THE BLOOD SERVICE'S YEAR

# 2020



# LINK IN A CHAIN OF HELPERS





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# IN A NUTSHELL

# THE BLOOD SERVICE IN THE FINNISH HEALTHCARE SYSTEM

■ The Blood Service is part of the Finnish Red Cross and serves Finnish healthcare. We are responsible for supplying blood products all over Finland in a centralised manner. Our tasks include organising blood donations and collecting blood as well as testing donated blood, manufacturing blood products and distributing them to hospitals.

We provide healthcare sector services such as blood cross-matching and tests needed for organ, tissue and stem cell transplants. The Blood Service performs blood group and blood group antibody tests for all pregnant women. The Blood Service also hosts the Finnish Stem Cell Registry, which provides stem cell grafts for patients.

Our strong expertise is built on in-house research and development, which forms the foundation for safe blood transfusions and novel cell therapies now and in the future.

We help others to save lives. We operate together with voluntary donors and hospital professionals.•







# Helping patients is a joint effort

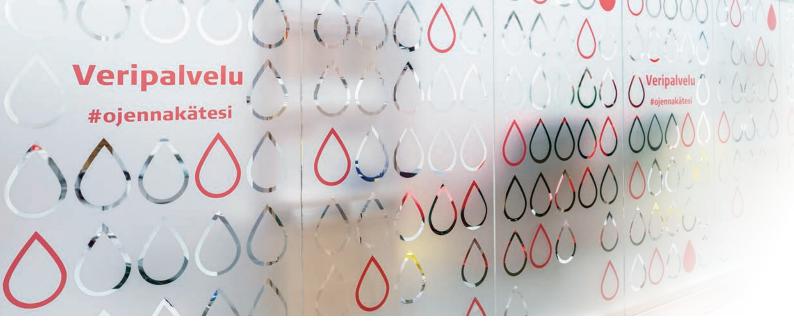
We work to help patients get better. Together with blood donors, the Blood Service supports hospitals in treating patients. A host of volunteers assists us in organising blood donation events.

# We are expert professionals

The Blood Service operates in 9 towns and cities and employs about 500 professionals, all experts in their field. We provide blood and cell products and associated laboratory and expert services for the healthcare system.

# We are a non-profit organisation

The Blood Service is an independent, non-profit unit of the Finnish Red Cross. We cover the costs of our operations and their development by selling cell and blood products and expert services to the Finnish healthcare system. We are responsible for maintaining good operational efficiency and overall economic efficiency.



## **REVIEW BY THE CHIEF EXECUTIVE**

he year 2020 was exceptional for the whole of society, as the coronavirus epidemic rapidly spread to become a global pandemic. The Blood Service already had an emergency plan for pandemics, and this was now put to the real test.

In the spring, the number of blood donations dropped significantly at the Blood Service due to the restrictions on gatherings imposed by the authorities. Fortunately the effect was temporary, thanks to support given by the authorities and to frequent communications.

As the healthcare sector prepared for treating coronavirus patients and postponed non-urgent treatments, the use of blood products decreased by about 20%. Due to the decline in the need for blood products, some blood donation events arranged by the Blood Service were cancelled and less blood was collected to correspond with the new requirement.

The first wave of coronavirus was much shorter than expected, and by midsummer the need for blood products had returned to normal. Returning donations to the normal level in the middle of summer was challenging, but there was no shortage of blood products.

Regardless of the exceptional circumstances, we have been able to press ahead with significant development projects. A new data system for the management of blood donation, blood product manufacture and the supply chain was introduced in May. About the same time, construction work on the new premises for the Blood Service began in Vehkala, Vantaa.

The Blood Service has also managed to keep its promise to the Finnish healthcare system. This is mainly thanks to the committed blood donors who have lent a helping hand to patients despite the ongoing uncertainty. Our staff have had to work under a lot of

pressure and maintain adherence to strict hygiene practices. Blood donation visits have been safe thanks to these strict practices.

