

The image shows the exterior of the Philippine Heart Center building. A large, glossy red sculpture of a heart with arteries and veins is positioned in the foreground on a dark concrete base. The building's facade is light-colored with large windows. The text "PHILIPPINE HEART CENTER" is mounted on the building's overhang in white, three-dimensional letters.

PHILIPPINE HEART CENTER

**HOSPITAL INITIATIVES /
ACCOMPLISHMENT
REPORT**

HOSPITAL INITIATIVES/GOOD PRACTICES

Strategic Initiatives 2012-2016

1 EXPANSION OF OPERATING ROOM COMPLEX 2nd Floor

HYBRID OR 7, DEDICATED PEDIATRIC CVOR 8, GENERAL SURGERY OR 9, ENDOSCOPIC AND SPECIAL PROCEDURES OR 10

2 EXPANSION OF SUBSIDIZED, DIAGNOSTIC AND SPECIAL SERVICES 3/F ANNEX

3 EXPANSION OF WELLNESS PROGRAM AND IN-PATIENT SERVICES WELLNESS CLINIC
5/F MEDICAL ARTS BLDG and WELLNESS CHECK-UP 5/F HOSPITAL BLDG (36 “Garden villa-type”)

4 IN-HOUSE SURGICAL MISSION MONDAYS FOR SERVICE PATIENTS

5 EXPAND CLINICAL PATHWAYS PROGRAM Linked to PhilHealth Z-Benefits

6 EXPAND NATIONAL AND INTERNATIONAL CARDIOVASCULAR TRAINING PROGRAMS

7 ESTABLISHMENT OF SATELLITE REGIONAL PHILIPPINE HEART CENTERS, OUTREACH SURGICAL, INTERVENTIONAL AND EDUCATIONAL MISSIONS

LINKING BUDGET TO INITIATIVES

Strategic Initiative	Status	Source of Budget
1 Expansion of Operating Room Complex Hybrid OR 7 Pedia OR 8 GS OR 9 Endoscopy and Special Procedures OR 10	COMPLETED 2012 Estimated Cost 175M	DBM- Disbursement Acceleration Fund
2 Expansion of Subsidized / Service Ward One –Stop Diagnostic and Special Services 3/F Annex Building	Ongoing Target 2015 1 st quarter Estimated Cost 150M	Department of Health
3 Expansion of Wellness Program and In-Patient Wellness Check-up 5 th EIC Hospital Bldg. Wellness OPD 5 th EIC MAB	Ongoing Target 2015 1 st Quarter Estimated Cost 100M	DBM- Disbursement Acceleration Fund
4 In-house Surgical Missions for Service Patients (Mondays)	10-15 patients Per month since 2012	DBM Fund/ PCSO 5M/ month
5 Expand Clinical Pathways Program	DETR Education Division 1-2/year	Technical and Staff Support 2013 – VSD TOF CABG Pathway adopted by PhilHealth z Benefit Package
6 Expand National and International Training Programs	Ongoing AHA Basic and Advanced Life Support Courses	UKRIDA Jakarta 2012 Bicol Legaspi Feb 2013 Cagayan De Oro 2013-14 Baguio City Palawan
7 Establish 5 Satellite Regional Philippine Heart Centers ; Outreach Surgical , interventional and Educational Missions	90% Initiated <i>Appendix 11</i>	Department of Health; Local Government Fund Outreach Missions 2012- 2013 Mending Kids Intl/ Children's Heart Foundation PAL Foundation

HOSPITAL INITIATIVES/GOOD PRACTICES

Good Practices/Initiatives				Accomplishments
		Objectives	Budget	
1	EXPANSION OF OPERATING ROOM COMPLEX 2nd Floor HYBRID OR 7 , DEDICATED PEDIATRIC CV OR 8, GENERAL SURGERY OR9, ENDOSCOPIC AND SPECIAL PROCEDURES OR 10	<ol style="list-style-type: none"> 1. To strengthen reputation as the BEST HEART HOSPITAL 2. To increase the total number of patients undergoing surgery 3. To decrease waiting time for surgery 4. To implement new programs and treatments for complex heart cases 5. To improve training of cardiovascular specialists with increase case load 6. To enhance research opportunities 7. To increase gross revenues especially from high technology procedures 	<p>Estimated Cost : P175 Million</p> <p>DAP</p>	<ol style="list-style-type: none"> 1. Became PHC showcase as Best Heart Hospital leading to invitation for International Surgical Mission in Cambodia by Mending Kids in 2013 and 2014 – total of 27 children operated Now MK sponsors intracountry surgical missions – 5 missions per year 2. Increase number of procedures : 10-12 surgeries per day



**PHC PERFORMANCE GOVERNANCE SYTEM
TOWARDS HEALTHY HAPPY HEARTS 2012-2021
EARLY GAINS OF GOOD GOVERNANCE**



Philippine Heart Center

Excellence Expertise Experience

Inaugurated February 2012



PHC Hybrid OR, First in the Philippines
Dedicated Pediatric Cardiac OR
Target Completion March 2013|



Transfer Medical ICU with
HealWell Technology, First in Asia
Completed February 2012



