Ensuring Safety While Expanding Patient Care Services

May 6, 2020

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Ensuring Safety While Expanding Patient Care Services

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Heather Signorelli, VP and Chief Laboratory Officer
Sandra Morgan, SVP, Physician & Provider Relations
Epidemiology update

COVID and PUI Cases (ED, Obs, Inpt) by Day

- PUI
- Covid

<table>
<thead>
<tr>
<th>Date</th>
<th>PUI</th>
<th>Covid</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-Apr-20</td>
<td>974</td>
<td>1633</td>
</tr>
<tr>
<td>22-Apr-20</td>
<td>842</td>
<td>1609</td>
</tr>
<tr>
<td>23-Apr-20</td>
<td>893</td>
<td>1631</td>
</tr>
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<td>1600</td>
</tr>
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<td>25-Apr-20</td>
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<td>26-Apr-20</td>
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<td>1600</td>
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<td>27-Apr-20</td>
<td>890</td>
<td>1619</td>
</tr>
<tr>
<td>28-Apr-20</td>
<td>1002</td>
<td>1641</td>
</tr>
<tr>
<td>29-Apr-20</td>
<td>926</td>
<td>1611</td>
</tr>
<tr>
<td>30-Apr-20</td>
<td>877</td>
<td>1571</td>
</tr>
<tr>
<td>1-May-20</td>
<td>725</td>
<td>1529</td>
</tr>
<tr>
<td>2-May-20</td>
<td>764</td>
<td>1493</td>
</tr>
<tr>
<td>3-May-20</td>
<td>735</td>
<td>1506</td>
</tr>
<tr>
<td>4-May-20</td>
<td>815</td>
<td>1483</td>
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</tbody>
</table>
The purpose of the state executive orders and CMS recommendations on deferring adult elective surgeries was to conserve PPE, preserve hospital (and specifically ICU) capacity, and limit spread of COVID-19.

As of May 4th, 2020:
- Orders have successfully created excess capacity in the healthcare system.
- Modeling of disease within HCA has been updated based on actual experience and suggests growth of cases is either flat or decelerating.
- PPE supply chains have hardened and conservation efforts have succeeded in creating adequate supply to treat COVID and resume deferred care.
- Testing capability has dramatically improved.
The problems to solve

1) We need to create an environment that is safe and allows for the resumption of scheduled medical and surgical care.
2) Consumers are nervous about COVID-19 exposure in healthcare facilities

Common questions social media, Press Ganey, Google search analytics:
• Am I more likely to be exposed at a healthcare facility than other locations?
• How can I be sure my care team doesn’t have COVID-19?
• Can I limit my time at the hospital before, during, and after surgery?

Actions:
• Create a COVID-safe environment
• Communicate expanded universal protections to all stakeholders
Universal Protection Framework Development
Creating Safety for Resumption of Routine Patient Care:

Universal Protection Framework Development

Universal Protection: A new standard that promotes patient safety & confidence across all sites of care

Infection Prevention
• Areas of Focus:
  o Universal Masking
  o Personal Protective Equipment
  o Policies & Procedures

Access Control
• Areas of Focus:
  o Separate Entrances
  o Screening: Colleagues & Patients
  o Visitation Policies

Distancing
• Areas of Focus:
  o Social Distancing
  o Patient Cohorting

Patient Flow
• Areas of Focus:
  o Workflow
  o Wayfinding & Signage

Comprehensive Communications & Marketing Strategies Across All Sites of Care
## Universal Protection Framework:

