

Atlanta **VAMC**  
2014 Annual Report



# Atlanta VA Medical Center



*"How important it is for us to recognize and celebrate our heroes and she-roes!" - Maya Angelou*

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*Patriotism is easy to understand in America. It means looking out for yourself by looking out for your country. - Calvin Coolidge*

# Atlanta VA Medical Center

1670 Clairmont Road  
Decatur, Georgia 30033

404.321.6111

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## - The Leadership Team -



**Leslie B. Wiggins** DIRECTOR



**Thomas Grace** ASSOCIATE DIRECTOR



**Robert D. Evans** ASSISTANT DIRECTOR



**David Bower, MD** CHIEF OF STAFF



**Sandy Leake, MSN, RN** ASSOCIATE DIRECTOR  
FOR NURSING AND  
PATIENT CARE SERVICES

*Nothing is impossible, the word itself says "I'm possible!" - Audrey Hepburn*

## From the Director



*Atlanta VA Medical Center  
Main Entrance*

**Throughout Fiscal Year (FY) 2014, the Atlanta VA Medical Center (VAMC) worked tirelessly to provide high quality care for approximately 96,000 Veterans in the North Georgia area.** The Atlanta VAMC continued to experience significant growth in our patient population and as a result we are continuing to expand our sites of care and employees. During this year the Lawrenceville Community Based Outpatient Clinic (CBOC) was expanded, the Oakwood CBOC relocated to a larger facility, the Blairsville CBOC activated additional space and the Fort McPherson Campus increased the mental health care programs and services available. Construction continues on the new Atlanta Clinic that opened in March 2015 and numerous projects have been submitted for renovation of existing space and expansion into new space. None of this would be possible without the more than 3,600 staff members that provide outstanding care for our Veterans. In FY14 alone, the Atlanta VAMC hired an additional 600 employees and the growth and expansion is expected to continue throughout this fiscal year.

Throughout FY15 our focus remains on access to quality care and implementing the new Choice Act. We have identified and trained numerous Choice Champions to assist Veterans with navigating this program. In addition, customer service remains a top priority to the leadership team. During FY14 we implemented enhanced customer service training and offerings for staff and will continue to prioritize creating an outstanding customer experience for all of our Veterans, their family members and loved ones.

The Atlanta VAMC is committed to providing high quality health care to all of this nation's heroes, our Veterans. Thank you to all Veterans for your service. We look forward to providing care to each and every Veteran that walks through our doors!

Leslie Wiggins  
Medical Center Director

*The best way to find yourself is to lose yourself in the service of others.  
- Mahatma Gandhi*

# Accreditations

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The Atlanta VAMC participates in a wide range of ongoing evaluation processes to ensure the provision of safe and quality care to the Veterans that we serve. As a result, the facility has the following accreditations:



**The Joint Commission (TJC)** – five major program areas: Behavioral Health Care, Home Care, Hospital, Nursing Care Center and Opioid Agonist Treatment Therapy.



**Commission on Accreditation of Rehabilitation Facilities (CARF)** for the Health Care for Homeless Veterans Program, Psychosocial Rehabilitation and Recovery Center (PRRC) and the Advanced Low Vision (ALV) Program.



**College of American Pathologists (CAP)** accreditation for Pathology and Laboratory Management Services.



**Utilization Review Accreditation Commission (URAC)** for the Health Call Center / Telephone Advice Program.



**American College of Surgeons (ACS)** Commission on Cancer Accreditation for the Cancer Program.



**American College of Radiology (ACR)** Committee on Radiation Oncology Accreditation for the Radiation Oncology Program.



**Accreditation of the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC International)** for the Research Program of Laboratory Animal Care and Use.



**American Psychological Association (APA)** seven-year full accreditation for the Psychology Postdoctoral Residency Program. The Atlanta VAMC is the only APA-accredited Postdoctoral Program in the state of Georgia.



**U.S. Nuclear Regulatory Commission** has found the facility in full compliance in the use of radioisotopes for Nuclear Medicine and Clinical Research.

*In a world where there is so much to be done I felt strongly impressed that there must be something for me to do. - Dorothea Dix*

# Magnet® Designation

The Atlanta VAMC received the designation from the American Nurses Credentialing Center (ANCC) as a Magnet® organization on August 17, 2009. This designation is the “gold-standard” in nursing and organizational excellence and is currently held by only 401 healthcare organizations in the world, including three in Atlanta and four VA Medical Centers. Recognition comes only from the ANCC and is the result of meeting numerous criteria in the Magnet® Recognition Manual and a stringent process.