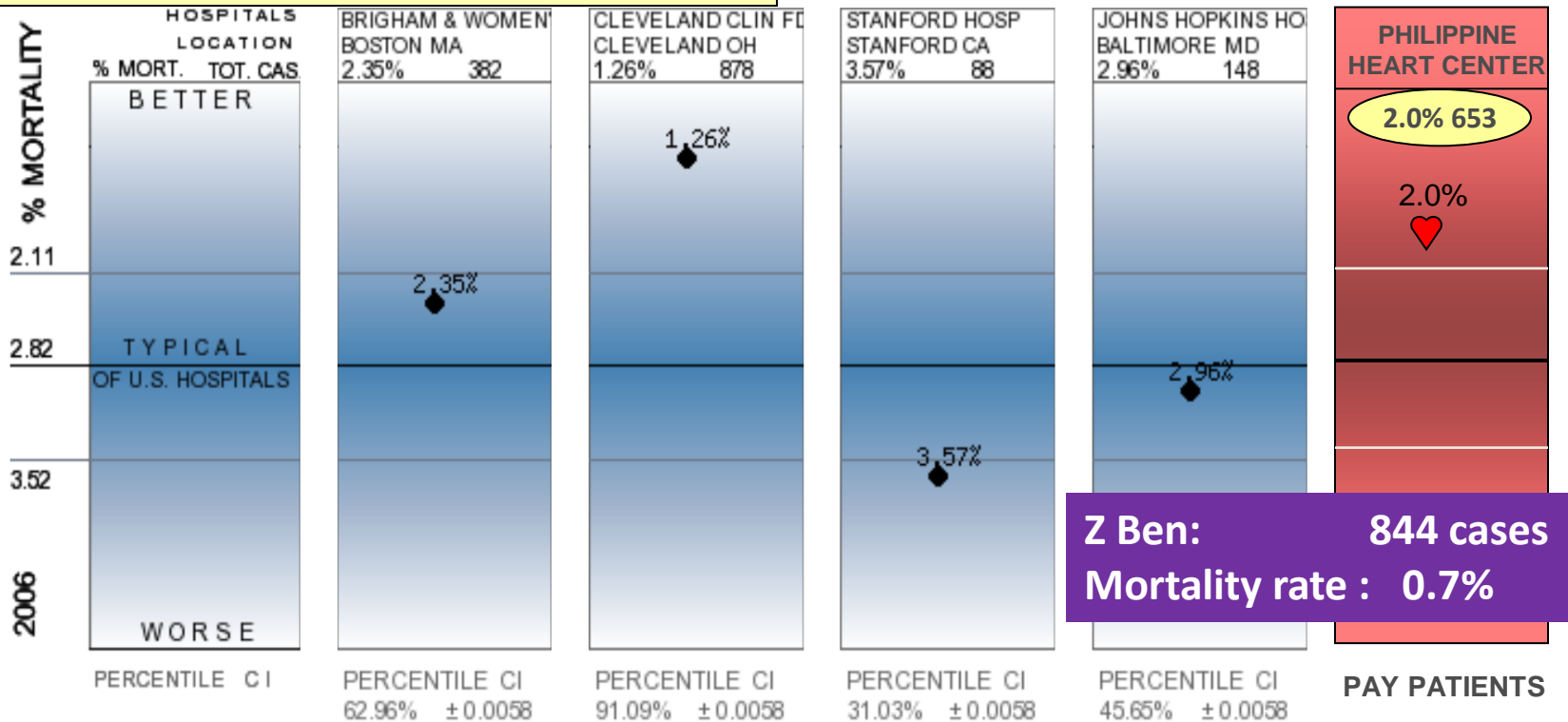
New Surgical ICU 2
Completed August 2012

Caring for your Heart

The Philippine Heart Center

2016 3705 Open and Closed Heart Surgeries
Survival Rate : 96.4%

Mortality Rate - Coronary Artery Bypass Graft (CABG)



● Mortality Rate in Percent

This is the mortality rate at a particular hospital for patients, age 40 years and older, who had coronary artery bypass graft (CABG). CABG surgery creates new routes for the blood to detour constricted or blocked sections of one or more arteries feeding the heart.

