Ron DeSantis Governor



Joseph A. Ladapo, MD, PhD State Surgeon General

### A Medical Quality Assurance Publication Florida Department of Health Quarterly Performance Report

July 1 - September 30, 2024

Q1

VISION To be the **healthiest state** in the **nation** 

#### **MISSION**

To protect, promote, and improve the health of all people in Florida through integrated state, county, and community efforts.

#### VALUES

#### Innovation

We search for creative solutions and manage resources wisely.

#### Collaboration

We use teamwork to achieve common goals and solve problems.

#### Accountability

We perform with integrity and respect.

#### Responsivenes

We achieve our mission by serving our customers.

#### Excellence

We promote quality outcomes through learning and continuous performance improvement.

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#### LICENSE



# LETTER FROM THE DIRECTOR

It is an honor to highlight MQA's journey through the first quarter of FY 2024-25, showcasing both our performance and our pursuit of excellence. This report is not just a summary of statistics but a reflection of our innovative advancements and dedication to our mission.

This quarter, MQA is proud to announce it was awarded the 2024 TaxWatch Productivity Award for the Nursing Program Portal (NPP). This revolutionary technology has substantially improved the management of nursing applicant educational records, allowing for automatic upload. This has saved MQA over 392 hours of manual labor, equating to over \$6,000 in operational cost savings. With Nursing making up almost 50% of initial licensure applications this quarter, this has been a vital contribution to increasing MQA's licensing efficiency. This expedited licensing process ensures nursing professionals can begin practicing in a timely way, providing patient care for Floridians.



This report is a testament to the milestones we have reached together, and it serves as a call for continued collaboration. Your insights and contributions are invaluable as we move forward in our shared mission to elevate health care regulation and ensure the highest standards of care across Florida.

Jennifer L. Wenhold, MSW, CPM

# EXECUTIVE SUMMARY

<u>Section 456.025(9), Florida Statutes</u>, requires MQA to report quarterly on its performance and financial status and assess its effectiveness in regulating health care professions and practitioners.

# ENFORCEMENT 12,323 complaints were received, marking a 5.8% increase from the previous quarter. 1,420 investigations were completed. 93 total emergency orders were issued, including 68 Emergency Suspension Orders and 25 Emergency Restriction Orders. 337 unlicensed activity complaints were received, and 132 unlicensed activity cease and desist orders were issued. MQA conducted inspections for massage establishments, optical establishments, dental laboratories, and electrolysis facilities (M.O.D.E.) within 5.7 days. A total of 173 new M.O.D.E. inspections were completed this quarter.

#### LICENSING

- 1,552,526 licensed practitioners were recorded in Florida at the close of Quarter One.
- 38,429 initial applications were received while 33,527 initial applications were approved.
- 104,425 renewal applications were processed, with 98% processed online.
- Initial applications were processed in an average of 2.6 days, while renewals were processed in 0.2 days this quarter.

#### **FINANCES**

 MQA maintained an overall cash balance of over \$35 million at the close of Quarter One.

# AROUND MQA

#### ACCOMPLISHMENTS

Guided by the core values of innovation, collaboration, accountability, responsiveness, and excellence, this section highlights some of MQA's quarterly accomplishments by dedicated teams who tirelessly contribute to public protection and regulatory efficiency in Florida.

#### OINNOVATION

We search for creative solutions and manage resources wisely.

#### Call Center Efficiency Improves with Higher Answer Rate and Reduced Wait Times

In July, the MQA call center achieved an 86% call answer rate, a significant improvement from previous fiscal years during similar license renewal periods. Efficiency gains are reflected in reduced wait times, which dropped from 812 seconds to 456 seconds compared to last fiscal year.

While the average talk time remained steady at five minutes and twelve seconds, the increased answer rate highlights our commitment to service. Through successful recruitment efforts, 90% of call center positions have been filled, with ongoing efforts to reach full staffing and maintain excellence in customer service.

#### OCOLLABORATION

We use teamwork to achieve common goals and solve problems.