### Infection Prevention

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>House-wide Strategies</th>
</tr>
</thead>
</table>
| **Universal Masking**             | • Continue house-wide, universal masking including level 1 masks for all patients, visitors, contractors, and colleagues  
• ER patients must maintain masks until admitted IP, obs, or discharged  
• Patients can remove mask once inside enclosed treatment areas (patient rooms)  
• Visitors can bring and utilize personal masks  
• Masks are required within all common areas |
| **Personal Protective Equipment** | • Continue execution of current PPE guidance and policies  
• Maintain PPE czars and current PPE processes (Supply chain to re-evaluate current practices as we continue reboot)  
• Expand PPE guidance & policies to include:  
  • All respiratory viruses regardless of the season (includes flu, COVID-19) |
| **Infection Prevention Policies** | • Notify infection prevention of the development of respiratory symptoms in any patients in the hospital immediately and begin droplet precautions  
• Continue execution of existing hand hygiene policies  
• Zero tolerance for violation of key infection prevention policies:  
  • No food or drinks on clinical units, no toys, magazines in waiting areas  
• Remove/deactivate high-touch items (e.g. vending machines, coffee makers, and water machines)  
• Ensure cleanliness of all public spaces, particularly restrooms  
• Confirm your local infection prevention policies meet or exceed the above recommendations |
## Universal Protection Framework: Access Control

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>House-wide Strategies</th>
</tr>
</thead>
</table>
| Separate Entrances     | • Continue to limit number of entrances into facilities  
• Guidance recommends controlled access to allow separate screening of 3 unique populations: 1) scheduled, elective patients, 2) urgent patients, & 3) all colleagues  
  • Number of access points should be governed by facility size  
  • Colleagues include staff, physicians, volunteers, nursing students, residents, vendors, and contractors in clinical areas |
| Screening: Colleagues & Patients | • Continue with screeners at each facility entrance and execute the following processes:  
  • All: Questionnaire: 1) symptoms: cough, shortness of breath, or fever; Consider positive with 2 symptoms or close proximity to a person that tested positive for COVID  
  • Colleagues & Physicians: Temperature Screening  
  • Utilize provided signage to reinforce screening upon entry  
  • Limit the facility to personnel supporting essential clinical care only |
| Visitation Policies     | • Scale back to Level 2 which permits 1 visitor (screened negative and masked) to accompany all patients  
• Positive screened visitors are not allowed to visit a patient excluding the following considerations: 1) end of life situations, 2) medical decision making responsibility  
  • Screened positive visitors who are required to enter the facility must be escorted  
• Ensure policies and procedures for virtual visitation exist for all facilities |
## Universal Protection Framework: Distancing

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>House-wide Strategies</th>
</tr>
</thead>
</table>
| **Social Distancing** | • Masking is required in all areas  
• Execute social distancing guidance including:  
  • Common Areas (lobbies, cafes, & staff lounges)  
    • Ensure station areas and tables are 6 feet apart  
    • Remove public coffee and water stations  
    • Utilize wrapped food or dedicated servers only (no self serve soup/salad bar/etc)  
• Social distancing policies are in effect when masks are taken off  
• Signage: Ensure visible signage is present to reinforce masking and social distancing requirements |
| **Patient Cohorting** | • Develop dedicated units and/or areas within Med Surg/ICU/Units/ER for COVID patients  
• Execute cohorting for outpatient settings and shared resources (e.g. MRI scanners)  
  • For example, schedule all COVID-19 patients at specific times during the day.  
• Cohort and other non-cohort units should utilize dedicated colleagues as much possible  
  • Ensure no overlap with high risk populations incl: oncology, pediatrics,  
    • PCT, RN, RT dedicated  
• ER: Continue to cohort until patients are admitted to obs or inpatient |
## Universal Protection Framework: Patient Flow

