



The Queen Elizabeth
Hospital King's Lynn
NHS Foundation Trust

CORPORATE STRATEGY

2023/24 Priorities



Our vision is to be
the best rural
District General
Hospital for patient
and staff experience



QUALITY
ENGAGEMENT
HEALTHY LIVES

DELIVERY DURING 2022/23

2022/23, which was year three of our five-year corporate strategy, has been an exceptional year for QEH and the wider NHS. In line with the wider priority of recovery, the Trust's three main areas of focus during 2022/23 have been:

1. Urgent and emergency care (UEC)
2. Elective recovery
3. Financial performance

As a result of the unrelenting commitment of our teams, we have seen achievement of key delivery metrics in all three areas including:

- UEC performance - an improvement in our Emergency Department (ED) performance alongside the redesign of services including same day emergency care and the implementation of virtual wards
- Elective performance (long waiters) - no patients waiting longer than 78 weeks for treatment at the end of March 2023 and a significant reduction in the number of patients waiting over 52 weeks
- Financial performance - delivery of our financial plan and our financial improvement plan

Alongside these three priority areas, the Trust also continued its focus on broader priority areas including:

- An enhanced focus on patient experience
- Staff engagement, and health and wellbeing
- Maternity safety and culture
- Electronic Patient Record (EPR) readiness
- The continued focus on the modernisation and safety of our current hospital, and new hospital bid

This work was underpinned by a focus on health inequalities, place-based care and cross system collaboration across the three acute trusts and wider Integrated Care System.

Recovery from the pandemic will dominate our attention for many years, recognising that it has created significant and lasting change for QEH and the wider healthcare system. We will continue to embed and sustain the significant improvements we have made, including more virtual and integrated care, working with our patients and partners to enable system-wide improvements and transformation wherever possible.



Developing our priorities for 2023/24

When developing our priorities for 2023/24, we have taken into account the changing landscape within which we are operating including:

- Feedback from our Care Quality Commission (CQC) report published in February 2022, and the organisational transition from compliance towards building a sustainable improvement culture
- Feedback from our 2022 National Staff Survey
- The National People Promise
- Patient, carer and volunteer feedback which we receive throughout the year, including from Healthwatch, complaints and the Friends and Family Test
- The agreed transformation priorities for Norfolk and Waveney, as well as Lincolnshire and Cambridgeshire
- The opportunities which are open to us as a result of our collaborative working with local acute health care hospitals, primary care providers, community providers, mental health provider, social care and the Integrated Care Systems within which the Trust operates
- 2023/24 operational planning guidance
- Priorities outlined within the emerging acute clinical strategy
- Our strong focus on maternity safety (Kirkup and Ockenden reports)

We recognise that we are working in a period of uncertainty and unprecedented demand within the NHS, and that our staff have been working tirelessly to deliver care for our patients. We are very clear that in order to deliver our key priorities in 2023/24 we must ensure that we continue to value, support and empower our staff who are our biggest asset.

Change in approach for 2023/24

Recognising that the environment within which the Trust is operating has changed significantly since the corporate strategy was originally created in 2020, we have taken the opportunity to review and refresh our approach to delivery for the forthcoming year.

After considerable internal and external engagement we have agreed to reduce the number of strategic objectives which underpin delivery of our corporate strategy from six to three:

STRATEGIC OBJECTIVE 1: Quality

Access to safe, compassionate and timely care for our patients

STRATEGIC OBJECTIVE 2: Engagement

Improving our organisational culture and enabling staff to achieve their full potential

STRATEGIC OBJECTIVE 3: Healthy Lives

Transform how we work to deliver improved care and health outcomes for our local communities



NATIONAL AND LOCAL CONTEXT

In developing the strategy for 2023/24, the Trust has taken into account a wide range of influences both internally and externally which are articulated below:

Norfolk and Waveney Integrated Care System priorities:

Within Norfolk and Waveney, eight ambitions for improvement have been proposed. The Trust's corporate strategy objectives reflect the organisation's response to supporting delivery for the following six ambitions:

- Urgent and emergency care transformation (aligned to Strategic Objective 1)
- Elective recovery and improvement (aligned to Strategic Objective 1)
- Improving productivity and efficiency (aligned to Strategic Objective 1)
- Population health management, reducing inequalities and supporting prevention (aligned to Strategic Objective 2)
- Babies, children, young people and maternity (aligned to Strategic Objective 1)
- Older people (aligned to Strategic Objective 1)

The Trust will continue to work collaboratively via the provider collaboration and place based care delivery mechanisms to support delivery of the remaining two ambitions:

- Mental health transformation (aligned to Strategic Objective Three)
- Primary care resilience and transformation (aligned to Strategic Objective Three)

The Trust is well represented within the Norfolk and Waveney ICB with robust engagement and attendance at all key forums including chairing the West Place-Based Care Board and attendance at the West Norfolk Health and Wellbeing partnership.