- Application for designation/re-designation
- Documentation of processes and outcomes based on the standards described in the manual and review by appraisers
- Site Visit by appraisers if the document receives a rating of excellence

- Decision phase
- These take place over the course of approximately two years. The process is required to be repeated every four years. As of the end of FY14 Atlanta is having a large document, including outcomes, being reviewed by three appraisers for consideration for the Site Visit Phase.

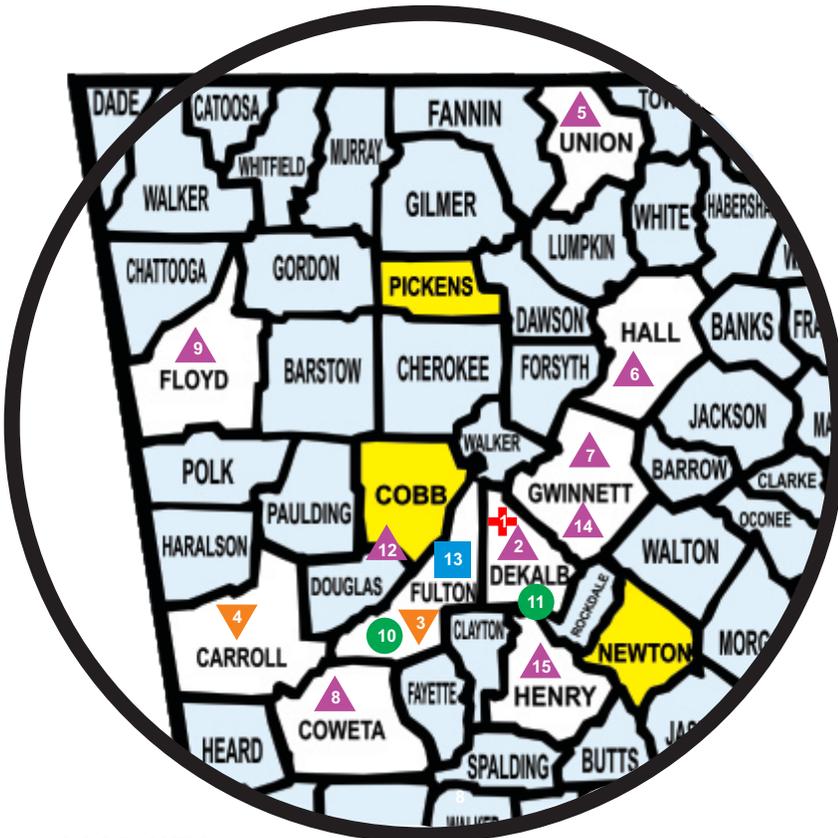
Emphasis, especially for re-designating organizations, is on nurse and patient satisfaction and outcomes of care, particularly related to nursing practice. Acute Care Nursing is proud to have had no ventilator-associated pneumonias and no catheter-associated urinary tract infections in 2014. Nurse involvement in shared decision-making and interdisciplinary collaboration is also emphasized.



*Open heart surgery*

*All gave some - Some gave all - Unknown*

# Atlanta VA Medical Center Sites of Care



## SITE KEY

- 1 Atlanta VA Medical Center
- 2 Decatur VA Clinic
- 3 Fort McPherson VA Clinic
- 4 Trink Davis Veterans Village
- 5 Blairsville VA Clinic
- 6 Northeast Georgia Oakwood VA Clinic
- 7 Lawrenceville VA Clinic
- 8 Newnan VA Clinic
- 9 Rome VA Clinic
- 10 East Point VA Clinic
- 11 Henderson Mill VA Clinic
- 12 Austell VA Clinic
- 13 Fulton County VA Clinic
- 14 Gwinnett County VA Clinic
- 15 Stockbridge Clinic

## MAP KEY

- Existing Facility
- Planned Facility
- No Facility
- + Atlanta VA Medical Center
- ▼ Multi Specialty Facility
- ▲ Primary Care and Mental Health Facility
- Mental Health Facility
- Compensation and Pension

# GEORGIA

*I like dreams of the future better than the history of the past. - Patrick Henry*