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>House-wide Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workflow</strong></td>
<td>• ER: Continue current workflow and cohorting process</td>
</tr>
<tr>
<td></td>
<td>• Surgery:</td>
</tr>
<tr>
<td></td>
<td>• Emergency: Continue to follow COVID treatment guidance within OR</td>
</tr>
<tr>
<td></td>
<td>• Inpatient &amp; Elective, Non-Emergent: Patients will be screened to determine if they are high risk or low risk, symptomatic or asymptomatic and will fall into a defined treatment algorithm (NOTE: pg. 10 in appendix).</td>
</tr>
<tr>
<td></td>
<td>• Non-Emergent Patient Visits (includes IP &amp; OP care sites):</td>
</tr>
<tr>
<td></td>
<td>• If positive screen, facility colleague escorts patient to registration to reschedule appointment.</td>
</tr>
<tr>
<td></td>
<td>• If clinically urgent, follow all COVID treatment guidance within OR &amp; Imaging. Implement an expedited process to accelerate these patients to the front of the line.</td>
</tr>
<tr>
<td></td>
<td>• If negative screen, patient proceeds into facility independently.</td>
</tr>
<tr>
<td></td>
<td>• Pre-Registration/Pre-Appointment Calls (includes IP &amp; OP care sites):</td>
</tr>
<tr>
<td></td>
<td>• Temperature Screening: Add guidance for patients to take their temperature prior to arriving for their appointment and additional questioning including:</td>
</tr>
<tr>
<td></td>
<td>• If negative (normal temperature), patient proceeds to their scheduled appointment.</td>
</tr>
<tr>
<td></td>
<td>• If positive (high temperature), patient calls and reschedules appointment if possible. Temperature will be checked again upon arrival.</td>
</tr>
<tr>
<td></td>
<td>• Known or Suspected COVID Positive Patient Upon Arrival:</td>
</tr>
<tr>
<td></td>
<td>• Utilize ER entrance, execute PUI level PPE/treatment guidelines</td>
</tr>
<tr>
<td></td>
<td>• Facility colleague escorts patient to place of destination</td>
</tr>
<tr>
<td></td>
<td>• At destination, implement expedited process to accelerate these patients to the front of the line.</td>
</tr>
<tr>
<td><strong>Wayfinding &amp; Signage</strong></td>
<td>• Evaluate wayfinding and signage at all entrances to assure patients are moving in a manner consistent with guidance</td>
</tr>
</tbody>
</table>
COVID-19 Testing Update
Short Term Strategies

• Reference Lab bulk purchase of 60,000 COVID-19 tests to ensure a quick turnaround time

• Inpatient Prioritization
  o Identify inpatient COVID-19 samples to expedite testing
  o Moved both national reference labs, LabCorp and Quest, to a new model that prioritized the testing of our inpatients and healthcare workers

• Developed a comprehensive list of other local and regional laboratories

• Quest and LabCorp have expanded their daily testing capacity from 19,000/day to 70,000/day
  o Turnaround times for reference lab is < 48 hours for prioritized patients
Turnaround time has improved substantially
Long Term Strategies

- Designated a coordinated approach to leverage in-house equipment capacity to support division hospitals as testing reagents begin to arrive
- Validated alternative swab and media specimens to deal with national shortages
  - Healthtrust actively engaged in sourcing all potential options
- Worked with vendors to procure test kits as they became available
- Transferred equipment and kits around HCA to help spread testing capability
- Expanding testing to ED patients getting discharged
- Building capacity to begin offering testing for appropriate pre-surgical patients
# COVID-19 Testing Summary