Cambridgeshire and Peterborough Integrated Care System priorities:

Within Cambridgeshire and Peterborough, four system priorities have been identified in the ICS Health and Wellbeing and Integrated Care Strategy

The Trust's corporate strategy priorities as outlined within Strategic Objective 3 reflect the organisation's response to supporting delivery for these ambitions:

- Ensure our children are ready to enter and exit education, prepared for the next phase of their lives
- Create an environment that gives us the opportunity to be as healthy as we can be
- Reduce poverty through better employment, skills and housing
- Promote early intervention and prevention measures to improve mental health and wellbeing

The Trust attends the North Cambridgeshire and Peterborough Partnership Board and has developing links at an integrated neighbourhood level within the Wisbech locality including with Fenland District Council

Lincolnshire Integrated Care System priorities:

Within Lincolnshire, work continues to finalise their Joint Forward Plan which will build upon their Health and Wellbeing Strategy, and Integrated Care Partnership Strategy.

The ICS is aiming for completion of their Joint Forward Plan by June 2023.

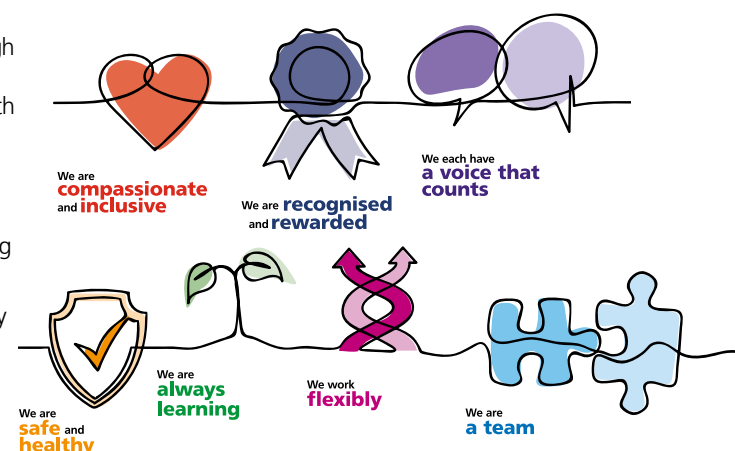
The Trust is engaged in aligning delivery to their emerging priorities.

CQC report - February 2022

The Trust has seen significant progress over the last three years which has been recognised by the CQC who have rated the Trust as 'Good' in all of the Core services which were inspected and recommended that the Trust moves out of the recovery support system (formerly special measures). The Trust is now CQC 'Good' in three domains - Caring, Well Led and Effective - and rated as 'Requires Improvement' overall. The Trust is committed to continuing on its improvement journey in order to move away from a compliance approach towards transformation.

The People Plan

Our staff are fundamental to everything which we do and as such we are committed to the principles as outlined within the national People Plan (see below).



NATIONAL AND LOCAL CONTEXT *[continued]*

National Staff Survey 2023 - feedback

The completion rates for the National Staff Survey have seen a drop nationally to 44% of staff for acute trusts. Within the Trust 39% of our staff participated with the survey in 2022/23 compared to 45% in the previous year.

There are a number of areas where we can see positive outcomes including in relation to staff feeling a strong sense of purpose and teamship alongside good levels of autonomy and control.

Conversely we recognise that there are areas within which we must continue to improve including in relation to levels of advocacy, the pressures felt by our staff within the workplace setting and our appraisal process.

As part of our commitments within Strategic Objective 2, we will strive to improve in these key areas.