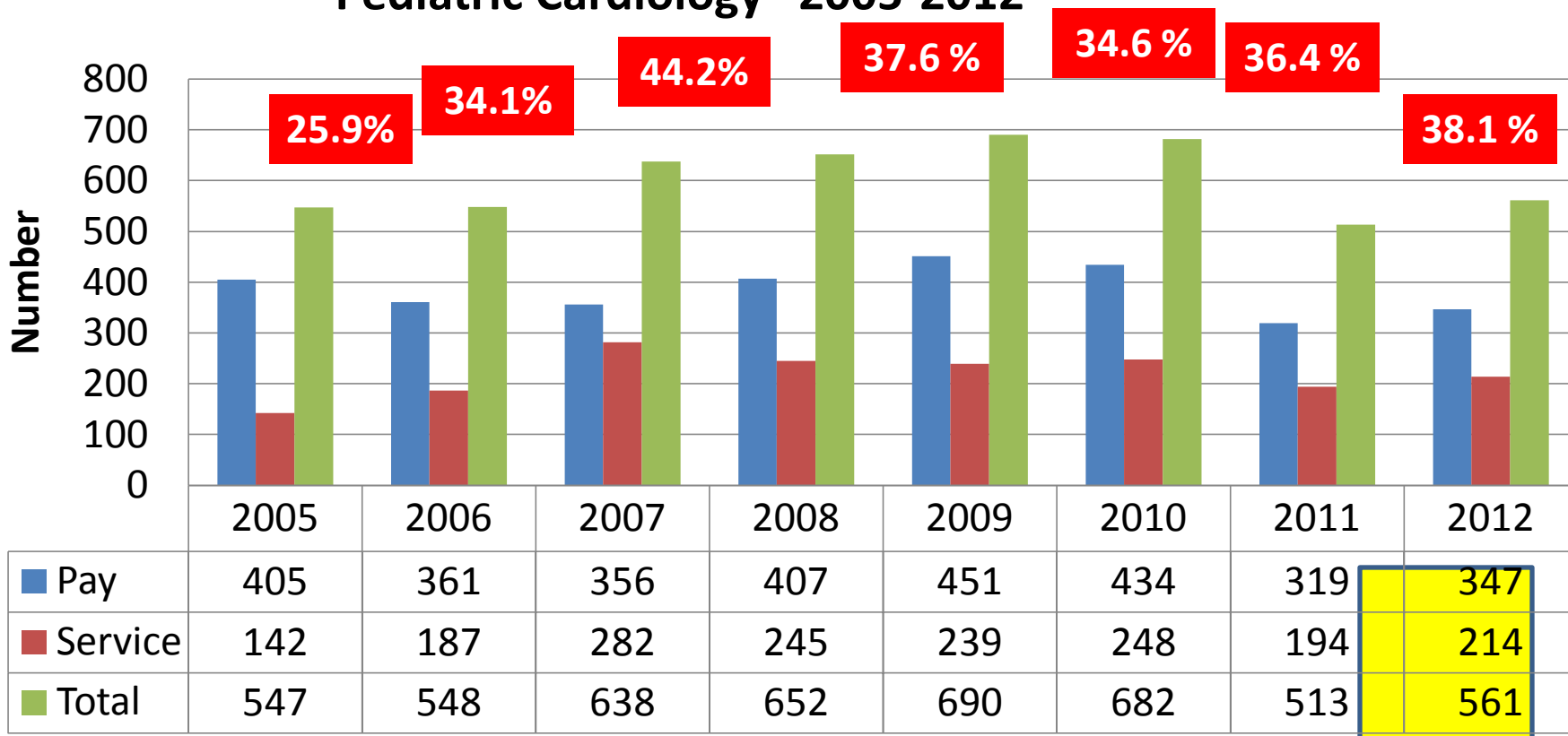
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PHC performs more open heart surgery than some of the top US hospitals, and with better outcomes

PHILIPPINE HEART CENTER

NUMBER OF PEDIATRIC CARDIAC SURGERY

Total No. of Open & Closed Heart Surgery
Pediatric Cardiology 2005-2012



2016 Total No. of Heart Surgery:

918 cases (63% increase)

OVERALL SURVIVAL RATE:


96.4%

PHILIPPINE HEART CENTER SURGICAL OUTCOMES (SURVIVAL RATE)

PER PEDIATRIC CARDIAC SURGICAL PROCEDURE

	2010	2011	2012	2013	2014	TOTAL
PDA ligation	113 (100%)	109 (99.1%)	1/90 (98%)	2/64 (96.9%)	0/30 (100%)	3/406 (99.3%)
BTS	91 (89%)	67 (66.9%)	55 (88%)	4/61 (93.4%)	1/14 (92.9%)	29/288 (89.9%)
GLENN SHUNT	10 (100%)	3 (100%)	15 (100%)	1/9 (88.9%)	0/8 (100%)	1/ 45 (97.8%)
FONTAN/ H-FONTAN	0	1/11 (90.9%)	11 (100%)	0/5 (100%)	Z Ben VSD: 517 Mortality rate: 0.39%	
PA BANDING	9 (100%)	8 (100%)	9(100%)	0		
VSD CLOSURE	170 (98.8%)	124 (98.4%)	119(100%)	2/138 (98.6%)	0/98 (100%)	4/649 (99.4%)
ASD CLOSURE	58 (96.5%)	40 (100%0	1/55 (98.2%)	0/36 (100%)	0/20 (100%)	1/209 (99.5%)
AVSD	14 (92.8%)	2/5 (60%)	11 (100%)	0/10 (100%)	0/4 (100%)	2/44 (95%)
TAPVR	11 (90.9%)	1/10 (90%)	8 (100%	0/11 (100%)	0/8 (100%)	1/48 (97.9%)
ARTERIAL SWITCH	13 (69.2%)	3/17 (82.4%)	2/21 (91%)	2/16 (87.5%)	2/9 (77.8%)	13/76 (82.9%)
TOF TOTAL CORR	63 (98.4%)	58 (96.6%)	63 (99%)	2/102 (98%)	5/90 (94.4%)	10/376 (97.0%)
VALVULAR REPAIR REPLACEMENT	24 (95.8%)	20 (100%)	12(92%) 6 (84%)	1/12 (92%)	Z Ben TOF: 8/426 Mortality rate: 1.86%	
IAA/ COA	13 (100%)	7 (85.7%)	8 (88%)	1/9 (88.9%)	0/3(100%)	3/4028 (92.5%)