I'd like to express my warmest thanks to all blood donors and our fantastic nurses working in the front line, our manufacturing and laboratory staff, and all our other great employees for keeping the system running. Supervisors have had an important role, as we've been adapting to the changing situation; they have secured safe conditions for our employees as well as for blood donors.

### Martti Syrjälä

Professor, Chief Executive of the Blood Service





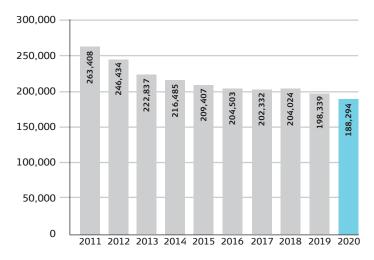
# **OPERATIONAL REVIEWS**



# Blood group distribution among donors in Finland New blood donors in 2020 A+ A B+ B AB+ AB O+ O 35% 5% 15% 2% 6% 1% 30% 5%

Blood donors are invited to donate on the basis of their blood group.

#### Whole blood donations



In comparison with 2019, less blood was collected due to a decrease in the use of red blood cells in hospitals.

## **BLOOD DONATION**

■ 2020 was exceptional due to the coronavirus epidemic, as there were sharp variations in hospitals' need for blood products as well as operational changes necessitated by the epidemic. Despite this, a sufficient number of blood donations took place every week, and nearly 19,000 new blood donors were recruited during the year – 15% of all donors. We achieved this because we communicated clearly and coherently about the importance of donating blood as well as its safety despite these exceptional times.

118,452 persons registered for blood donation and donated blood 205,792 times. Whole blood was donated 188,294 times, about 5% less than in 2019. 45% of donors took part in organised donation sessions, the number of which was 1,108.

A total of 2,272 machine-aided platelet collections were carried out – about 200 fewer than in 2019. These collections covered 13% of all platelet products we supplied.

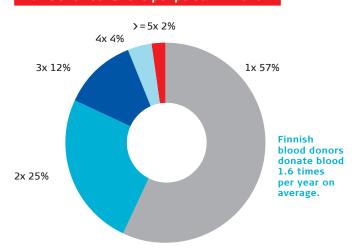
New blood donors were recruited with public advertising but also through social media channels as well as cooperation with sports clubs, educational institutions, the Finnish Red Cross and the Finnish Defence Forces, for example. 24 blood donation events were organised at garrisons, resulting in about 2,100 donations. Due to the coronavirus epidemic, fewer blood donation events than usual were organised at workplaces and educational institutions.

Over 23,000 of the visits were thanks to "Blood-Group" members. There were 3,500 active BloodGroups in 2020, and 800 new BloodGroups were set up.

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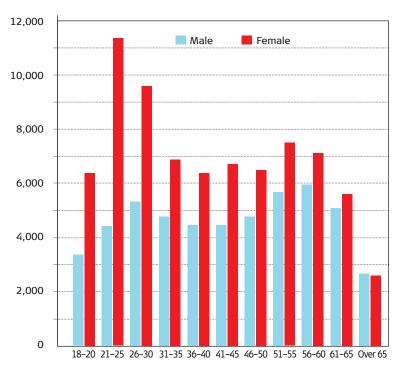
### Number of donations per person in 2020



Satisfaction among donors remained high. The proportion of those who were highly satisfied was the same as in 2019: 95%. The NPS score regarding recommending blood donation was 93, which is excellent.

At the beginning of May, a new data system was introduced, including an electronic health questionnaire for the donors. This change involved an extensive process update and familiarizing the entire staff with the new approach. Due to the coronavirus epidemic, we had to rapidly introduce infection control precautions in the customer premises as well as change our usual practices.

### Blood donors' age and gender distribution in 2020



The group with the most blood donors is young women.





# **BLOOD PRODUCTS**

■ The manufacture of blood products involves separating the donated whole blood into red blood cells, platelets and plasma. We are responsible for the distribution of blood products to all Finnish hospitals in accordance with the needs of medical care.

The coronavirus pandemic had surprisingly little effect on the need for blood products as a whole. In the spring, at the beginning of the pandemic, the use of blood products dropped sharply but returned to normal fairly quickly, contrary to expectations. In the second half of the year, the need for blood products was at times even greater than in 2019.