OPERATIONAL PLANNING GUIDANCE

There are clear themes which are included within the 2023/24 operational planning guidance and priorities which the Trust is focusing on delivering. Within the guidance three key tasks are articulated which align with the Trust's strategic objectives and the work which is already underway within the organisation:

- Recover core services and productivity - aligned to Strategic Objective 1 - Access to safe, compassionate and timely care for our patients
- Delivering the key NHS Long Term Plan ambitions and transforming the NHS - aligned to Strategic Objective 3 - Transform how we work to deliver improved care and health outcomes for our local communities

Recover core services and productivity aligned to Strategic Objective 1:

- We are committed to providing our patients with rapid access to responsive urgent care whenever they need it. In order to achieve this, we are working in partnership with all key stakeholders within the Integrated Care System to develop a full and robust response to the pressures which we see in relation to our urgent and emergency care pathways
- We have an unrelenting focus on key improvement projects which will impact upon timeliness of access to urgent and emergency care including reducing ambulance handovers; same day emergency care; urgent treatment centres; virtual ward and improving discharge pathways
- In order to support delivery the Trust is leading on the West Urgent and Emergency Care Steering Group. The steering group (WUECSG) is a subgroup of the West

Place-Based Care Board and has a reporting line to the ICS Urgent and Emergency Care Board which sits within the transformation function of the Norfolk and Waveney Integrated Care Board (NWICB). Its main role is to bring key partners together to develop and work on the urgent and emergency care programme and deliver transformation of care across the West Place-Based Care Board. Performance against these actions is monitored via the Trust's internal and ICS governance processes

- We are committed to reducing the time that patients have to wait for their planned care procedures and are working with our wider system partners to deliver transformational change in order to ensure that we make improvements in this area. We have robust internal processes to support delivery which align with the work and priorities of the System's Elective Recovery Board. Delivery of this work is monitored via the Trust's internal and ICS governance processes

Delivering the key NHS Long Term Plan ambitions and transforming the NHS aligned to Strategic Objective 3:

- We are focused on ensuring that we have a strong foundation for the future and as such we are committed to transforming the way in which we deliver care. We recognise that we need to take a step change in our approach to transformation and service delivery and that there are opportunities for us to work differently alongside our local Partners. We have committed to being clear around and investing in our organisational approach to change during 2023/24 which will enable our staff to deliver differently for the benefit of our patients

- We continue to develop our collaborative approach via the established acute provider collaborative which is in place with the Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH) and the James Paget University Hospitals NHS Foundation Trust (JPUH) and the emerging West Place-Based Care Board
- We remain committed to delivery of a New Hospital within King's Lynn which will bring significant benefits to our local population and whilst we await the formal announcement around our inclusion on the New Hospitals Programme, we continue to focus on maximising the safety of the current hospital via delivery of the RAAC programme across the Trust
- Underpinning all of the work which we do is a strong commitment to digitisation of the Trust. During 2023/24 we are committed to delivery of key digital projects including Patient Observation Management System (POMS).

Alongside this we are working collaboratively with NNUH and JPUH on two key areas which will support us in delivering a step change for the benefit of our patients:

1. Acute Clinical Strategy

The acute clinical strategy is a priority for the three acute trusts within Norfolk and Waveney and aligns directly to the Norfolk and Waveney Integrated Care System clinical objectives. It will set out how acute clinical services will be delivered across Norfolk and Waveney in the future, by defining the opportunities for:

- Delivering acute services differently across the ICS: closer to home, away from the acute setting and through integrated pathways
- Delivering services collaboratively across the three acute hospitals: for services that must be delivered within the acute hospital setting
- Standardising working practices and processes: achieving one way of doing things across all specialties

Building upon the strong foundations of our existing clinical strategy, the acute clinical strategy will define delivery of our future services in collaboration with our key partners.

2. Electronic Patient Record

The Norfolk and Waveney Acute Hospital Collaborative's joint EPR programme has been created to procure and implement a single, integrated EPR solution across the hospital collaborative; to deliver key benefits through a digitally enabled transformation.

Without an EPR our staff are unable to access real time clinical and operational information when it is needed, where it is needed.

An EPR will:

- Provide real time information available when it is needed, where it is needed
- Enable faster, more personalised care by providing quicker access to patient information
- Help to ensure that patients are seen in the right place by the right person by providing accurate information about their needs

- Support collaborative working across multiple patient pathways by providing a single source for patient information
- Simplify the process for recording up to date information and supports providing more joined up care for staff and patients
- Help the hospitals and the health system to improve quality, outcomes and patient experience by unlocking data
- Decrease the chance of human error by reducing the need for paper records and sharing information between health and care professionals

The introduction of an EPR to the acute hospitals within Norfolk and Waveney represents a significant opportunity to continue to support the transformation of how care is delivered within our acute hospitals and beyond.

The Outline Business Case for the EPR has been approved and we are committed to working collaboratively with NNUH and JPUH to drive forward the next stage of delivery including development of the Full Business Case and our organisational readiness for change.