HOSPITAL INITIATIVES/GOOD PRACTICES

Good Practices/Initiatives				Accomplishments
		Objectives	Budget	
2	EXPANSION OF 100 BEDS SERVICE WARD 4/F ANNEX DIAGNOSTIC AND SPECIAL SERVICES 3/F ANNEX	<ol style="list-style-type: none"> 1. To double capacity for Service/Philhealth (No Balance Billing) patients. (From 30-75 Service Adult Service Beds. From 12- 25 Pediatric Beds) 2. To enhance patient experience with One-Stop Cardiovascular Diagnostic Center. (Non-Invasive Cardiac diagnostics, General Radiology, Laboratory Extraction, One-Stop Payment and Results Releasing) 3. To increase capacity for out-patient hemodialysis for the large number of patients with concomitant heart diseases. 4. To increase learning opportunities for training and research. 5. To increase Out-patient revenues 	<p>Estimated Cost : P150 Million</p> <p>Department of Health</p>	<ol style="list-style-type: none"> 1. Increase hospital beds for service patients Pedia : 12 to 20 beds Adult : 30 to 60 beds 30 Male 30 Female 2. Total Number of Service/ Charity patients 2015- 70,617 patients 2016- 82,355 patients <div style="text-align: center;">  <p>16.6% increase</p> </div>

2011



PHILIPPINE HEART CENTER

PRESENT

FACILITIES DEVELOPMENT AND UPGRADE

Children's ward

Male and Female wards



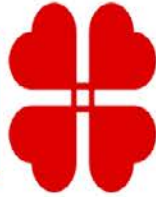
Social Service Patients Served

	2015	2016
OPD	51,589	54,615
PCSO Desk Referrals		4,883
Credit Suspended/ Overstaying Patients	1,912	-
Patients Served under DOH MAP	13,044	16,184
Patients Served under 2015 Additional Subsidy	2,350	4,492
In-patient (Service)	1,722	2,181
TOTAL	70,617	82,355

HOSPITAL INITIATIVES/GOOD PRACTICES

Good Practices/Initiatives				Accomplishments
		Objectives	Budget	
3	EXPANSION OF WELLNESS PROGRAM AND IN-PATIENT SERVICES 5/F HOSPITAL and WELLNESS CLINIC 5/F MAB (34 “Garden villa-type” patient rooms)	<ol style="list-style-type: none"> 1. To promote wellness, health lifestyle, and preventive medicine. 2. To help in early diagnosis and early treatments 3. To help reduce cost of curative therapies 4. To provide data for CV awareness that can used in aid of legislation such as CV screening 5. To help increase gross revenue from mandatory and recommended annual check-ups 	Estimated Cost : P150 Million DAP	Prioritize hospital initiative for wellness programs Total number of patients admitted from Executive Check Up/ Packages 2014- 267 patients 2015- 411 patients 2016- 423 patients

2015



PHILIPPINE HEART CENTER

PRESENT

FACILITIES DEVELOPMENT AND UPGRADE

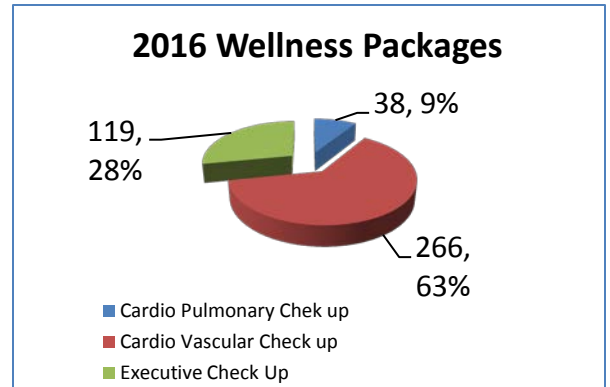
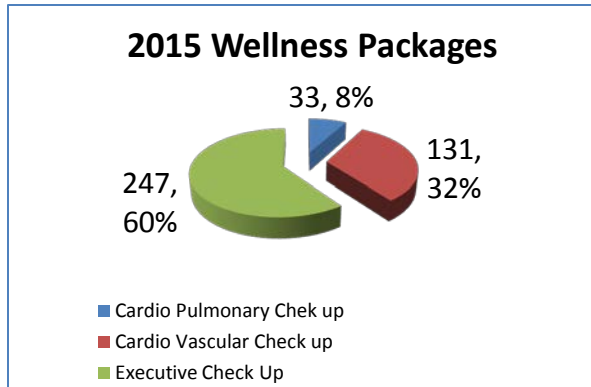
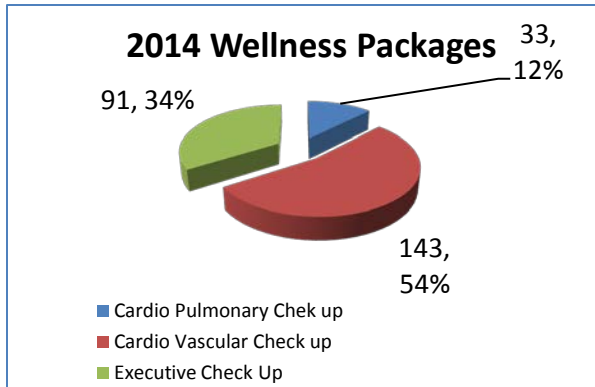
Construction of Garden Villas (5th Floor)