The rapid recovery in demand in the early summer required close monitoring of the situation, as well as collaboration with the order centre, blood donation operations and the communications department. As the situation stabilized, blood stocks remained good and the donated blood was utilized efficiently in manufacture.

179,387 red blood cell products were sold to clients for patient treatment, 5.8% less than in 2019. The need for the other main product, platelets (thrombocytes), diminished in hospitals by less than one per cent. Sales of medicinal frozen plasma (octaplasLG) to hospitals by the Blood Service fell by almost eight per cent.

The pandemic had a considerable effect on the logistics of blood products. Reductions in air travel, in particular, made it difficult to transport urgent products. Cuts in bus transport and frequent timetable changes too required continuous monitoring and arrangements with clients. Taxis were used even in regular long-distance deliveries. All in all, we adapted to the new situation fairly well.

The changeover to a new production control data system was a huge challenge during the pandemic and burdened the entire organisation. Despite this, the system was successfully introduced and product deliveries to clients went as planned with no interruptions.

### Blood product sales to hospitals

Product, units	2018	2019	2020	change % 2019-2020
Red blood cells (without white blood cells)	191,857	190,437	179,387	- 5.8%
Platelet products (including apheresis products)	33,366	31,621	31,381	- 0.8%

The use of blood products was down on the previous year.

# Use of donated whole blood for preparation of blood products

	Red blood cells	Platelets**
Products used in blood transfusions	95%	90%
Removals related to blood donation	3%	-
Removals related to laboratory results and the manufacturing process	< 2%	-
Others not used for blood transfusions (expired or supplied for medicines manufacture)	< 1%*	10%

<sup>\*</sup> Some red blood cells not used for blood transfusions are sent for use as raw material for a medicinal product used for the treatment of porphyria (a rare metabolic condition)

\*\* Proportions of platelet products; manufactured using only some of the

In Finland, the use of blood for the treatment of patients is highly efficient.



 Z018
 Z019
 Z020

 Tests for blood typing
 13,992
 12,623
 13,180

 Red blood cell antibody identification
 4,279
 3,990
 4,086

 Blood compatibility tests

Blood compatibility tests
performed urgently and outside
office hours

2,445

2,314

2,327

Tests on maternity clinic specimens
69,792
69,115
73,063

Tissue compatibility tests
9,423\*
10,245
9,807

\* The structure of the test package was changed in 2018.

The increase in birth rate after a decline of several years is reflected in the number of maternity clinic specimens.

# HIV and hepatitis (B and C) viruses and syphilis in blood donor samples

	2016	2017	2018	2019	2020
Hepatitis B	2	3	2	5	6
Hepatitis C	7	4	4	8	8
HIV	0	1	2	1	1
Syphilis	9	6	4	9	7

Careful donor selection ensures that very few carriers of the HIV or hepatitis viruses are identified when the blood is tested for infection.

Organ transplants performed in Finland (Source: Scandiatransplant)							
	2016	2017	2018	2019	2020		
Kidney	262	240	238	293	263		
Liver	61	63	66	64	75		
Cardiac disorders	30	26	47	30	22		
Lungs	18	24	18	27	21		
Pancreas	27	21	23	39	26		
Small intestine	0	0	0	0	1		
Other	1	0	0	0	0		
TOTAL	399	374	392	453	408		
From deceased Finnish organ donors	136	116	108	141	121		
From live Finnish organ donors (kidney)	22	29	32	25	31		

The Blood Service performs tissue typing for all organ transplants performed in Finland and assesses tissue compatibility between the transplant recipients and the organ donors.

# LABORATORY Services

Our Laboratory Services conduct tests to ensure the safety and quality of the Blood Service's blood and cell products and to meet various healthcare needs.

The effects of the coronavirus pandemic were reflected in laboratory activities as greater than usual quarterly variations in the number of tests performed. This in turn affected blood donor studies performed to ensure the safety of blood products, as well as the testing services offered to healthcare providers. Despite this, testing was provided throughout the year.