CLINICAL STRATEGY

Aligned with delivery of our strategic objectives, the Trust's Clinical Strategy, which was approved in February 2022, sets out our key areas of focus for Team QEH to deliver the high-quality services and best possible patients experience that our population need and deserve.

Within the strategy, we have agreed six clinical priorities which will act as a compass to ensure that everything we do is focussed on addressing these biggest challenges:

1. Provide safe alternatives to emergency admissions and to focus admissions on patients who need them most
2. Improve the quality of inpatient care including End of Life Care by modernising in line with 7-day services, NHS England/Improvement (NHSE/I) advice, using our technology and focusing on what our population really needs
3. Optimise length of stay for all patients (elective and emergency)
4. Improve maternity care in line with national recommendations
5. Transform outpatient services using technology to become a more responsive, patient focused service
6. Improve access and reduce inequalities of access for patients on waiting lists, improve cancer outcomes and address the pandemic related backlog including development of an elective hub

These clinical priorities underpin delivery of our corporate strategy, are aligned to the emerging acute clinical strategy and will be a continued focus for us in 2023/24.

Read our clinical strategy
for 2022 - 2027



Green plan

We are aspiring to ensure the long-term sustainability of our Trust so that we can continuously improve the quality of our care, make a positive contribution to our communities and the local economy and minimise our impact upon the environment. In support of this, the Trust has published its Green Plan which demonstrates our commitment to reducing our carbon footprint in order to help to create a greener NHS by embedding sustainability into our core operational activity.

Our **GREEN PROMISE** is part of the overall **TRUST STRATEGY**.

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Transform how we work to deliver improved care and health outcomes for our local communities

The Trust has reflected its commitment to delivery of the Green Plan within the underpinning priorities for Strategic Objective Three recognising that broader reporting of progress of the Green Plan will be undertaken within the Trust's annual plan and Integrated Performance Report.

Operational performance reporting

Our performance against the main operational performance updates will be reported monthly in our Integrated Performance Report – spanning access, workforce and financial standards.

Underpinning strategies

The Trust has a range of robust underpinning strategies which will support implementation of our corporate strategy and strategic objectives. These include our clinical, people, finance, estates, and our digital and data strategies.



As we move into 2023/24, the key underpinning theme for the Trust relates to continued recovery, with a clear focus on health and wellbeing and creating a kind and inclusive culture alongside a commitment to robust and effective engagement with partners in our local health and care community.



The Queen Elizabeth
Hospital King's Lynn
NHS Foundation Trust

Endoscopy Unit



QUALITY

CONTEXT

Looking to 2023/24, we are determined to build on the foundations that are now in place so that we can consistently deliver safe, timely and compassionate care to our patients and their families.

Recognising the importance of effective communication with patients and their families and carers we have made significant changes and improvements in the way in which we respond to and learn from patient and family/carer feedback. We have strengthened our formal and informal complaint process with a focus on local resolution of concerns which is enabling learning from every interaction. We have embedded our team of Family Liaison Officers within the Trust to improve communication with patients and their families and we are proud that this model has been rolled-out across the Norfolk and Waveney system as good practice and recognised by the CQC.

In line with the operational planning guidance for 2023/24 we will focus on recovery of our services following the COVID-19 pandemic and improving our efficiencies both internally and across the system. We will also ensure that we have a focus on our maternity services including the response to the Kirkup Report and implementation of the Maternity Transformation Staff Charter which will underpin how the service works.

We will focus on ensuring that patient and staff feedback underpins delivery of care and that we improve on the experience for our patients. We will build on the foundations that are now in place so that we can consistently deliver safe, timely and compassionate care to our patients and their families.



QUALITY

STRATEGIC OBJECTIVE 1: Access to safe, compassionate and timely care for our patients

Executive Lead - Chief Nurse



HIGH-LEVEL PRIORITIES FOR DELIVERY IN 2023/24

1. Further improve safety, experience and the quality of care for our patients
2. Ensure equity of access and consistently timely care for our patients
3. Ensure patients and staff feedback drives our quality priorities, service improvements and delivery of our major strategic projects

KEY PERFORMANCE INDICATORS (KPIs) FOR DELIVERY IN 2023/24

In order to demonstrate progress against our agreed priorities, we will monitor progress against the following KPIs on a quarterly basis:

- Improve in the areas our patients say we must do better, aligned to the delivery of the Patient Experience workplan:
 - Privacy, dignity and respect
 - Discharge
 - Communication (including attitudes and behaviours)
 - Staffing concerns (including confidence in doctors and perception of enough nurses on duty)
 - Nutrition and hydration
- To further improve on key safety metrics, including:
 - Improving recognition and escalation of deteriorating patients
 - A reduction in the transfer of patients across the organisation

- Further improve the timeliness and quality of care for our emergency, cancer, and elective patients in line with operational planning guidance
- Evidence of patient and service-user feedback and input within service improvements and major strategic projects via the Trust's 'Our Patient Voice' programme

Quarterly updates on progress for Strategic Objective 1 will be monitored via the Quality Committee and the Finance and Activity Committee.