# FY14 By the Numbers

## Veterans Treated by the Atlanta VA Medical Center

# 96,600

### VAMC Statistics

Women Veterans Treated: **11,583**

Outpatient Visits: **1,154,649**

Operating Beds: **445**

Inpatient Admissions: **7,612**

Growth in Veterans Treated FY13-FY14: **6.47%**

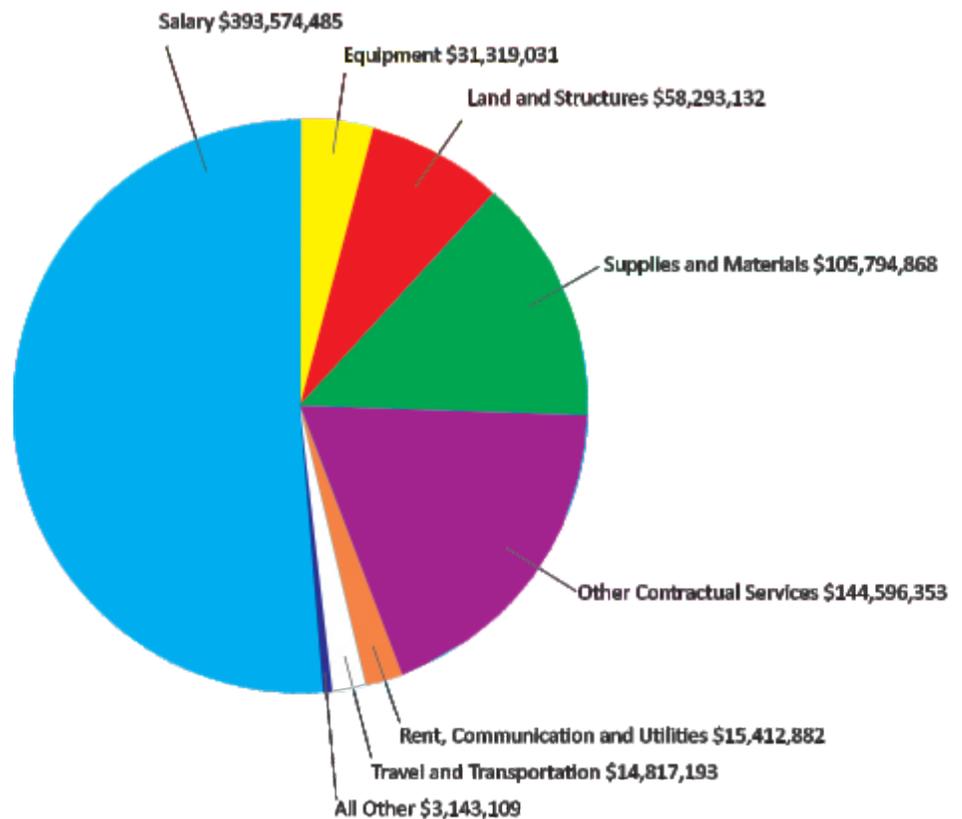
Projected Growth in Veterans Treated FY14-FY15: **7%**