The number of tissue compatibility tests fell slightly on the previous year. Tests on maternity clinic specimens increased along with the increase in birth rate after several years of decline. This coincided with an important milestone: the Blood Service completed 30 years of centralised blood-group antigen testing for pregnant women.

We are continuously developing our workflow processes in order to ensure the efficiency and responsibility of our operations. We began preparations to transfer our key laboratory techniques, such as the pre-processing of blood donor samples and the automation used in infection screening, in the new Vantaa premises to be completed in 2022. We also began a research project to determine the prevalence of hepatitis E among blood donors. This project will help us assess the risk of blood-borne hepatitis E infections.





# STEM CELL REGISTRY

■ The Finnish Stem Cell Registry, which is run by the Blood Service, belongs to the global network of registries providing stem cell grafts. Our Registry closely supports the Finnish and Estonian stem cell transplant centres. We recruit voluntary donors to the Registry. We search for compatible donors for patients in need of a stem cell transplant in registers in Finland and other countries. We also organise graft collections from Finnish donors and supply the grafts to transplant centres.

Over the year, 3,844 new members joined the Stem Cell Registry, bringing the number at the end of the year to over 55,000. We supplied 153 grafts to stem cell transplant centres treating patients. Our couriers picked up 20 stem cell grafts from abroad and distributed them to hospitals for the treatment of patients. We also helped to distribute 91 grafts to or from other countries in compliance with the special arrangements required by the coronavirus pandemic. •

# Grafts delivered by the Stem Cell Registry

Grafts supplied, total			
	2018	2019	2020
Bone marrow graft	14	11	24
Blood stem cell graft	104	105	117
Cord blood graft	4	1	3
Lymphocyte graft	13	9	9
Total	135	126	153

There are various ways to collect stem cells from donors. Harvesting the cells from the donor's bloodstream is by far the most common method.

From a Finnish donor to a Finnish patient					
	2018	2019	2020		
Bone marrow graft	5	0	5		
Blood stem cell graft	18	21	15		
Cord blood graft	0	1	0		
Lymphocyte graft	2	0	0		
Total	25	22	20		

From a non-Finnish donor to a Finnish patient					
	2018	2019	2020		
Bone marrow graft	8	8	15		
Blood stem cell graft	54	58	63		
Cord blood graft	2	1	0		
Lymphocyte graft	8	8	6		
Total	72	75	84		

From a Finnish donor to a non-Finnish patient						
	2018	2019	2020			
Bone marrow graft	1	3	3			
Blood stem cell graft	13	12	22			
Cord blood graft	2	0	3			
Lymphocyte graft	3	0	3			
Total	19	15	31			

The Stem Cell Registry operates internationally. The Blood Service's couriers also bring in stem cell grafts from abroad.



# CELL PRODUCTION CENTRE

■ Our Cell Production Centre researches, develops and manufactures new cell therapy products for use in healthcare. In 2020, we provided mesenchymal stromal cell products (LY-MSC) to nine patients for the treatment of immunological problems in the stem cell transplant units at Helsinki and Turku University Central Hospitals. We also manufactured four haploidentical stem cell grafts aimed at paediatric patients.

We are conducting several projects to develop cell therapy products for the treatment of refractory cancers. For this purpose, we are currently developing CAR-T cell products and NK cell products.•

# MEDICAL SERVICES AND CONTACTS WITH CLIENT HOSPITALS

■ Our physicians participate in patient care by giving opinions and answering questions about the patient samples tested in the Blood Service laboratory. They also support hospitals during oncall times via telephone consultations on issues such as blood transfusions. Our contact network consists of healthcare professionals involved in blood transfusion treatments from all university and central hospitals.

We regularly measure our hospital clients' satisfaction by means of surveys. The 2020 client survey was targeted at blood product clients. In the survey carried out in November, they gave the



Blood Service an excellent overall score of 9.4 on a scale from 4 to 10. The pandemic and the introduction of a new enterprise resource planning system did not affect the result, which was as good as in the previous year.