PRIORITY
2

ENGAGEMENT

CONTEXT

We recognise that our staff are at the centre of everything which we do and as a result we have committed to reinvigorating and reinforcing our organisational culture and values.

By doing this and ensuring that they are at the core of everything which we do, we will support our staff to feel psychologically safe and well-supported to deliver care for our patients.

Building on our learning from the COVID-19 pandemic, we have further strengthened our staff engagement programme to ensure that we are creating an open culture for our staff and one where colleagues feel valued, listened to and supported. We will continue to focus on delivery of a 'just and restorative culture' for our staff underpinned by a review and strengthening of our approach to 'Freedom to Speak Up.'

We will build upon the results of the 2022 Staff Survey with a clear focus on the areas of improvement which are required, ensuring that there is broad engagement in the delivery of change across the organisation. This will include more regular monitoring of staff feedback via monthly anonymous pulse surveys which will be aligned to our areas of greatest focus as highlighted by the National Staff Survey.

We have embedded our Trust-wide culture transformation programme to bring our values to life across the organisation and to create a kind and inclusive culture.

Our behavioural standards - called 'The QEH Way' – give absolute clarity to the standards we expect and our values and behaviours (kindness, wellness and fairness) continue to be a significant focus, recognising there is more to do.

OUR VALUES



KINDNESS

We want QEH to be a **kind place to work and receive care**: where colleagues and teams work well together, support each other and communicate openly to provide the best possible care.



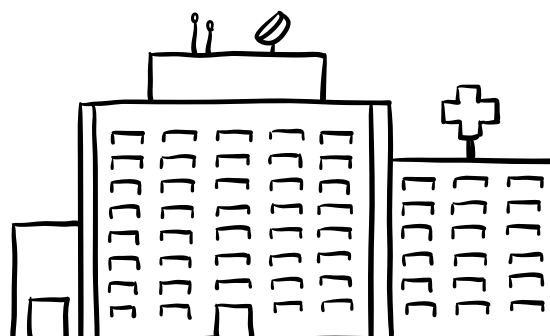
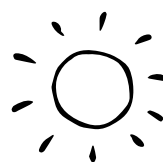
WELLNESS

We are **compassionate, professional and positive**: we take responsibility for our actions and look after our own wellbeing, as well as that of our patients and colleagues.



FAIRNESS

We are **fair and respectful towards each other**: we value diversity and difference, seek to understand others' opinions, and always act with integrity.



ENGAGEMENT

STRATEGIC OBJECTIVE 2: Improve our organisational culture and enable our staff to achieve their full potential

Executive Lead - Director of People



HIGH-LEVEL PRIORITIES FOR DELIVERY IN 2023/24

1. Through our organisational culture programme, we will more consistently live our values and behaviours
2. Defining our future ambition for education, research and innovation, and embed research across QEH
3. Ensure there is an organisational approach to workforce, talent and succession planning

KEY PERFORMANCE INDICATORS (KPIs) FOR DELIVERY IN 2023/24

In order to demonstrate progress against our agreed priorities, we will monitor progress against the following KPIs on a quarterly basis:

- Improve the experience of staff from all backgrounds working at QEH as evidenced by the People Promise results in the National Staff Survey
- Consistently embed our values in policies, systems and processes and the training we provide to managers to implement them
- Listen to the voice of our staff and amend our engagement interventions as required by increasing participation in the annual National Staff Survey and quarterly pulse surveys
- Ensure our staff are supported to remain healthy by continuing to develop our staff wellbeing offer
- Ensure we have consistent, organisational approach to workforce planning and the recruitment, retention and development of workforce. Including succession

planning and manager training

- Increase the number of learners and improve their experience of learning at QEH through the development and implementation of an Education, Research and Innovation Strategy
- Increase the number of clinical trials through the development and implementation of an Education, Research and Innovation Strategy (Quality Committee)
- Ensure that staff from all backgrounds can learn and develop with us at QEH by developing a consistent approach to talent as measured by improving the quality of appraisals and meeting Trust targets for appraisal compliance

Quarterly updates on progress for Strategic Objective 2 will be monitored via the People Committee.