Full Time Employee Equivalents: **3,607**

Staff that are Veterans: **34.9%**

Residents and Trainees Completed Rotations: **715**

### VAMC Budget

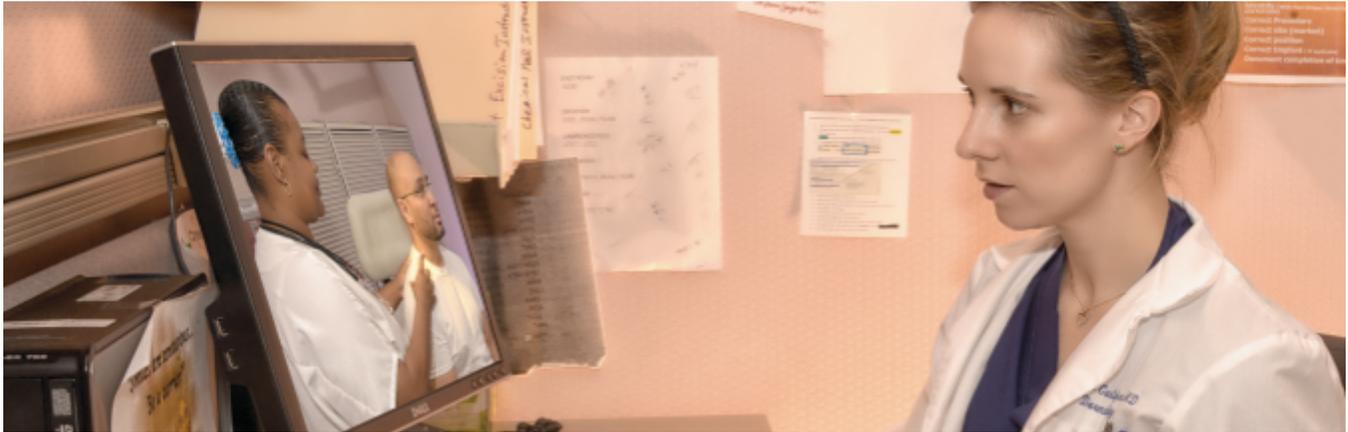


*Some heroes wear capes.  
My hero wears combat boots. - Unknown*

# Telehealth

Throughout FY14 the Atlanta VAMC continued to expand the use of Tele-Medicine to provide care for our Veterans. Through the addition of 24 new Tele-Medicine programs, including Tele-Mental Health and at home Clinical Video Telehealth, we provided care to more than 10,000 Veterans through Telehealth. New program expansions also include offering clinical video Telehealth for Obstructive Sleep Apnea where Veterans can be seen by a Sleep Specialist

at their local CBOC and use a Watch Patch device at their homes to determine if they have sleep apnea. Other new programs include Tele-Renal, Tele-Stem, Tele-Liver, Tele-Genomics and the activation of a new Tele-ICU monitoring program in conjunction with Veterans Integrated Service Network (VISN 10). The Tele-ICU program will enable the Atlanta VAMC to provide 24 hour monitoring for ICU patients supported by Critical Care Nurses and Intensivists.