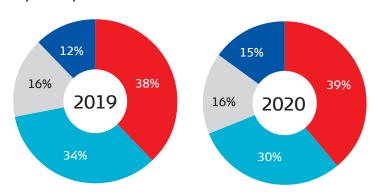
Meeting blood unit clients, communicating actively with clients and reporting on the use of blood products are important aspects of managing the blood service chain.

In 2020, we also organised four training events for healthcare professionals. We continued our cooperation with the National Institute for Health and Welfare to set up a national blood transfusion register within the Kanta service. We prepared electronic haemovigilance communications with the Finnish Medicines Agency. We also produced an assessment report on the microbial safety of platelet products and ways to improve it.

Due to the coronavirus epidemic, many countries began investigating the use of plasma from recovered patients in treatment, encouraged by the European Commission. We participated in clinical research in Finland by collecting plasma from recovered volunteers for research purposes.



# Division of research working hours by study area



- Cell therapy research and Cell Production Centre
- Blood donation and Blood Service biobank
- Tissue compatibility and the FHRB Biobank
- Blood cells

Nearly 40% of our research resources for 2020 were used to produce new cell therapies and for research and development work.

Number of scientific publications by research area						
Research area	2016	2017	2018	2019	2020	
Blood donation	3	2	2	4	4	
Blood cells	1	2	1	4	1	
Tissue compatibility	13	12	6	7	6	
Cell therapy	14	4	6	7	2	
Other areas	11	7	1	4	5	
Total	42	27	16	26	18	

Researchers at the Blood Service contributed to 18 peer-reviewed scientific publications in 2020. There is a long research tradition at the Blood Service in the areas of cell therapy and tissue compatibility of transplants, and this is reflected in publishing activity.

# RESEARCH

- The Blood Service's scientific research is guided by the focus areas specified in the research strategy:
  - Blood supply chain efficiency
  - Effectiveness of cell therapies and transplantations

Development work on new cell therapy products has accelerated, thanks to a cooperation agreement with the University of Helsinki and Helsinki University Hospital. Several new cell therapy products are being developed in our Cell Production Centre. We were also chosen to coordinate an extensive project funded by Business Finland. One of its aims is to test whether blood products can be developed to act as new drug carriers.

Our Biobank has received consent from over 50,000 blood donors for their blood samples to be used in research projects by the Blood Service and other parties.

The total costs of our research and development operations were about €3.2 million, 61% of which was covered by external funding. In 2020, two doctoral theses on cell therapy and one doctoral thesis on tissue compatibility were completed within the Blood Service.

In spring 2020, our R&D department was transferred to the Biomedicum campus in the Meilahti hospital area, which will strengthen the visibility of R&D as well as cooperation with other research groups on the campus.



# OTHER OPERATIONS

Our Quality Management staff ensure the Blood Service's operations meet the requirements of the legislation, authorities, accreditation bodies and pharmaceutical industry stakeholders.

In 2020, areas highlighted in the development of quality management were harmonising quality activities and making digital improvements. Quality control processes, such as recording of findings, change management, audits and risk assessments, were streamlined. From now on, they will be managed entirely using an electronic, validated system.

We achieved an important milestone in the development of our **Digital Services**, as we introduced a new data system for the management of blood donation, manufacture and the supply chain. This change also affected blood donors, because the health questionnaire they complete before blood donation is now electronic. The questionnaire can be completed before coming to the donation site, making the process smoother and faster.

Communications and Marketing were dominated by the coronavirus epidemic. The donation requirements and practices changed with the epidemic, which meant that communications continuously had to adapt. The introduction of a booking system and an electronic health questionnaire also required effective communications and changes to routine practices. Advertising and communications were needed every day during the year, the focus being on social media channels. We also introduced an Al-based chatbox that replies to donors' questions on the website on a 24/7 basis.