#### HB 975 Marketing Workshop Series

Following the 2024 legislative session, House Bill 975 Background Screening Requirements for Health Care Practitioners requires that, effective July 1, 2025, criminal background checks conducted for all health care practitioners must include fingerprint screening by the Florida Department of Law Enforcement, for both prospective licensure applicants and practitioners licensed before July 1, 2025, when they next renew their licenses after that date.

The Strategic Planning Services team has hosted a workshop series to gather relevant project teams to prepare for the impending marketing campaign for House Bill 975. This initiative is designed to ensure seamless collaboration and clear communication as MQA moves toward full implementation of the bill's provisions.

#### OACCOUNTABILITY

We perform with integrity.

#### **Advancing Nursing Education Outcomes 2.0**

In July, in collaboration with the National Council of State Boards of Nursing (NCSBN), the Florida Board of Nursing hosted the Nurse Educator Workshop 2.0, at Indian River State College, located in Port St. Lucie, Florida. The workshop was a continuation of the initial workshop presented in FY 2023-24. The event was an opportunity to educate and heighten awareness about the nursing application and licensure processes, the approval and maintenance of nursing education programs, and an update on the National Council Licensure Examination (NCLEX) Next Generation (NGN).

During the workshop, a Student Success Panel provided shared standards of practices and helpful information identified as building blocks for success. The panel consisted of five nurse educators from both associate degree and baccalaureate programs, bringing a wealth of knowledge and varying perspectives. Plans for the next workshop will include breakout sessions for networking and information sharing.

#### ORESPONSIVENESS

We achieve our mission by serving our customers and engaging our partners .

#### OEXCELLENCE

We promote quality outcomes through learning and continuous performance improvement.

#### Prosecution Services Unit Kickoff Classic: Enhancing Teamwork and Productivity

The Prosecution Services Unit (PSU) Kickoff Classic is an internal competition aimed at boosting teamwork and productivity within PSU. Attorneys from various sections are grouped into diverse teams to encourage cross-functional collaboration, while driving key work outcomes aligned with the unit's mission.

During the competition, teams are tasked with submitting a specified number of Probable Cause Panel (PCP) recommendations and Division of Administrative Hearings (DOAH) referrals—critical actions in PSU's prosecution of health care licensees and in ensuring efficient case progression. The PSU Kickoff Classic delivered impressive outcomes, resulting in 20 cases being referred to the Division of Administrative Hearings (DOAH) and 283 cases submitted to Probable Cause Panels. Additionally, seven cases were successfully resolved at DOAH as a direct result of the competition. This initiative not only increases productivity but also fosters camaraderie across PSU's sections.



# AROUND MQA

#### MQA Wins Prestigious 2024 TaxWatch Productivity Award



MQA is proud to announce it was awarded the 2024 TaxWatch Productivity Award in September 2024 for its innovative Nursing Program Portal (NPP). This breakthrough solution has revolutionized the nursing licensure process, which has significantly reduced application approval times and streamlined operations during peak graduation periods.

The NPP allows Florida nursing programs to electronically submit graduation information, automating the data upload and verification process. As a result, nursing graduates' applications are approved within two business days when their school list is the only pending item, drastically accelerating entry into Florida's health care workforce.

The development of this portal is a critical milestone in ensuring timely licensure for nursing graduates, directly contributing to Florida's health care system. In the first three months of operation, the NPP has saved MQA 392 hours of manual labor, equating to over \$6,000 in operational cost savings. Beyond the economic benefits, the NPP ensures that nursing professionals can begin their vital roles in patient care faster, improving access to care for Floridians.

MQA's NPP stands as an exemplary model of how leveraging technology can enhance service delivery, bolster public health infrastructure, and create meaningful efficiencies within government operations.

#### MQA Graduates First Cohort of Certified Public Managers in Nine Years

MQA proudly announces the graduation of 10 staff members from the Certified Public Manager (CPM) Program in July—its first cohort in nine years marking a milestone in leadership development and public service excellence.

Offered through Florida State University's Florida Center for Public Management, the CPM program is a nationally recognized initiative that strengthens leadership skills in government professionals. Since 1979, more than 8,000 graduates have completed the program, which focuses on performance management, organizational effectiveness, and strategic planning.