34 new and fully furnished rooms



Adult Cardiology Wellness Packages Comparative Report

	2014	2015	2016	Total
Cardio Pulmonary Check Up	33	33	38	104
Cardio Vascular Check Up	143	131	266	540
Executive Check Up	91	247	119	457
Total	267	411	423	1,101



Generated Income			
2014	2015	2016	TOTAL
9,759,253.01	9,116,251.12	14,300,742.44	Php 33, 176,246.57

HOSPITAL INITIATIVES/GOOD PRACTICES

Good Practices/Initiatives				Accomplishments
		Objectives	Budget	
4	IN-HOUSE SURGICAL MISSION MONDAYS FOR SERVICE PATIENTS	<p>Objectives</p> <ol style="list-style-type: none"> 1. To protect the schedules of service (non-pay) surgery and prevent displacement by private (pay) cases. 2. To increase the number of service surgical cases. 3. To reduce out-patient waiting time that can lead to progression of the heart disease and at times the deaths of untreated patients. 4. To promote stronger teamwork and coordination between medical and non-medical departments. 		<p>2015: 41 patients 2016: 59 patients</p>

Surgery Census/Scoreboard



PHILIPPINE HEART CENTER BREAKTHROUGH 2016

**Increase Patient Satisfaction from
94% to 97% by December 2016**

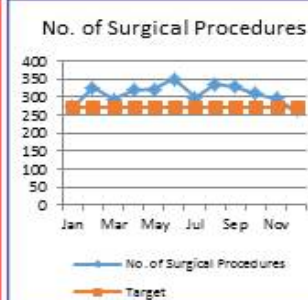
Medical Services DEPT: Dept. of Surgery and Anesthesia

BREAKTHROUGH 1
Decrease Adult and
Pediatric surgical
mortality rate from
2.72% to 2.58%
by December 2016



**Increase number of new patients from
20K to 35K by December 2016**

BREAKTHROUGH 2
Increase total number
of Adult and Pediatric
surgical procedures
by **5%** from **3,130** to
3,287 by December
2016



CVS DEPARTMENT BREAKTHROUGH 1

Target: Mortality Rate 2.58%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ave
Actual	3.30 (9/ 273)	2.45 (8/ 326)	3.41 (10/ 293)	4.38 (14/ 320)	3.73 (12/ 322)	3.71 (13/ 350)	2.68 (8/ 299)	2.38 (8/ 336)	3.33 (11/ 330)	5.56 (17/ 306)	2.69 (8/ 297)	5.30 (14/ 264)	3.55% (132 3,720)
Target	2.58	2.58	2.58	2.58	2.58	2.58	2.58	2.58	2.58	2.58	2.58	2.58	2.58%
% ACC	2.58/3.55												72.7%

CVS DEPARTMENT BREAKTHROUGH 2

Target: 274 procedures/month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Actual	273	326	293	320	322	350	299	336	330	310	397	264	3,720
Target	274	274	274	274	274	274	274	274	274	274	274	273	3,287
% ACC	99.6	119.0	106.9	116.8	117.5	127.7	109.1	122.6	120.4	113.1	108.4	96.7	113.2%

NOTE :