In 2022, the Blood Service head office will move to rented premises in Vehkala, Vantaa. The project

is being coordinated by **Technical Services** and involves both planning and construction of a new blood service centre. The new premises will be technically superior and meet the requirements well into the future. Planning of the new premises was completed in 2020 and construction work has begun. •



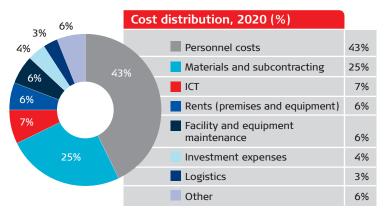




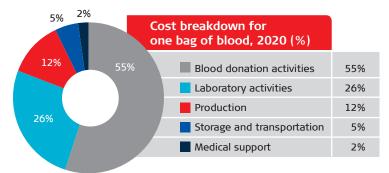
# FINANCES AND SOCIAL RESPONSIBILITY



**Blood products** account for most of the Blood Service's turnover.



Personnel costs are the Blood Service's biggest single cost item.



The cost of a blood product consists of several factors.

he Blood Service is a non-profit organisation. Its activities are financed by the sales of products and services to healthcare organisations. The Blood Service is not supported by government funds or other external sources, except for grants and subsidies for research projects. Any financial surplus is not shared but instead used to ensure the continuation and development of activities.

Net profit for the financial year was €2.1 million. Financial income accounted for €2.2 million of the financial result. Turnover was €57.2 million, 2.6% down on the previous year. The decrease is largely due to a fall in demand for blood products.

Personnel costs increased by 1.1%. Material and subcontracting expenses were down by 3.7%. Other costs, the largest of which were incurred by premises, ICT and logistics services, increased by 3.4%.

The use of blood products has declined by some 25% in 10 years. The Blood Service has adjusted well to the situation, and there has been no need >>

# Social responsibility indicators

	2018	2019	2020
ECONOMIC INDICATORS			
Turnover, €1,000	60,419	58,792	57,237
Materials and services, €1,000	-15,558	-14,967	-14,686
Personnel expenses, €1,000	-23,987	-24,194	-24,605
SOCIAL INDICATORS			
Number of personnel, full-time (FTE), average	428	425	423
Days lost through sickness	4,831	4,805	4,630
Accidents at work	34	25	38
Personnel training, €1,000	-271	-247	-110
Personnel training, €/person	615	558	248
Personnel satisfaction ***	78%	81%	4.2
Personnel satisfaction, Employee Net Promoter Score	47	50	54
Satisfaction among blood donors, Net Promoter Score	92	92	93
Client satisfaction (on a scale from 4 to 10)	9.3 n=151	9.4 n=74	9.4 n=278
ENVIRONMENTAL INDICATORS			
Electricity consumption, MWh *	6,207	6,043	5,781
Water consumption, m³ *	10,975	11,268	11,046
District heat consumption, MWh *	4,748	4,303	3,682
Incinerable waste, kg *	57,912	52,720	49,476
Sorted municipal waste, kg **	183,956	174,693	168,426
Hazardous waste, kg *	10,111	6,844	3,429
Travel days	11,285	11,508	10,540
OTHER INDICATORS			
Number of blood donations (whole blood and aphereses)	206,610	200,822	190,601
Number of blood donors (whole blood and aphereses)	118,931	114,353	111,104
Persons registered at blood donations	131,465	124,843	118 452
Reported adverse reactions of blood transfusion	244	342	327
Grafts delivered by the Stem Cell Registry	135	126	153
Number of members in the Stem Cell Registry (31 December)	48,340	52,176	55,100

 $<sup>^{\</sup>star}$  Kivihaka, Helsinki, including municipal waste and energy consumption by the subtenants

>> to increase the prices of blood products since 2014. Prices will remain unchanged in 2021.

At the end of the financial period, the Blood Service's internal balance sheet shows total capital of €88.5 million. €23.5 million of this is in an independent fund of the Finnish Red Cross, the

purpose of which is to support research and development activities at the Blood Service. €48.0 million was invested in securities, and the bank balance was €33.6 million.

The Blood Service prepares an internal profit and loss account and balance sheet on its operations. The Blood Ser-

vice's financial result is included in that of the Finnish Red Cross, on which no auditor's report had been issued at the date of signing the Blood Service's balance sheet book. •

<sup>\*\*</sup> Incinerable special biomedical waste also includes waste from Helsinki mobile blood collection unit

<sup>\*\*\*</sup> Personnel satisfaction was measured 2018–2019 using the "Trust Index®", the maximum overall score of which is 100%.