MQA's newest graduates bring enhanced expertise to advance the organization's mission of safeguarding public health and upholding high standards for licensed health care practitioners. Their achievements reflect MQA's ongoing investment in professional growth and organizational success.

Building on this momentum, seven additional employees are currently enrolled and expected to graduate as early as August 2025, reaffirming MQA's commitment to leadership development and service excellence.

# PERFORMANCE STATISTICS

Required under section 456.005, Florida Statutes, quarterly performance reports (QPRs) provide the Division of Medical Quality Assurance (MQA), decision-makers, consumers, and other stakeholders with quarterly snapshots of key performance statistics, such as licensure, enforcement, and financial information.

This is a quarterly report of the performance of MQA as measured by the following key statistics: initial licensure, license renewals, massage, optical, dentistry, and electrolysis (M.O.D.E.) establishment inspections, and pharmacy inspections. This document also explores enforcement statistics, including complaints received, investigations completed and unlicensed activity. Financial data is reported as the dollar amount of regulatory fines and the dollar amount of fees imposed and collected, as well as military and customer contact data.

#### **INITIAL APPLICATIONS**

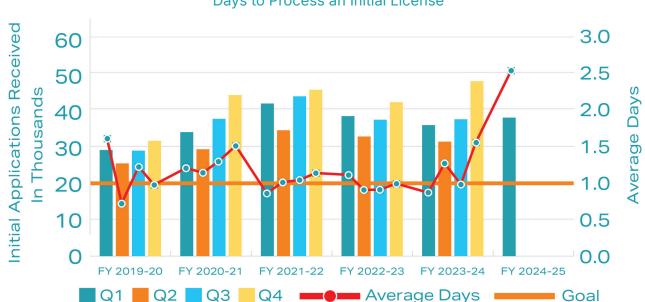
In Quarter One FY 2024-25, MQA received 42,990 initial applications from prospective practitioners seeking licensure, where 33,527 of these initial applications were processed for a total of 1,552,526 licensed practitioners in Florida. MQA processed initial applications for qualified applicants within 2.6 days on average in Quarter One. The profession with the most applications processed was Nursing at 53.6% (23,690) of the total.



**Measure:** The average time taken to process an initial license to gualified applicants.

**Definition:** The average duration from when an application is deemed qualified to the issuance of the license.

**Goal:** One day.



#### Figure 1: Initial Applications Received vs. Average Days to Process an Initial License



The licensure process can be delayed by several factors, mainly stemming from the wait for crucial documents from applicants. These include background screening results, records of criminal and disciplinary history, license verifications, transcripts, and continuing education certificates. Exam results can also cause delays, as some professions permit applicants up to one year to complete exams. Seasonal trends also affect processing times; the busiest periods for applications, typically due to graduation seasons, occur during the fall and spring semesters, while renewal peaks occur in even-numbered years.

#### **MILITARY DATA**

The Office of Veteran Licensure Services was established in 2023 to best assist members of our military, veterans, and military spouses who wish to become licensed health care practitioners in Florida.

By the end of Quarter One FY 2024-25, 19,471 military initial applications have been approved by DOH since December 18, 2012. The Military Fee Waiver pathway composes the high majority of the total at 82.9%, Veterans Application for Licensure Online Response (VALOR) System makes up 15.3% of the total, the Military Spouse pathway is 1.8% of the total, and the Military Platform pathway makes up 0.04%.

#### LICENSE RENEWALS

MQA processed 104,425 renewal applications in Quarter One. The majority of renewal applications were processed online (98%), and MQA processed completed applications for qualified applicants in under one (0.2) day on average.

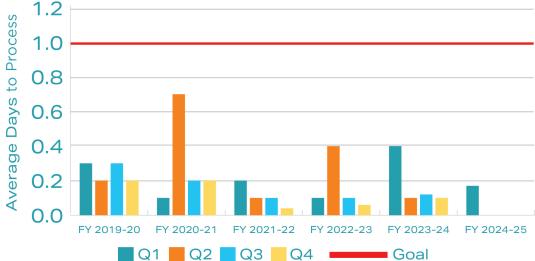


**Measure:** The average number of days to process a renewal application for a qualified applicant.

**Definition:** The average number of days to renew a license for health care practitioners and facilities from receipt of the completed application through approval.