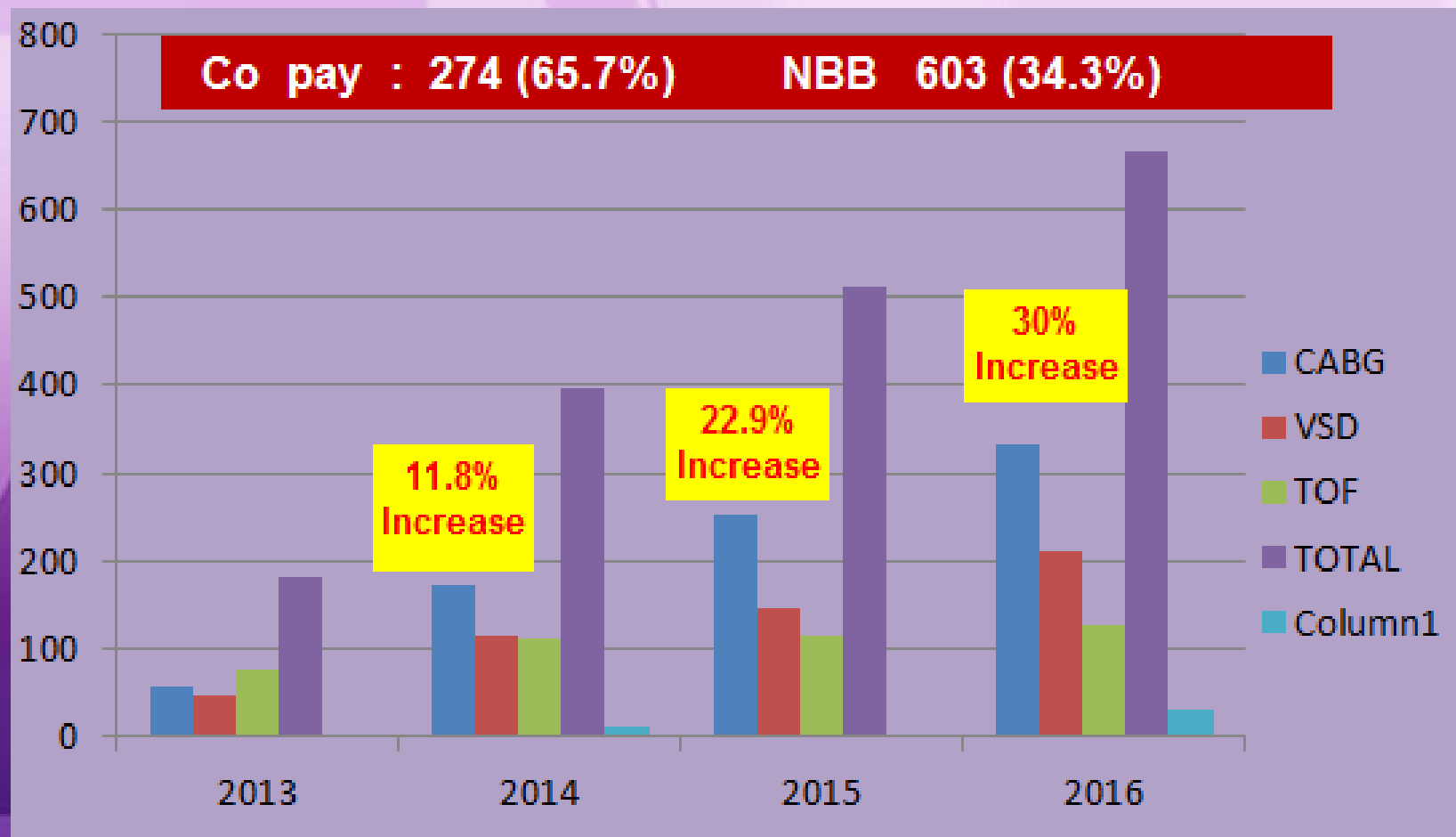
TCVS CENSUS : ADULT + PEDIATRIC + GENERAL SURGERY

HOSPITAL INITIATIVES/GOOD PRACTICES

Good Practices/Initiatives				Accomplishments
		Objectives	Budget	
5	EXPANSION CLINICAL PATHWAYS PROGRAM Linked to PhilHealth Z-Benefits	<ol style="list-style-type: none"> 1. To develop guidelines based treatment for better patient outcomes. 2. To promote efficiency in delivery of specialized heart treatments. 3. To support the expanded financial support Z-Benefits program of PhilHealth. 4. To encourage other hospitals to adopt higher standards of patient care. 5. To increase gross revenues from alternative PhilHealth funding. 	PHC- creation of Clinical Pathways Committee	26 Clinical Pathways Developed Z Benefit Patients (CABG, TOF, VSD): 2013: 182 2014: 398 2015: 513 2016: <u>654</u> Total 1,747

PHC Z BENEFIT : CABG TOF VSD

Feb 2013- Dec 2016 (n= 1760)



HOSPITAL INITIATIVES/GOOD PRACTICES

Good Practices/Initiatives				Accomplishments
		Objectives	Budget	
6	<p>EXPAND NATIONAL AND INTERNATIONAL CARDIOVASCULAR TRAINING PROGRAMS</p> <p>American Heart Association ITC 2012</p> <p>Basic Life Support Advanced Life Support Adult CLS Pedia CLS</p>	<ol style="list-style-type: none"> 1. To promote adherence to the highest standards of cardiovascular care by offering continuing international certification courses. 2. To enhance reputation of PHC as a leading international training center for cardiovascular care for cardiovascular specialties. 3. To strengthen core competencies of PHC healthcare providers. 4. To increase gross revenues from training activities. 	<p>Initial budget to sponsor training – Children’s Heart Foundation</p> <p>P200,00.00</p> <p>Subsequent Materials mannequins et al- PHC</p>	<p>Silver Award in Most Number of Trained registered in 2015 and 2016 awarded by American Heart Association</p> <p>Training is given within PHC and Regional Heart Centers</p> <p>Trained Indonesia ITC will make 7 regional satellite AHA Training Centers</p>

Journey Towards Excellence

The Philippine Heart Center



- Increase Competitiveness in **Training in Basic and Advanced Life support**
Challenged by
 - a. Accredited training centers private hospitals
 - b. Requirement for accredited training for Specialty Boards of PPS, trainees requirement abroad for employment

3rd QTR 2011

ONLY GOVERNMENT HOSPITAL
ACCREDITED BY AHA
Adult Basic and Advanced Cardiac Life Support

2nd GOVERNMENT HOSPITAL
ACCREDITED BY
AMERICAN HEART ASSOCIATION-
Pediatric Basic and Advanced Life Support

**2012 AHA Accredited Training
for Instructors
Jakarta Indonesia
UKRIDA UNIVERSITY**

The Philippine Heart Center AHA-International Training Center 2011-2016

	2011	2012	2013	2014	2015	2016
	Ave. Trainees : 1,675/year					
total trained in initial class for	20					
BLS	52	858	947	984	685	882
ACLS	25	511	419	512	332	427
PALS	9	97	110	129	109	118
HS		35	168	182	144	169
FA		0	16	177	172	172
TOTAL	86	1501	1660	1984	1442	1768
TOTAL including those in initial class	106					
	Ave. Revenue : ₱2,771,600.00					