In 2020, the "Työvire" staff survey was introduced; the results vary from 1 to 5. The score for 2020 was excellent.



# **STAFF**

n 2020, the Blood Service had an average of 502 employees, whose contributions total the equivalent of 423 full-time employees (FTEs). The mean age of our employees was 43.2 years. Of our personnel, 88% were female and 12% male. Permanent employees had a mean duration of employment of 12.8 years, and the proportion of permanent employees who resigned was 5.9%.

The measures of well-being at work continued to be relatively good, as in previous years. Sickness leave was 3.7% of theoretical working hours. There were altogether 38 work-related injuries, 22 of which happened at the workplace and 16 on the way to or from work.

To make further improvements to our workplace, in 2020 we replaced the Great Place to Work® model with a new development model based on the staff surveys "Työvire" and "Työyhteisövire" by the pension insurance company Ilmarinen. Based on these measurements, work tone within the organisation and the willingness to recommend the Blood Service as an employer again got an excellent score.

Remote working changed our daily life profoundly and this made us think of ways in which working and management can be achieved differently. Together with our occupational health provider, we offered our employees training sessions to maintain their well-being and ability to work, and we continued to support the development of our teams and all employees. We also took part in the Responsible Summer Job campaign, where our ranking among big companies was 9. •

	2019	2020
Total number of personnel	513	502
Number of personnel, full-time (FTE)	425	423
Full-time employment	443	444
Permanent	409	393
Temporary	104	109
Full-time	393	377
Part-time	93	103
On-call	27	22
Long absences	43	37

### Distribution of personnel in the organisation (%)

	2019	2020
Products and Medical Services	34%	32%
Blood Donation	42%	43%
Quality Management, Research and Product Development	11%	12%
Support Services	12%	13%

### Education demographics, %, 2020

NURSING Nurse, specialist nurse, public health nurse	40%
LABORATORY Clinical laboratory technologist, laboratory technician, laboratory analyst, medical laboratory technologist, special laboratory technician	16%
NATURAL SCIENCES B.Sc., M.Sc., Ph.Lic., Ph.D.	8%
SOCIAL SERVICES AND OTHER HEALTHCARE Practical nurse, auxiliary nurse	8%
BUSINESS QBA, BBA, BSc (Econ)	6%
PHARMACY B.Sc. (Pharm), M.Sc. (Pharm), Pharmaceutical Assistant	6%
MEDICINE Lic.Med., D.Med.Sc., Specialist	3%
TECHNOLOGY M.Sc. (Technology), technician, other education in the field of technology	3%
Other education	10%





**DONOR CENTRES** 

# BLOOD SERVICE CENTRE HELSINKI, KIVIHAKA

Kivihaantie 7, 00310 Helsinki tel +358 29 300 1010

Donor information, free of charge tel +358 800 0 5801 (weekdays, 8am-5pm)

## **ESPOO**

Iso Omena Shopping Centre Service Centre, Suomenlahdentie 1 02230 Espoo

# HELSINKI, SANOMA BUILDING

Töölönlahdenkatu 2 00100 Helsinki

#### **JYVÄSKYLÄ**

Kolmikulma, Puistokatu 2–4, 40100 Jyväskylä

#### KUOPIO

Puijonkatu 23, 70100 Kuopio

#### LAHTI

Trio Shopping Centre Hansakuja Kauppakatu 10, 15140 Lahti

### OULU

Isokatu 32 C, 90100 Oulu

## SEINÄJOKI

Kauppakatu 26, 60100 Seinäjoki

#### **TAMPERE**

Koskikeskus Shopping Centre, Hatanpään valtatie 1, 33100 Tampere

# TURKU

Yliopistonkatu 29 b (3rd floor) 20100 Turku

The Blood Service also organises blood donation events every weekday in different places in Finland. More information on timings and venues on our website.

**WWW.BLOODSERVICE.FI**