<table>
<thead>
<tr>
<th>Test</th>
<th>Type of Test</th>
<th>Measure</th>
<th>Value</th>
<th>Dependencies</th>
<th>Examples</th>
<th>Limits/Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCR</td>
<td>Nucleic acid amplification to detect presence of COVID-19 virus RNA</td>
<td>Reflects current virus infection with SARS-CoV-2</td>
<td>• Used to diagnose and treat&lt;br&gt;• Denotes infection status to take actions and prevent transmission&lt;br&gt;• May be positive 1-2 days before symptoms</td>
<td>Requires respiratory sample (nasopharyngeal swab) and supplies&lt;br&gt;• PPE and safe sampling of patient&lt;br&gt;• Sample swabs&lt;br&gt;• Sample media&lt;br&gt;• Machines&lt;br&gt;• Reagents</td>
<td>High volume&lt;br&gt;• Cepheid&lt;br&gt;• Abbott M200&lt;br&gt;• Diasorin&lt;br&gt;• Rapid Point of Care&lt;br&gt;• Abbott ID Now&lt;br&gt;• Mesa&lt;br&gt;• E25 Bio</td>
<td>• Only available in CLIA certified labs*&lt;br&gt;• False negative rate on rapid point of care platforms&lt;br&gt;• Turn around time (TAT) typically longer</td>
</tr>
<tr>
<td>Serology or Antibody</td>
<td>Detection of human antibodies (IgA, IgM, IgG) against COVID-19 virus RNA</td>
<td>Reflects past infection with SARS-CoV-2</td>
<td>• Detect those with past exposure for epidemiology&lt;br&gt;• Contact tracing&lt;br&gt;• Public health</td>
<td>Requires blood draw or finger stick sample</td>
<td>Approved under FDA emergency use:&lt;br&gt;• Cellex&lt;br&gt;• Chembio&lt;br&gt;• Healgen</td>
<td>• Cannot be used in acute management&lt;br&gt;• Antibodies delayed in acute infection 7-11 days&lt;br&gt;• May not infer true immunity&lt;br&gt;• Cannot be used to change in employee PPE&lt;br&gt;• May cross react to other coronaviruses&lt;br&gt;• Point-of-care not widely available</td>
</tr>
</tbody>
</table>

*CLIA: FDA/CMS/CDC related certification, typically hospital-based labs
PCR Clinical Performance

What do we know?
- Analytic sensitivity is excellent
- LOD is 100-500 viral copies/mL for most vendors
- Viral shedding is reported to be 2.2-4.7 X10^5 copies/mL for symptomatic patients in OP and NP specimens

What we do not know?
- Clinical sensitivity is still largely unknown
- Claims of 70% sensitivity in OP/NP specimens are unsubstantiated
- Comparing the Flu/RSV clinical sensitivity
  - Sensitivity for Flu A 98.1% Flu B 100% RSV 98.4%
  - Specificity for Flu A 98.8% Flu B 99.1% RSV 99.3%

What can we control?
- Ensure that samples are collected appropriately, getting a good NP or OP specimen is extremely important
- Appropriate specimen collection and handling
- Get the sample to the lab ASAP; < 48 hours ideal if room temp
Asymptomatic Testing Pilot

- Testing all non-PUI admissions at three East Florida Division hospitals
- Adult and pediatric

Asymptomatic testing pilot was performed to evaluate COVID-19 in all patients presenting to three East Florida hospitals which was approximately 2%. This unpublished data will be analyzed and shared at a later date.
Asymptomatic Testing Pilot

- Testing all non-PUI admissions at three East Florida Division hospitals
- Adult and pediatric

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Total Tests</th>
<th># Positives</th>
<th>% Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHMC</td>
<td>243</td>
<td>5</td>
<td>2.1%</td>
</tr>
<tr>
<td>KRMC</td>
<td>504</td>
<td>11</td>
<td>2.2%</td>
</tr>
<tr>
<td>JFK-M</td>
<td>168</td>
<td>3</td>
<td>1.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>915</strong></td>
<td><strong>19</strong></td>
<td><strong>2.1%</strong></td>
</tr>
</tbody>
</table>

East Florida has ~1386 total positives and ~18.4% positivity rate in PUI patients
## Serology (IgA, IgM, IgG) Testing

<table>
<thead>
<tr>
<th>What serology tells us</th>
<th>What serology won’t tell us</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exposure to COVID-19 or other cross reactive organism</td>
<td>How to manage acute care or if SARS-CoV-2 can be ruled out</td>
</tr>
<tr>
<td>(non-COVID coronaviruses)</td>
<td>How long immunity may last</td>
</tr>
<tr>
<td>Immune response (typically 7-11 days)</td>
<td>If immunity changes EH protection or RTW guidance</td>
</tr>
<tr>
<td>If antibodies are protective (fully or partially)</td>
<td></td>
</tr>
</tbody>
</table>
Surgical Algorithm for Universal Protection

1. **Urgent or non-urgent/elective**
   - **Low or High risk procedure?**
     - **Low Risk**
       - Symptom and contact screening
     - **High Risk**
       - Symptom and contact screening

2. **Emergency procedures**
   - Follow COVID + OR procedures and PPE. Includes all patients with unknown COVID status at time of surgery.