**Moving Forward : INCREASE ACCESS
AHA TRAINING SATELLITES
In Regional Heart Center
7 satellite training centers**

HOSPITAL INITIATIVES/GOOD PRACTICES

Good Practices/Initiatives				Accomplishments
		Objectives	Budget	
7	ESTABLISHMENT OF SATELLITE REGIONAL PHILIPPINE HEART CENTERS OUTREACH SURGICAL, INTERVENTIONAL & EDUCATIONAL MISSIONS	<ol style="list-style-type: none"> 1. To provide local access to specialized heart care all over the country in strong support of the DOH Kalusugan Pangkalahatan program. 2. To reduce cost of treatment for individual heart patients. 3. To encourage PHC trained CV specialists to serve in the regions. 4. To provide special job opportunities in the regions; reduce brain drain. 5. To reduce PHC Quantified Free Services. 	<p>At least P200Million for initial setup per Satellite PHC</p> <p>Approximately P1 Million per Out Reach Mission</p>	<p>Established Regional Heart Centers</p> <ol style="list-style-type: none"> 1. Southern Philippines Medical Center-(Region 11: Davao) 2. Northern Mindanao Medical Center(Region 10 :CDO) 3. Vicente Sotto Memorial Medical Center- (Region 7: Cebu) 4. Bicol Regional Training & Teaching Hospital- (Region 5: Bicol) 5. Mariano Marcos Memorial Hospital & Medical Center- (Region 1: Ilocos) 6. Western Visayas Medical Center- (Region 6: Iloilo)

IGG UPDATE : 2015 PHC Breakthrough

BREAKTHROUGH GOAL

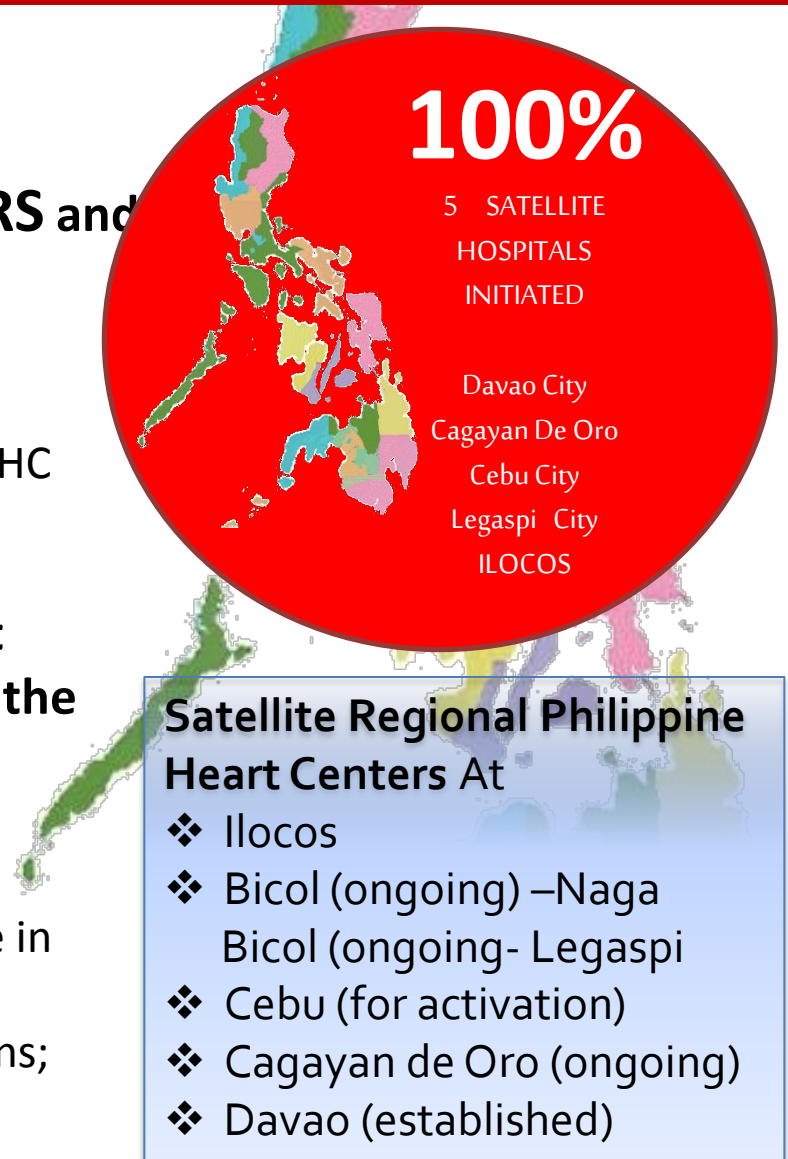
ESTABLISHMENT OF 5 SATELLITE REGIONAL PHILIPPINE HEART CENTERS and OUTREACH SURGICAL, INTERVENTIONAL, EDUCATIONAL MISSIONS

Estimated Cost:

At least P200 Million for initial setup per Satellite PHC

Approximately P1 Million per Outreach Mission

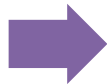
1. To provide local access to specialized heart care all over the country in strong support of the DOH Kalusugan Pangkalahatan program.
2. To reduce cost of treatment for individual heart patients.
3. To encourage PHC trained CV specialists to serve in the regions.
4. To provide special job opportunities in the regions; reduce brain drain.
5. To reduce PHC Quantified Free Services.