*Physician evaluating a Veteran patient using Telehealth services*



*A Veteran receiving useful medical information via Telehealth video*

*May we never forget freedom isn't free... - Unknown*

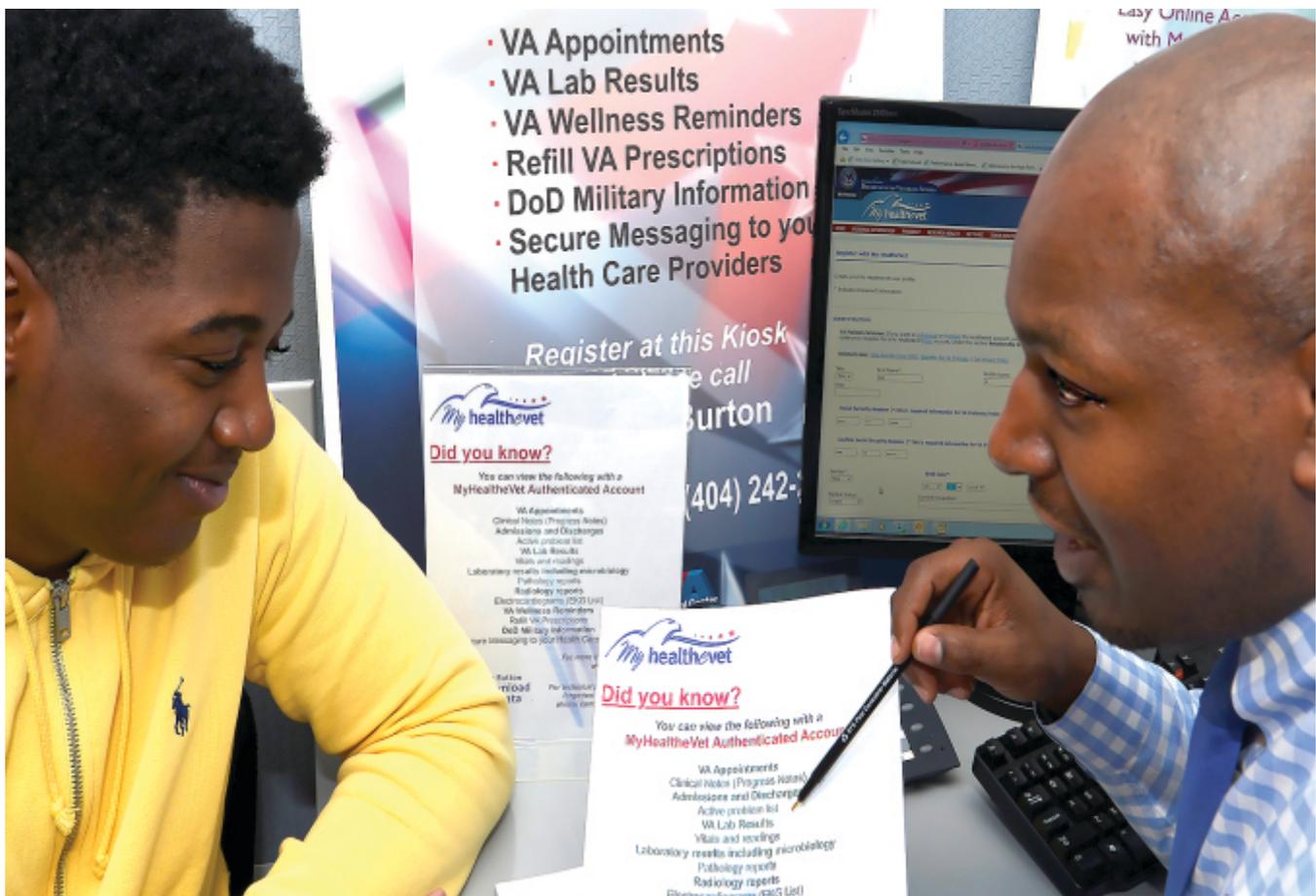
# My HealtheVet

Throughout FY14, the Atlanta VAMC continued to expand the use of MyHealtheVet. This program is VA's web-based health management tool that helps Veterans monitor their weight, blood pressure, and glucose, order prescriptions, and partner with their health care providers to make informed decisions about their health care.

We are currently ranked number one in the nation for the number of registered users, with

more than 131,850 Veterans registered. Of our registered users, 91 percent were using advanced features of the tool to view appointments, selected diagnostic tests and lab work, progress notes, and other items in their patient medical record.

Approximately 32 percent of Veterans were also using Secure Messaging. This feature enables Veterans to communicate with their providers about non-urgent health matters through secure emails.



More than 131,000 Veterans registered for MyHealtheVet. The Atlanta VAMC program is #1 nationally

*To command is to serve, nothing more and nothing less. - Andre Malraux*

# Research



*Dr. Seth Brodie reviewing test procedures*



*Dr. Machele Pardue examining test results*



*Dr. Neil Weitzmann at work*

The Atlanta VAMC has a highly active research program which is near the top ten in the nation. The Research Program is largely conducted by VA physician-scientists who are also faculty members at Emory University School of Medicine or Morehouse School of Medicine. The program includes one of the National VA Rehabilitation Research Centers of Excellence, the Center for Visual and Neurocognitive Rehabilitation which focuses on enhancing Veterans' health by conducting research on the rehabilitation of visual and related neurological impairments. In collaboration with the Birmingham VA, the Atlanta VA Research Program also supports a Geriatrics Research, Education, and Clinical Center focused on mitigating health challenges faced by our aging Veteran patients. Finally, the Atlanta VA Research program includes a growing Health Services Research and Development (HSR&D) research program, and basic and clinical research programs focused on cutting edge science related to a diverse portfolio of clinical problems facing Veteran patients.

In FY14, the Atlanta VA research program had 471 active projects conducted by 139 principal investigators. These research projects cover a broad range of important medical topics, including:

- Bacterial Infection
- Diabetes
- Development of new anti-viral medications
- Low vision and disequilibrium in the elderly

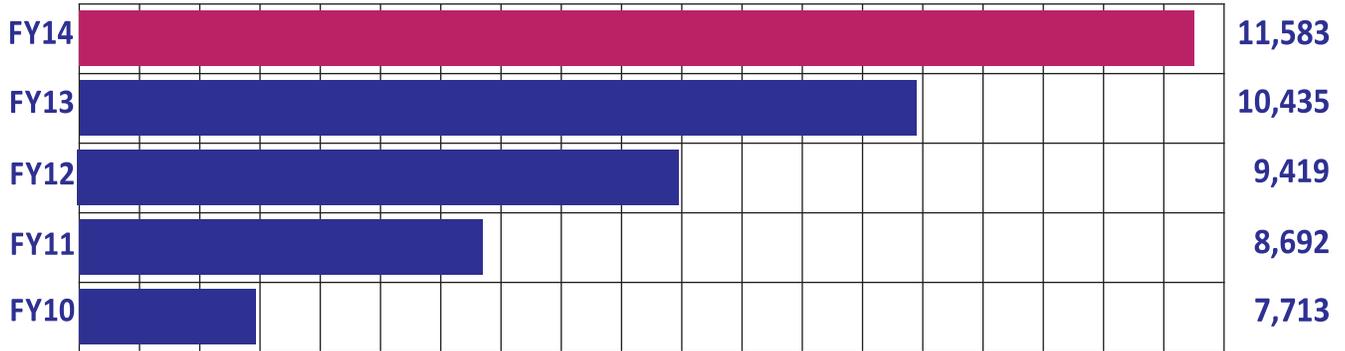
- Unique treatments of elderly with Parkinson's Disease
- Genetics and regulation of bone growth and remodeling
- Developing gene therapy for diabetes
- Hormone action
- Kidney mechanisms of hypertension
- Growth factor interactions in lung development and disease
- Overcoming women's sexual trauma
- Clinical anxiety and mood disorders
- Post-traumatic stress disorder
- Disorders of memory and cognition
- Clinical management problems in hypertension
- Oncology
- Gastroenterology
- Pulmonary medicine