PRIORITY
3

HEALTHY LIVES

CONTEXT

As a key partner in the Norfolk and Waveney health and care system and an Anchor institution in West Norfolk, we continue to work proactively with our partners to further improve care and services for our patients and local community.

Aligned to this is our commitment to collaborate more closely with the James Paget University Hospitals NHS Foundation Trust (JPUH) and Norfolk University Hospitals NHS Foundation Trust (NNUH) in order to improve the quality of care for people living across Norfolk and Waveney.

Underpinning this work will be the completion of a Norfolk and Waveney Acute Clinical Strategy within 2023/24 which, from a Trust perspective, will be based on outputs of the Trust's new clinical strategy and will inform how pathways of care will be delivered in the future.

We will build stronger relationships with the organisations that work with us so that we can provide the most effective services together. We continue to further strengthen external relationships with a clear focus on West Norfolk partners but also robust engagement with local authority stakeholders, Cambridgeshire and Peterborough Integrated Care System (ICS) and Lincolnshire ICS to ensure we are at the heart of decision-making in relation to the development of Integrated Care Systems and place-based care.

We recognise that in order to meet our patients needs we must work differently with our local partners. Underpinning all of the work which we do is a strong commitment to transformation and digitisation of the Trust. During 2023/24 we are committed to ensuring that we have a robust approach to change and transformation in place within the organisation supported by robust governance processes.

We are clear that there is further work which we can do in partnership with our patients and staff to ensure we are tackling health inequalities for our local population, and we will build on the learning which has come from the pandemic to enable us to focus our resources on the key areas which will have an impact such as smoking cessation support for our patients and staff.

We remain fully committed to the development of place-based care via the West Place-Based Care Board and other forums and will continue to ensure that there is a clear focus on research and innovation in everything that we do.

We remain committed to delivery of a new hospital within King's Lynn which will bring significant benefits to our local population and whilst we await the formal announcement around our inclusion on the New Hospitals Programme, we continue focus on maximising the safety of the current hospital via delivery of the RAAC programme across the Trust.

Alongside this we will deliver digital transformation within the organisation and in partnership with the system.

Robust delivery of our financial plan is an underpinning tenet for us organisationally and we are committed to ensuring that we provide services in the most financially efficient way. This will enable us to support our wider system partners within the ICS.



HEALTHY LIVES

STRATEGIC OBJECTIVE 3: Transform how we work to deliver improved care and health outcomes for our local communities

Executive Lead - Director of Estates and Facilities



HIGH-LEVEL PRIORITIES FOR DELIVERY IN 2023/24

1. Delivering transformation through our major programmes of work including the New Hospital, Electronic Patient Record, Acute Clinical Strategy and Provider Collaboration
2. Maximising the safety of our current hospital, modernising our estate and further accelerating digitisation across the Trust
3. Delivering our financial plan and in turn, contributing to the delivery of the system's financial requirements

KEY PERFORMANCE INDICATORS (KPIs) FOR DELIVERY IN 2023/24

In order to demonstrate progress against our agreed priorities, we will monitor progress against the following KPIs on a quarterly basis:

- Complete the Outline Business Case for the new hospital and secure funding for key enabling schemes
- Start building the Diagnostic Assessment Centre on-site
- Secure £26.9m national funding and deliver the year 3 RAAC (Reinforced Autoclaved Aerated Concrete) business case in order to maximise the safety of the current hospital
- Complete the Trust-wide roll-out of Patient Observation Management System (POMS) and implementation of Chemo E-Prescribing
- Prepare for the next phase of Electronic Patient Records (EPR) implementation with the other acute Trusts in Norfolk and Waveney

- Explore the development of wider Provider Collaboration opportunities with key partners to further improve clinical outcomes and experience for our patients focusing on known health inequalities priorities
- Lead on the development of an Acute Clinical Strategy across QEH, NNUH and JPUH to identify clear priority areas for closer collaboration with acute and wider system partners which support the delivery of improved care and services for our patients (to be monitored via the Quality Committee)
- Deliver our financial plan and savings plan for the year, in turn contributing to delivery of the wider system's financial requirements

Quarterly updates on progress for Strategic Objective 3 will be monitored via the Finance and Activity Committee and Quality Committee.

NOTES

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