3. **PCR testing within 48 hours of surgery**
   - Consider surgical delay and monitoring. If unable to delay, test.

4. **Consider surgical delay and monitoring. If unable to delay, PCR test within 48h**
   - Standard Risk: Proceed with standard surgical processes

5. **High Risk**
   - Anesthesia and Surgery chair/CMO approval
   - COVID + OR protocol and PPE

6. **Standard Risk**
   - Proceed with standard surgical processes

7. **Higher Risk**
   - Anesthesia and Surgery chair/CMO approval
   - COVID + OR protocol and PPE

**NOTES:**
1) PCR: Polymerase Chain Reaction
2) Laparoscopic/Robotic surgery & procedures that need smoke evacuation are not considered high risk

*High risk procedures include:
- Lung/bronchoscopy
- Surgery of the bowel with gross contamination
- Nasopharyngeal/ENT
- Trachea
- Endoscopy of the GI tract
- Other open procedures on the aerodigestive track

For cases requiring COVID positive protocols and PPE:
- For COVID-19 + patients use COVID PPE
- COVID PPE use for all intubations
- COVID PPE use for emergency cases where COVID testing cannot be completed prior to surgery

Patients with delayed procedures due to positive symptoms or COVID tests should be enrolled in VivifyGo monitoring program.

Additional testing in asymptomatic patients outside this algorithm, is at the discretion of the treating physician.
Sandra Morgan, SVP, HCA Healthcare
Physician & Provider Relations
## Consumer Confidence

Key findings and actions regarding consumer confidence about future healthcare services

<table>
<thead>
<tr>
<th>Finding</th>
<th>Patient Concerns</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finding</strong></td>
<td><strong>Consumers are nervous about COVID-19 exposure in healthcare facilities</strong></td>
<td><strong>Consumers desire emotional support at a higher level than pre-COVID</strong></td>
</tr>
<tr>
<td><strong>Patient Concerns</strong></td>
<td>Am I more likely to be exposed at a healthcare facility than other locations?</td>
<td>Will I be able to have a family member present for the surgery? If so, how will you keep them safe?</td>
</tr>
<tr>
<td></td>
<td>How can I be sure my care team doesn’t have COVID-19?</td>
<td>Have others had this procedure done since the pandemic started?</td>
</tr>
<tr>
<td></td>
<td>Can I limit my time at the hospital before, during, and after surgery?</td>
<td>What should I expect on surgery day?</td>
</tr>
<tr>
<td><strong>Actions</strong></td>
<td>Create a COVID-safe environment</td>
<td>Create emotional safety mechanisms for patients</td>
</tr>
<tr>
<td></td>
<td>Communicate expanded universal protections</td>
<td>Adjust operations and train staff accordingly</td>
</tr>
</tbody>
</table>

Findings are a culmination of research from internal digital and social media platforms and various external consulting firms and industry experts including McKinsey, Press Ganey, NRC Health, Publicis Health Media, Binary Fountain, Google, and Facebook.
Forward.

The human race has faced an enemy like no other these last few months, one that has made time stand still for our nation and our world. Never in our lifetimes have we faced a crisis like this one. Homes have turned into offices, schools, sanctuaries. Social distancing has become common language. We have been stretched to imagine a new way of life, a new normal. Stretched, but not broken. Each day that passes brings the hope of a healthier tomorrow.

Through it all, HCA Healthcare has remained focused on one thing – the care and improvement of human life. It’s what we do. It’s who we are. In times of uncertainty, our people show up. When faced with a challenge, we see the path forward.