The total research budget exceeded \$24 million, with approximately \$13.2 million funded by the VA and the remainder funded by the National Institutes of Health, the Center for Disease Control and Prevention, and other sources. The Atlanta VA has 14 Career Development awards that support young clinician scientists in establishing a VA career. In addition, there are seven Career Scientists who are senior investigators that support the VA research and clinical programs. In FY14, the Atlanta VAMC had 10 new research initiatives funded that included research on the eradication of Hepatitis B, Post Traumatic Stress Disorder (PTSD) and HIV.

*I wish to be useful, and every kind of service necessary to the public good becomes honorable by being necessary. - Nathan Hale*

# Women Veterans

## Number of Women Veterans Treated



The Atlanta VAMC continues to provide care for an increasing number of female Veterans and in FY14, 12 percent of our patients treated were women.

To meet the needs of women Veterans, the Atlanta VAMC continues to implement new and enhanced programs and services. During 2014, the second phase of a Women's Health Mini-Residency was offered for Emergency Medicine providers in collaboration the Emory Excel Simulation Center. We have continued to expand our partnership with the Morehouse School of Medicine with the provision of gynecological services, women's cardiology, acupuncture, and psychiatry at the



Ms. Charolotte Logan (right), an Air Force Veteran who resides in the Atlanta VAMC's CLC with VA employee Chauncy Rozier

Women's Center for Excellence at the Fort McPherson Campus.

Throughout FY14, the Atlanta VAMC provided numerous programs for female Veterans including:

- Providing women-specific services at the *Homeless Stand Down*
- Offering an outreach program on Breast Cancer Awareness that included having a mobile mammography unit on sight to provide mammograms
- Providing a day-long empowerment program
- Empowerment Sessions for Women Veterans
- From *Boots on the Ground to Heels in the Board Room*
- The morning session focused on educating women Veterans about VA claims and benefits.
- The afternoon session explored how to conduct job searches and enhance interview skills.
- *The Clothing Closet* was offered as part of the afternoon session and participants selected gently used business attire.
- The *Sweet Tea Summer Social* for OEF/OIF/OND Veterans was held providing important information about the VA and its healthcare services.

*Don't forget, women serve too! - Unknown*

# Voluntary Service / Volunteers

The Atlanta VA Medical Center has:

- 987** Active Volunteers
- 76,200** Hours Volunteered
- 37** Summer Youth Volunteers Aged 14-17
- \$582,758** Donated Cost of Volunteer Hours
- \$104,902** Monetary Donations Made

The Atlanta VA Medical Center loves its volunteers! Throughout FY14 our volunteers and various volunteer organizations donated approximately 76,200 hours of service. This includes the Trinka Davis Veterans Village in Carrollton, GA and the Fort McPherson Campus. Volunteers also donated \$104,902 of items to the Atlanta VAMC for our Veterans. So many events would not have been possible without their support including the Homeless Stand Down, the National Salute to Veteran Patients, the Oakwood Clinic Dedication, Veteran Town Hall Meetings, decorating the hospital for the holidays and so much more. During FY15 we plan to expand volunteer services to all of our CBOCs.