#### DID YOU KNOW?

Health care practitioners renew their licenses in either even or odd years, depending on their profession:

#### **Even-Year Renewals:**

- **Radiologic Technicians**: Renew based on their birth month.
- Physician Assistants and certain physician groups: Renew by January 31.
- Acupuncture: Renew by February 28.
- Dental Practitioners, including Dental Hygienists and Nuclear Pharmacists: Renew by February 28.
- Osteopathy, Podiatry, and Chiropractic Medicine: Renew by March 31.
- Nurses (Registered Nurse and Advanced Practitioner
   Registered Nurse): Renew by April 30 or July 31.
- Psychology, Electrologist, Electrologist Facility, and a group of Certified Nursing Assistants: Renew by May 31.
- Clinical Laboratories: Renew by August 31.
- Athletic Trainers and Nursing Home Administrators: Renew by September 30.
- Emergency Medical Technicians and Paramedics: Renew by December 1.
- Opticians, Consultant Pharmacists, and Pharmacy Technicians: Renew by December 31.

#### Odd-Year Renewals:

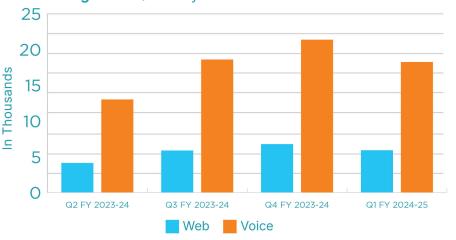
- **Radiologic Technicians**: Renew based on their birth month.
- Medical Physicists and another group of Medical Doctors: Renew by January 31.
- Occupational Therapists, Optometrists, Pharmacy Establishments, and Hearing Aid Specialists: Renew by February 28.
- Social Workers, Marriage and Family Therapists, and Mental Health Counselors: Renew by March 31.
- Nurses (Group 3): Renew by April 30.
- Respiratory Therapists, another group of Certified Nursing Assistants, and Dietitians and Nutritionists: Renew by May 31.
- Licensed Practical Nurses: Renew by July 31.
- Massage Therapists and Massage Establishments: Renew by August 31.
- Pharmacists: Renew by September 30.
- Physical Therapists, School Psychologists, and Orthotists and Prosthetists: Renew by November 30.
- Midwifery, Genetic Counselors, and Speech-Language Pathologists and Audiologists: Renew by December 31.

#### CUSTOMER CONTACT

Health care consumers and practitioners are able to contact MQA with questions through ELI and the call center to best meet their needs. ELI is a virtual agent that offers web chat and voice call options for the convenience of customers and has been an evergrowing tool in efficiently meeting the needs of the public.

The total number of ELI Web Chats in Quarter One FY 2024-25 was 58,951, and the total Voice Calls was 182,314.

#### Figure 3: Quarterly ELI Web and Voice Totals



Most ELI contact happened within business hours, as opposed to outside of business hours, where 36,893 Web Chats (62.6%) and 173,827 Voice Calls (95.3%) were conducted. The Board of Nursing made up 40% of the total web chat volume this quarter.

In Quarter One FY 2024-25 the MQA Contact Call Center was offered 69,712 calls and 60,690 (or 87%) were answered. The average talk time was 5 minutes and 10 seconds.

# ENFORCEMENT AT A GLANCE

Per section 20.43 and Chapter 456, Florida Statutes, MQA is to ensure adherence to statutes, laws, and regulations that govern health care professions under the Department of Health's purview, emphasizing public health, safety, and welfare. To meet this obligation, MQA established the Bureau of Enforcement, comprising the Consumer Services Unit (CSU), Investigative Services Unit (ISU), and Compliance Management Unit (CMU). These units work together to receive, investigate, inspect, and resolve complaints filed against health care practitioners and facility owners.

#### M.O.D.E. INSPECTIONS

Imagine walking into a health care facility where every corner sparkles with cleanliness, every instrument is impeccably sterilized, and every practitioner is confidently following strict safety protocols. This serene environment isn't mere coincidence – it is the result of careful facility inspections and compliant facility owners. Facility inspectors are the unsung heroes of health care, ensuring that safety and sterility standards are consistently met for the benefit of both practitioners and the public.