PHILIPPINE HEART CENTER 2012-2016

“KALUSUGAN PANGKALAHATAN”: Towards Healthy Happy Hearts in 2021

ENHANCE FIVE (5) REGIONAL HOSPITALS AS REGIONAL HEART CENTERS



Free Heart Bypass
From PhilHealth's Z
Benefit Program



**NEEDS
ASSESSMENT**

Infrastructure
Personnel

**SURGICAL
MISSIONS**

INITIATE HEART
SURGERIES

**PHILHEALTH Z
ACCREDITATION**

TO SUSTAIN CV
SURGERIES

SUPPORT FIVE YEAR
PLAN



Mending Kids- PHC Partnership Beneficiaries (2011- 2017)

Year	No. of Patients
2011	24
2012	34
2013	39
PHC	19
Cambodia Mission - Dec 2013	20
2014	69
PHC	37
Cambodia Mission - June 2014	24
Baguio Mission - Nov 2014	8
2015	70
PHC	17
VSMHC Cebu Mission - Jan 2015	11
MMMHMC Ilocos Mission - March 2015	12
PHC - August 2015	6
NMMC CDO Mission - Sept 2015	14
PHC - December 2015	10
2016	77
PHC	2
MMMHMC Ilocos Mission - March 2016	19
BRTTH Bicol Mission - July 2016	21
NMMC CDO Mission - Sept 2016	15
WVMC Iloilo Mission - Nov 2016	20
2017	72
VSMHC Cebu Mission - Jan 2017	15
SPMC Davao Mission - Feb 2017	20
MMMHMC Ilocos Mission - August 14-18, 2017	15
NMMC CDO Mission - Sept. 21, 2017	3
BRTTH Bicol Mission - Sept. 24-29, 2017	19
TOTAL	385

Regional Heart Centers Surgical Missions 2015-2017

Region		Regional Heart Centers	Number of Surgical Mission Beneficiaries
Region 1	Batac, Ilocos Norte	Mariano Marcos Memorial Hospital and Medical Center	46
Region 5	Legazpi, Bicol	Bicol Regional Training and Teaching Hospital	40
Region 6	Iloilo City	Western Visayas Medical Center	20
Region 7	Cebu City	Vicente Sotto Memorial Medical Center	26
Region 10	Cagayan De Oro City	Northern Mindanao Medical Center	32
Region 11	Davao City	Southern Philippines Medical Center	20
TOTAL			184

PHILIPPINE HEART CENTER 2012-2016

"KALUSUGAN PANGKALAHATAN": Towards Healthy Happy Hearts in 2021

IMPACT : FIVE (6) REGIONAL HOSPITALS AS REGIONAL HEART CENTERS

PATIENTS
100%
INITIATED



MD's/ CV
NURSES
TRAINED



SUSTAIN
5 YEAR
PLAN

12

OUTREACH
MISSIONS

84

MEDICAL
SPECIALISTS

3

APPROVED
Z Benefit PACKAGES
FOR OPEN HEART
SURGERY

184

BENEFICIARIES
Pedia

165

CARDIOVASCULAR
NURSES

3

REGIONAL HOSPITALS
ACCREDITED

5

APPLIED/APPLICATION
ON PROCESS
BICOL- JULY 2016
ILOCOS- 2017

REGIONAL HEART CENTERS' UPDATE

SURGICAL MISSIONS

**INITIATE HEART
SURGERIES**



	SOUTHERN PHILIPPINES MEDICAL CENTER	NORTHERN MINDANAO MEDICAL CENTER	BICOL REGIONAL AND TRAINING HOSPITAL	VICENTE SOTTO MEMORIAL MEDICAL	MARIANO MARCOS MEMORIAL HOSPITAL AND MEDICAL CENTER	WESTERN VISAYAS MEDICAL CENTER
UPDATED STATUS AS OF SEPT 2017	DAVAO	CAGAYAN DE ORO	LEGASPI CITY	CEBU CITY	BATAC, ILOCOS NORTE	ILOILO CITY
CV SURGERY INITIATED	YES 2010-PRESENT PEDIA: 20 ADULT : 68	YES 2013-PRESENT PEDIA : 32 ADULT: 19	YES 2010-PRESENT PEDIA: 40 ADULT:	YES 2014-PRESENT PEDIA:26 (NOV 2014) ADULT:12	YES MAR 2015 -PRESENT PEDIA: 46 ADULT: NOV. 2017	YES NOV 2016 PRESENT PEDIA: 20
PHILHEALTH APPROVED FOR Z-BENEFIT	YES 2014	YES NOV 2015	YES Approved CABG For Processing: VSD/TOF	YES FEB 2015	For application 2018	For application 2018
AHA Trainings	Given Provider's Training	Given Provider's Training- 1 st AHA Satellite Training Center	Given Provider's Training- prepare as AHA Satellite Training Center	With Existing accreditation	Given Provider's Training- prepare as AHA Satellite Training Center (Mar 2016)	
ACTION	FOLLOW UP OUTCOMES WITH PHC AS REFERENCE	FOLLOW UP OUTCOMES WITH PHC AS REFERENCE	CONTINUE SUPPORT FOR PERSONNEL	CONTINUE SUPPORT FOR PERSONNEL	CONTINUE SUPPORT FOR PERSONNEL	CONTINUE SUPPORT FOR PERSONNEL