Every April we take time to recognize the work of our outstanding volunteers and this year was no



*High School Volunteers*

exception. The following volunteers were recognized in FY14:

**5,000 VOLUNTEER HOURS AWARD**

- Joe Brandon, Disabled American Veterans*
- Betty Hanna, American Legion Auxiliary*
- Bobby Huggins, Disabled American Veterans*
- John Letky*

**12,500 VOLUNTEER HOURS AWARD**

- Douglas Murphy, Sons of the American Legion*

**15,000 VOLUNTEER HOURS AWARD**

- Patricia Bradford*

**25,000 VOLUNTEER HOURS AWARD**

- William White*

## Volunteer Spotlight: Betty Hanna



*Betty Hanna tucking in a Veteran under a handmade quilt.*

Betty Hanna is one of the most helpful volunteers and consistently goes above and beyond the call of duty for our Veterans. She is a treasure in the Voluntary Service office. She routinely volunteers and provides support every Monday, Wednesday and Friday at the medical center. She focuses on organizing the clothing closet for Veterans and is responsible for organizing the book room. Ms. Hanna participates in every

(Continued on page 11)

*There are a lot of things in life that matter. But nothing matters as much as who or what you decide to serve. - Marcus Lutrell*

*(Continued from page 13 - Volunteer Spotlight: Betty Hanna)*

major event at the medical center. This year she took the lead to organize the American Legion Auxiliary Patient gift shop in both Atlanta and Carrolton and was able to raise and give away \$10,000 in gifts to our patients at the main campus as well as the Trinka Davis Veterans Village. During the Homeless Stand Down she volunteered for one of the most hectic

assignments – running and coordinating the command center. She never shies away from helping and no task is too much for her. Ms. Hanna is a valuable part of the day to day operation of Voluntary Service, she is a joy to work with and we are so thankful to her and all of our volunteers for their support of the Atlanta VAMC and our Veterans!

## Customer Service and Veteran Experience

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Throughout FY14 the Atlanta VAMC placed increased focus and attention on customer service throughout all of our locations. The Veterans Experience Program was formed in late 2013 and is responsible for providing training on customer service, reviewing customer satisfaction data and organizing several focus groups. During FY14 Patient Advocate rounding was reestablished for the medical center to provide additional outreach to Veterans and their families while at the medical center. A new Veteran Orientation Booklet has

been created to provide essential information to Veterans that are new to the VA and/or the Atlanta VAMC. In September we answered your call for more information and contact with the Director with the implementation of monthly Veteran Town Hall Meetings. These meetings have been a huge success and each month we receive many insightful questions and feedback. In addition, a project is underway for FY15 to enhance the signage so Veterans can better navigate their way throughout.

## Ambassador Program

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*A Veteran being assisted by an Ambassador wearing the distinctive burgundy jacket*

We recognize that the Atlanta VAMC may be confusing and it may often be intimidating to walk into a health care facility. To help orient Veterans, their families, and visitors we implemented the new Ambassador Program. These Ambassadors are dressed in burgundy jackets and are located throughout the medical center. They are here to provide directions, information and general assistance. The program is currently staffed by Compensated Work Therapy (CWT) patients and during FY15 will move towards a mix of permanent employees and CWT patients. Be on the lookout for these smiling faces the next time that you visit our main campus.

*Honor is simply the morality of superior men. - H. L. Mencken*

## Mental Health Program



*A Veteran seeking assistance*

Throughout FY14, the Atlanta VAMC's Mental Health Program expanded access and collaboration to ensure high quality care is provided for our Veterans. Mental Health services have been expanded throughout all locations, including the use of telehealth technology and offering extended clinic hours. Programmatic highlights include the introduction of the Harm Reduction Program by the Substance Abuse Treatment Program (SATP) that is designed to reduce the risk of fatal opioid overdose while providing support to patients and their families. The program includes providing individual and family counseling, educating friends and family on rescue breathing and providing evidence based therapy for Veterans. In addition, SATP extended collaborations with Morehouse School of Medicine and now offers an elective rotation in Addictions for 4th year medical students.

The Military Sexual Trauma (MST) program received additional funding to extend a pilot program providing trauma sensitive yoga to female veterans who have experienced Military Sexual Trauma (MST).

The Psychosocial Rehabilitation and Recovery Program (PRRC) was awarded an additional 3 years of accreditation by the Commission on Accreditation for Rehabilitation Facilities (CARF).

The Atlanta VAMC Psychology Postdoctoral Training Program was site visited by the American Psychological Association (APA) and ultimately achieved accreditation. The program is currently the only APA-accredited postdoctoral program in the state of Georgia.