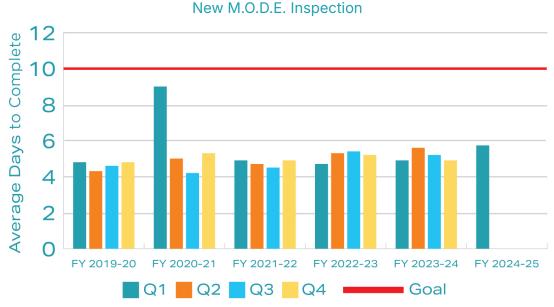
This quarter, a total of 173 new M.O.D.E. inspections were completed. The average number of days to complete a new M.O.D.E. inspection this quarter is 5.7 days. This is well under the target goal of 10 days and revealing a steadfast commitment to regulatory efficiency.



Measure: Average number of days to complete an M.O.D.E. inspection.

**Definition:** The average number of days from the date the facility requests inspection to the date the inspection is completed. This measure does not include those facilities that request a delay in inspections.

#### Figure 4: Average Days to Complete a



Goal: 10 days.

#### PHARMACY INSPECTIONS

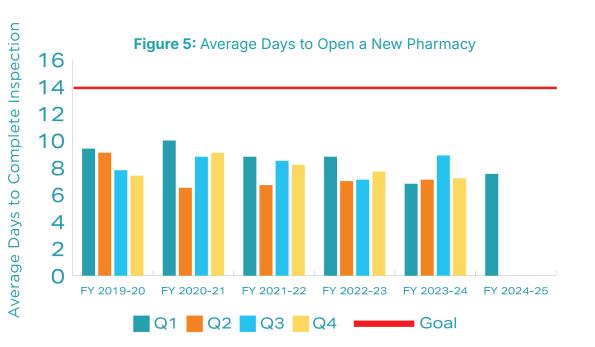
Pharmacy facility inspections are designed to ensure pharmacies adhere to established operational and practice standards, particularly in areas such as recordkeeping, inventory management, and the control of substances.

During Quarter One, new inspections were completed in an average of 7.5 days. Overall, MQA has consistently completed new pharmacy inspections well below the threshold of 14 days. There are 10,971 pharmacy facilities and establishments (pharmacies, nonresident sterile compounding pharmacies, and resident sterile compounding pharmacies). Of the 1,819 pharmacy inspections, routine inspections were the most common at 1,674 of the inspections.



**Measure:** Average days to complete a pharmacy inspection.

**Definition:** The average number of days from the date an applicant is ready for an opening inspection to the date the inspection is completed.

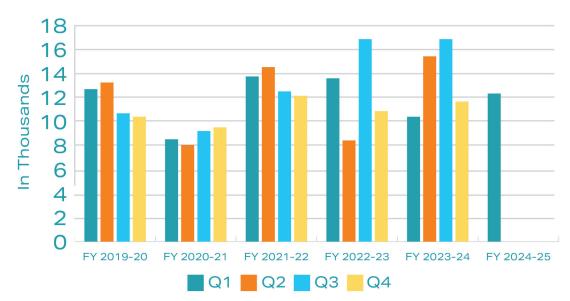


Goal: 14 days.

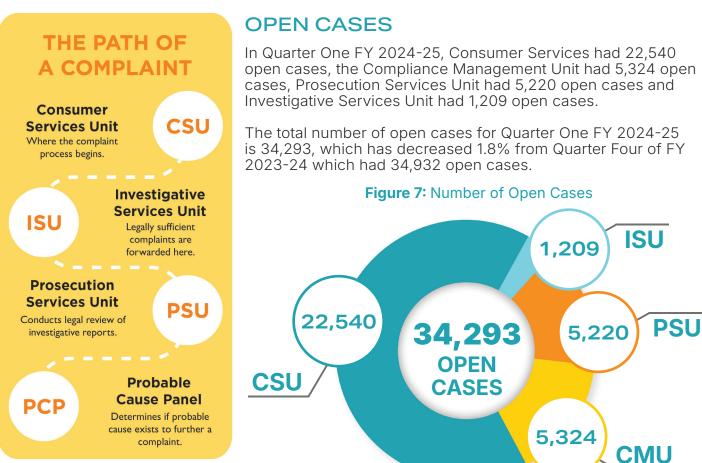
#### COMPLAINTS

MQA received 11,433 complaints in Quarter One which is a 5.8% increase from the previous quarter. When comparing the first quarters of FY 2023-24 and FY 2024-25, there has been an 18.6% increase in complaints received. It took 6.8 days on average to process a complaint.

