apart. A double-headed arrow between them is labeled "6 ft.". The text "Social Distancing" is written in white at the bottom left of the illustration area.

Social Distancing

Social distancing means keeping space between yourself and others. To practice social or physical distancing stay at least 6 feet (about 2 arms' length) from other people.

- Social distancing should be employed wherever possible. COVID-19 is primarily spread through respiratory droplets when you are near someone for an extended period (<6 ft for more than 10 minutes).
- For non-customer facing team members, keep at least 6 feet between yourself and others, even when wearing your cloth mask.

Back

North Memorial Health is one healthy family. We will achieve a safer environment only if everyone employs all pillars all the time.

Let's each be accountable for creating our safer environment and taking responsibility to help each other stay safe. That means, when you see someone who is potentially making our environment less safe for others, it's your responsibility to help that person make the necessary changes. Always communicate in a caring and helpful way.

A large graphic of a heart shape formed by four interlocking puzzle pieces in teal, orange, yellow, and dark grey. The text "Helping each other stay safe" is written in white across the bottom of the heart.

Helping each other stay safe

Back

The End

*Congratulations, you've completed
Team Member Right to Know and Safety 2021.*

CLOSE THIS MODULE.

Respectful Workplace 2021

Respectful Workplace, Unlawful Discrimination, Harassment and Retaliation

2021



North Memorial Health promotes a respectful work environment where people treat each other with respect, courtesy and professionalism and where the individual's dimensions of difference are valued.



Disrespectful Workplace	Unmatched Customer Service
=	=
Disengaged Team Members	Retained Team Members
=	=
High Turnover	Engaged Team Members
=	=
Poor Customer Service	Safe and Respectful Workplace

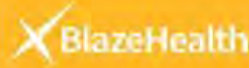
Objectives

- Explain the components of a Respectful Workplace and why it's important.
- Outline what unlawful harassment and discrimination is and is not.
- Describe steps to navigate inappropriate behaviors as it relates to potential discriminatory/harassing behavior.
- Outline what you can do for a great work environment.



Inappropriate Customer Behavior

North Memorial Health will not tolerate, reinforce or encourage inappropriate behavior directed toward any team member by customers because of the team member's race, color, creed, religion, national origin, gender, gender identity, disability, genetic information, age, sexual/affectional orientation, marital/familial status, status with regard to public assistance, veteran/military status, or any other legally protected status



Prohibited Behavior

Prohibited behavior by customers or visitors is behavior which is objectively inappropriate towards a team member including behavior motivated by protected class status.

Examples of prohibited behavior:

- Deliberate/Careless jokes
- Derogatory remarks/gestures
- Offensive language
- Threats to safety or job

When Verbal Abuse Occurs

Lead with empathy

- Be sure the customer knows **SAFE CARE** is your priority.

Set boundaries

- You may need to state what is “okay” and what is not. Don’t assume the customer knows.

Set clear expectations

- In a not threatening way, state the next steps if the customer is unable to stop their use of abusive language.

Example Phrases:

- *“I recognize this must be challenging, but your language is not okay.”*
- *“I want to provide the care you need. If you are unable to change your words, I will not be able to stay in the room.”*
- *“In this hospital, abusive words are not tolerated. Please change your words and I can provide the care you came here for.”*

Responses to Prohibited Behavior

Politely and safely exit the situation if you feel uncomfortable, threatened, or unsafe for any reason. If patient care needs prohibit you from leaving the room, call for help.

Getting Your Leader Involved

You should immediately report the situation to your leader, the Administrative Manager, Unit Manager or Clinic Manager. The manager will meet with the team member and, if appropriate, the customer/family, to de-escalate the situation and redirect the behavior.

- The treating provider should be consulted regarding any questions involving the patient's behavior/appropriateness that may be related to medical or behavioral diagnoses.
- The manager may request additional assistance from the Patient Representative, Risk Management, Chaplain or other resources to resolve the conflict.

[Click here to view Leaders response to inappropriate customer behavior.](#)

Getting Your Leader Involved

After getting the manager involved, the team member may choose to voluntarily withdraw from caring for the patient. If the affected team member chooses to continue providing care to the customer, the Administrative Manager or Unit/Clinic Manager will communicate to the customer/family and affected care team members that there will be no change in team assignments.

Care assignments will not be changed without the consent of the team member.

Next

Safe & Therapeutic Environment

The care team will develop a plan of care moving forward.

If applicable, the team will utilize a Unique Treatment Plan (UTP) to ensure a safe and therapeutic environment for all involved parties.

We want you to feel safe and comfortable at work.

We will take action by investigating any complaint if you do not feel it is a respectful workplace.