Joining our colleagues and our physicians, we are taking action to ensure – now more than ever – that you are in safe hands. We have established enhanced protections throughout our sites of care to create a safe environment for everyone who walks through our doors. There’s a lot to worry about in these uncertain times – getting healthcare shouldn’t be one of them.

In front of us all is the chance to move forward. To move beyond fear. To define our new normal. To find our healthier tomorrow. To fix broken hearts and broken bones. To lessen the pain and cure disease. To tend to the ailments so that you can find peace of mind. We will walk alongside you as you step back into your life, starting with your health.

Care is the foundation of our values and the core of our mission. HCA Healthcare will, one step at a time, help you move forward.

We are here to ensure you receive the care you need today, for a healthier tomorrow.
Our commitment as we resume elective surgeries

As we continue to monitor the dynamic shifts of the COVID-19 pandemic, we have begun to thoughtfully re-introduce elective procedures and surgeries at our facilities.

Elective Surgeries

- Elective procedures will take place as clinically appropriate at facilities that adhere to guidelines established by Centers for Medicare and Medicaid Services (CMS), as well as state and local health officials.
- In analyzing the risk and benefit of any planned procedure, the clinical circumstances will be evaluated by the provider.

Personal Protective Equipment (PPE)

The primary goal of our PPE strategy is the safety of all colleagues, and to ensure all caregivers have the PPE they need as determined by clinical evidence and CDC guidelines for the patient and care setting they are working in.

- Unlike most other local market providers, we are part of HCA Healthcare’s global supply chain and are tracking daily consumption of necessary PPE including all varieties of masks, gowns (surgical and isolation), gloves, and face shields/goggles.
- Through this collaboration and based on current analysis, we have all varieties of PPE necessary to provide care for all medical and surgical services provided by our hospitals, including predicted variation in COVID-19 and PUI cases.
- Should there be any disruption of supply, a rapid response mitigation plan and strategy will be executed and communicated to all of our physician colleagues.
- CMS and CDC guidelines recommend continuing conservation strategies through the resumption of elective/scheduled services to preserve PPE capacity in the event of a resurgence. These recommendations include:
  - Use re-usable PPE that can be reprocessed.
  - Use PPE beyond the manufacturers-designated shelf life for training.
  - Consider allowing HCP to extend use of respirators, facemasks, and eye protection, beyond a single patient contact.
- While our current stock of N95s supports resumption of elective/scheduled services, the ability to procure these masks from manufacturers is still limited, requiring that we follow both reuse recommendations and limit use to PUI cases and COVID positives, as well as high risk procedures such as intubations or other airway manipulation.
- Pre-operative testing of patients undergoing high risk procedures is an important part of our N95 preservation strategy.

Our willingness to adapt is a direct reflection of our commitment to providing the highest caliber care.

We are providing additional information you may share with your patients about our hospital safety and if you have questions or need assistance in rescheduling your cases, please contact [your Physician and Provider Relations Representative.]
Taking extra precautions to keep you safe.

Here’s what we’re doing to keep our patients and our clinical teams safe.

The health and safety of our patients, caregivers and communities is our top priority. We have been and will continue to collaborate with the Centers for Disease Control and Prevention (CDC), maintaining and often exceeding the strictest of standards.

**Screening** for all patients, visitors and staff before entering facilities.

**Separate areas and staff for COVID-19 positive patients** and those who are under investigation.

**All of our caregivers wear masks throughout our facilities, which exceeds CDC guidelines.**

**Heightened Infection prevention policies,** including the removal of high-touch items such as magazines. Food and drinks are prohibited to prevent the spread of illness.

It is imperative that you continue to follow the current guidance from the CDC, regarding social distancing and hand hygiene. Please continue to exercise infection prevention measures for your self and your household.

We remain focused on providing you with exceptional care.

Visit our website at [WebsiteAddress.com](WebsiteAddress.com) to find out more about our safety measures.
Questions?

The link to the recording is here. Use passcode uUM2fFCh to unlock.