In Quarter One FY 2024-25, 1,764 cases were found legally sufficient. Probable cause was found in 345 cases, no probable cause was identified in 790 cases, and 1,420 investigations were completed.



#### Figure 6: Complaints Received



#### EMERGENCY ORDERS

<u>Section 456.074, Florida Statutes</u>, grants PSU the authority to order an immediate stop to activities deemed an imminent threat to the public. These directives, referred to as Emergency Orders, are endorsed by the State Surgeon General. Whereas Emergency Restriction Orders (EROs) establish limits on a practitioner's professional activities under suspicion, Emergency Suspension Orders (ESOs) temporarily revoke the practitioner's license according to the order's terms.

During Quarter One, PSU issued 93 total Emergency Orders, 25 of which were Emergency Restriction Orders and 68 of which were Emergency Suspension Orders. The 93 Emergency Orders for Quarter One FY 2024-25 is a 32.9% increase from the number of Emergency Orders issued for Quarter Four of FY 2023-24.

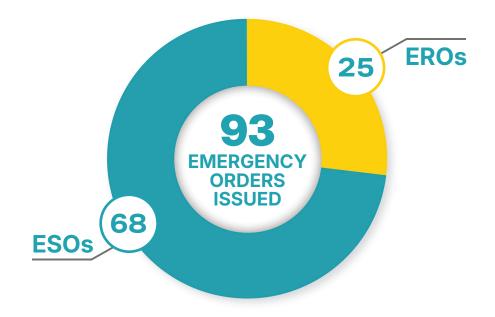


Figure 8: Emergency Orders Issued

# UNLICENSED ACTIVITY

MQA's Unlicensed Activity (ULA) Program informs the public about the risks associated with receiving health care services from unlicensed practitioners. Per section <u>456.072</u>, Florida <u>Statutes</u>, delivering medical care without a license may lead to fines, civil penalties, and potential imprisonment. Through collaboration with law enforcement agencies and state attorneys, the ULA Program actively investigates and pursues legal action against unlicensed practitioners, which is critical in safeguarding public interest and maintaining the integrity of professional standards.



Figure 9: ULA - Orders to Cease and Desist



It should be noted that this data does not follow a fiscal year or quarterly timeline.

#### **ULA Outreach**

Outreach serves as a pivotal component of the ULA Program, providing the community information about the grave consequences of participating in unlicensed health care practices.

While typically focused on prioritizing large events to communicate the program's significance to residents and visitors and effectively gain community attention. The ULA Program's new goal to establish meaningful relationships with local community leaders, advisors, and public health sectors will mean concentrating on smaller, localized events across Florida's communities.

Through these outreach endeavors, MQA investigators highlight not only the physical outcomes but also the mental and financial toll of unlicensed health care activities. They cover penalty fines for infringements, potential criminal charges, and protocols for reporting unlicensed health care practices.

#### **ISU Field Office Meet & Greets**

Jupiter met with the Greater Palm Beach Health Care Fraud Task Force on July 12.

Miami hosted a virtual meet and greet via Teams with the Miami-Dade County Human Trafficking Coalition on July 16.

Tallahassee hosted a meet and greet with the Agency for Health Care Administration on August 16.

Pensacola ISU collaborated with the National Insurance Crime Bureau for a meet and greet on August 24.

#### Florida Massage Therapy Association

The Florida Massage Therapy Association is an organization dedicated to supporting massage therapists. Each year, they host a conference during which therapists from across Florida come together for continuing education, to purchase new tools or equipment, and to stay informed about new rules and regulations. ISU set up a booth at the event to raise awareness about ULA and encourage therapists to report any suspicious activity. Many attendees were already familiar with our program and expressed their commitment to reporting any unusual occurrences they may encounter.