Protected Classes

Discrimination is prohibited by State, Federal, and Local Laws

- Cannot treat team members differently because of a protected class status
- Protected classes include:

Federal Protected Classes

- Race
- Color
- Gender/Gender identity
- Religion
- Creed
- Sex
- Sexual orientation
- National Origin
- Veteran/Military Status
- Disability
- Age
- Genetic Information

State Protected Classes

- Marital/Familial Status
- Status with regard to public assistance
- Sexual/Affectional Orientation
- Membership on a Local Civil Rights Commission
- Familial Status

EEO Statement & Affirmative Action Overview

NMH is an Equal Employment Opportunity Employer, and is committed to equal employment opportunity. That means that all individuals are welcome to work at NMH. In addition, NMH prohibits discrimination against any team member based on a protected class basis.

NMH is committed to providing a working environment in which all individuals are treated with dignity and respect. Every individual has the right to work in a professional atmosphere that promotes equal employment opportunity and prohibits unlawful discriminatory practices, including illegal harassment based on any protected class status. Therefore, NMH requires that all work-related conduct and behavior be free of bias, prejudice and harassment based on any protected class status.



What is Illegal/Unlawful Harassment

Harassment is a form of discrimination.

- Harassment is unwelcome behavior and is a form of discrimination.
- Harassment becomes illegal when enduring the offensive conduct becomes a condition of continued employment or the conduct is sufficiently severe or pervasive to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Knowledge Check I

Question: If you constantly tease someone about their age, is this prohibited by company policy?

Yes

No

Knowledge Check I

Question: If you constantly tease someone about their age, is this prohibited by company policy?

Yes

No

Correct, this is a violation of our respectful workplace policy.

What is Unlawful Harassment?

The Company follows all federal, state, and local laws that prohibit discrimination and harassment based on a protected class status. This includes words or actions that are offensive to another based on any protected class under applicable federal, state or local laws. Harassment based on a protected class status will not be tolerated.

What is Unlawful Harassment?

Sexual harassment can include unwelcome sexual advances, requests for sexual favors, sexually motivated physical conduct or other verbal or physical conduct or communication of a sexual nature when:

1. submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of employment;
2. submission to or rejection of that conduct or communication is used as a factor in decisions affecting that individual's employment; or
3. that conduct or communication has the purpose or effect of substantially interfering with an individual's employment.

Sexual Harassment – 2 Legal Definitions

Quid Pro Quo

[Click here for more info](#)

Hostile Working Environment

[Click here for more info](#)

[Click here to continue.](#)

Sexual Harassment – 2 Legal Definitions

Unwelcome sexual advances or requests for sexual favors or other verbal or physical conduct of a sexual nature where acceptance is made a term or condition of employment.

- This for that.
- If you go out with me, I'll give you a promotion.

The creation of an intimidating, hostile, or offensive working environment through unwelcome verbal or physical conduct or communication of a sexual nature which has the purpose or effect of **unreasonably** interfering with an individual's employment.

[Click here to continue.](#)

Take Action!

If you see or experience inappropriate behavior, report it!

You can report it to any leader, human resources or the Compliance Hotline.

Knowledge Check II

Dr. Jones, who has hospital privileges, but is not employed by NMH, yells at the receptionist and RN who they regularly work.

Question:

Is this behavior consistent with Company policy?

Yes

No

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Question:
Is this behavior consistent with Company policy?

Yes

No

Correct, this is a violation of our respectful workplace policy.

Behavior That Is Inconsistent with Company policy and potentially Unlawful

- Lewd jokes
- Sexual innuendo
- Making sexual comments about appearance, clothing, body parts
- Sexually suggestive sounds
- Displays of pictures, calendars, cartoons, or other materials with sexually explicit or graphic content.
- Ogling, leering, whistling
- Inappropriate touching



Inappropriate behavior can include any combination of men, women, non-binary, transgender, intersexual, or asexual individuals.

Additional Examples of Inappropriate Behavior

- **Repeated unwelcome attention about someone's protected class** (race, color, gender, religion, sex, sexual orientation, age, national origin, disability, etc.) that a reasonable person would believe has created a hostile or intimidating working environment.
- Mimicking an accent
- Racist slang, phrases, nicknames
- Making negative comments about a team member's religious beliefs
- Displaying racist drawings, posters, bumper stickers or signs
- Making offensive reference to an individual's mental or physical disability
- Repeatedly using the incorrect pronoun

Reporting Harassing Behavior

REPORT IT!

If a team member believes that he/she has been subject to behavior that violates or may violate the policy, they must report the behavior so the employer can conduct an investigation and stop the behavior if it is occurring.



- Human Resources
- Your Leader
- Your Leader's Leader
- Any Leader
- Compliance Hotline

Compliance Hotline: back of your ID badge

NMH/Blaze: 763-581-6947
Maple Grove: 763-581-1580

Employer Responsibilities

If the Company receives a report of inappropriate behavior or the employer is aware or becomes aware of potentially inappropriate behavior, the company will review the issue, respond in a timely manner, and enforce the Respectful Workplace Policy.

Retaliation

The Company prohibits all forms of retaliation against team members including good faith reports of inappropriate conduct or participation in a company investigation.