#### Orlando Family & Friends Expo

Orlando ISU actively participated in the ninth Annual Florida Kids and Family Expo, held at the Orange County Convention Center in Orlando. This two-day event attracted over 3,000 parents and children, providing a fun-filled experience with activities such as a petting zoo, slime-making booths, tutoring services, fashion shows, and more.

The event offered an excellent platform to promote the ULA program, engaging with families and spreading awareness about the initiative. The diverse attendance and family-friendly atmosphere made this expo a prime opportunity to build connections and educate the community on the program's benefits.

#### Back to School Daycation

Jacksonville ISU teamed up with the local community for the Back to School Daycation at Lem Merrett Park in Jacksonville. The event featured bounce houses, snow cones, games, and prizes. ISU contributed by distributing pencils, notebooks, and other school supplies to raise awareness about the ULA program.

#### Valencia College

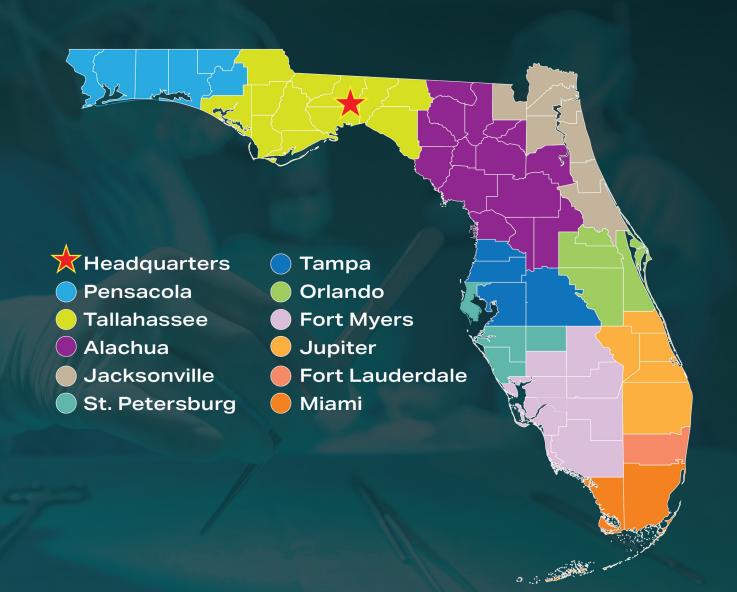
Raising awareness among our licensees about the impact of ULA on the medical industry has been a priority for ISU. On August 19, the Orlando ISU team visited Valencia College during the Traditional Nursing Senior Orientation. ISU saw this as an ideal opportunity to provide students with an overview of how to identify ULA and the proper steps for reporting it.

#### International Association of Human Trafficking Investigators

The fight against human trafficking continues. ISU investigators attended the IAHTI conference from September 4 to 6 to sharpen their skills in identifying human trafficking indicators. The event featured sessions on labor trafficking in hospitality and nail salons, interactive crime scene exercises, case studies, and other valuable insights. It also provided an excellent opportunity for our investigators to network with other agencies.

#### Sunrise National Night Out

Fort Lauderdale ISU participated in the Sunrise National Night Out on August 6th. This event fosters connections between the community and law enforcement. Highlights included K9 demonstrations, face painting, and various community resources, including ISU. Local events like these empower community engagement, building trust, loyalty, and expanding our impact.













If you suspect unlicensed activity, you can report what you know by submitting information through MQA's Online Complaint Portal or call 1-877-HALT-ULA to speak directly with an investigator.

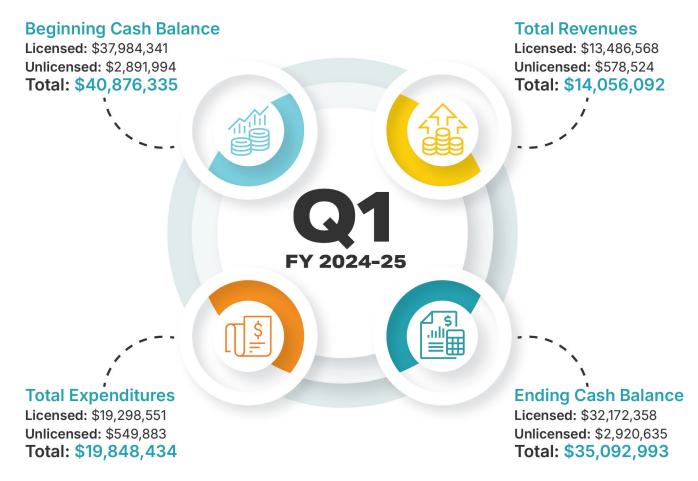
MQA also encourages you to know before you go; verify that your practitioner has a license by looking them up via <u>MQA's License Verification Portal</u> and beware of the signs of unauthorized practice to detect when it may be happening, which can be found at <u>FLHealthSource.gov/ULA</u>.

# FINANCIAL SUMMARY

Under the guidelines of <u>section 456.025(9), Florida Statutes</u>, MQA funds its operations through the collection of licensing fees and fines from health care practitioners, as well as enforcement actions. These revenues are allocated across the 22 regulatory boards and four councils responsible for overseeing daily licensing and enforcement tasks. In Quarter One, regulatory fines and fees totaled \$470,557.96, with \$495,279.42 successfully collected.

Each practitioner's application fee includes a dedicated \$5 contribution towards enforcement efforts, with disciplinary action fines also augmenting this fund. These contributions are deposited into the MQA Trust Fund, which supports the regulation of practitioners and facilities. Regular quarterly financial reports on the fund's revenues and expenditures serve as a gauge of MQA's regulatory efficiency.

At the beginning of Quarter One, MQA reported an overall total cash balance of \$40,876,335, earmarked for licensing processes, program management, and marketing initiatives. This figure encompasses the fiscal year's beginning balance for 2024-25, detailing all revenues, expenses, and the closing balance at the end of the quarter.



#### **Quarter One Revenues and Expenditures**

## GLOSSARY

#### **Emergency Action**

An action taken by the State Surgeon General to suspend or restrict the ability to practice when a licensed health care practitioner poses an immediate and serious threat to the health, safety, and welfare of the public.

#### **Emergency Suspension Order (ESO)**

An order issued by the Department suspending the license of a practitioner. A practitioner may not practice in the state of Florida while under an emergency suspension order.

#### **Emergency Restriction Order (ERO)**

An order issued by the Department restricting the practice of a practitioner in the state of Florida under conditions specified by the Department.

#### **Final Order**

An order of a regulatory board or the Department outlining the finding of facts, and penalties in a disciplinary case against a licensee. The administrative complaint outlining the charges against the licensee is attached and becomes part of the final order when filed with the agency clerk.

#### **Investigations Completed**

Investigations are initiated when a complaint is considered legally sufficient. All completed investigations are presented to the PSU with an Investigative Report and all documents related to the complaint.

#### **Legally Sufficient**

A complaint that contains ultimate facts that show that a violation of <u>chapter 456.073(1)</u>, <u>Florida</u> <u>Statutes</u>, of any of the practice acts relating to the professions regulated by the department, or of any rule adopted by the department or a regulatory board in the department has occurred.

#### MQA Trust Fund Unlicensed Activity Fee

A \$5 fee collected at initial and renewal licensing that funds the investigation and enforcement of unlicensed activities, according to Florida law.

#### **Probable Cause**

A determination that there is a reasonable basis to suspect that a person has violated or is violating the law.

#### **Qualified Applicant**

A qualified applicant has met all requirements to become licensed and may be licensed on the day an application has concluded processing. This is different from an approved applicant who may still have to pass an examination or meet an additional requirement outside of having an application approved.

#### Unlicensed Activity (ULA)

Unauthorized practice of a health care profession or delivery of health care or medical services by an individual not in possession of a valid or active license to practice that could cause injury, disease, or death.

# CONTACT US

For more information or to contact us, please visit MQA's Virtual Agent, ELI, accessible on the board and council websites. ELI, powered by artificial intelligence, enhances the experience for health care applicants and practitioners by offering instant information and recommendations. ELI is available to answer inquiries through voice and online chat options, during and beyond standard business hours.

**CHAT NOW** 



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