The Health Care for Homeless Veteran Program continued to expand throughout FY14 and had 37 Grant and Per Diem Beds available as well as 1,759 HUD/VASH vouchers for homeless Veterans. In addition, the Community Resource and Recovery Center (CRRC) opened in this year and served 2,494 Veterans served; 252 Veterans used the ancillary services available (showers, laundry and clothing closet). In October 2014, the Atlanta VAMC hosted the annual Stand Down for Homeless Veterans. This event was attended by 612 Veterans and of these participants, 51 participated in the Stand Down Court and 36 attended the Job Fair. More than 475 volunteers helped to make this event possible and there were representatives from 13 clinical services and 12 non-clinical services were on hand to provide support. The Domiciliary opened its doors on January 18, 2014 and provided care for 32 Veterans in FY14. Approximately 70 percent of these Veterans were successfully placed in independent housing and 30 percent were assisted with finding competitive employment.



*A Veteran facing a new day with new hope*

*"I think there is one higher office than president  
and I would call that patriot." - Gary Hart*

# Crisis Intervention Training - Keeping Veterans and the Community Safe



*Members of the Atlanta VA Police Force*

The Atlanta VAMC Police Service has been involved with the state of Georgia Crisis Intervention Training (CIT) Program since 2004. Since that time the Atlanta VAMC's Police Service has assumed an integral role in providing training and resources for Police forces throughout the state. The Atlanta VAMC Police Service is one of only two Georgia Police Forces

to have achieved 100% staff training for CIT. Through our partnerships we have hosted hundreds of site visits to educate officers on PTSD, services available through the VA and to reduce the stigma about mental illness. We have partnered with the National Alliance on Mental Illness (NAMI) Georgia to offer multiple classes including Family-to-Family sessions and Peer-to-Peer classes that educate family members and Veterans about behavioral health disorders. Valuable information about various health issues, triggers, medications and how to reconnect with family and loved ones is provided during these sessions. In FY14 alone the Atlanta VAMC Police Service provided CIT programs for 200 Metro Atlanta Law Enforcement Officials, trained 15 VA Police Officers and led 50 training sessions.

Throughout FY15 the Police Service will be expanded and revamped to increase the number of officers. Once hiring and training is complete, the Atlanta VAMC and our clinics will have one of the largest VA Police forces in the nation.



*Crisis Intervention Training Members*

*An army of principles can penetrate where an army of soldiers cannot.*  
- Thomas Paine

## Construction and Expansion

During FY14 the Atlanta VAMC had 19 active construction and expansion projects. Key advancements include receiving approval for a clinic in Cobb County to replace the existing Austell CBOC. The Atlanta VAMC was also approved for 64,000 net usable square feet (NUSF) with 512 parking spaces that is targeted for activation in 2020. This clinic will expand primary and mental health care and include Outpatient Specialty and Ancillary Services such as Radiology, Dental, Blood Draw, Eye Clinic, Dermatology, Podiatry, Audiology, Physical Therapy/Occupational Therapy and more.

During FY14 four construction projects were completed including renovations to Sterile Processing, the construction of a new Interventional Radiology Suite, upgrading electrical equipment and completing a perimeter fence at the Trinka Davis Veterans Village. Seven construction projects are underway and should be completed in FY15, including:

- Mental Health Clinical Addition to increase mental health space
- Move a primary care team on the main campus
- 750,000 water storage facility to provide for 96 hours of uninterrupted water supply
- Replacing part of the roof system on the main hospital
- Upgrading the Security Surveillance System
- Construction site preparation for three sterilizers
- Surgery suite flooring replacement

Design is underway for a Clinical Service Initiative, a combined heat and power plant and boiler replacement project, expanding the Gastroenterology Lab and re-roofing of Building A. Finally, construction projects were awarded for a parking deck security system and a modular building in October 2014.

## Green Environment Management Service (GEMs)

The Atlanta VAMC is committed to recycling and reducing our environmental impact. In FY14 the facility recycled 161 tons of cardboard and 1.86 tons of aluminum and plastic. Last year a new food pulper was installed in Food and Nutrition and as a result, solid waste was reduced by three percent from this area. A portion of the pulped food waste was used as compost in a facility garden. Additionally, 25 Cactus Smart Sinks were purchased through the GEMS program and

installed in inpatient treatment areas. These sinks enabled the facility to divert 250 liters of pharmaceutical waste during FY14. Pharmaceutical disposal boxes for excess drugs returned to the Atlanta VAMC Pharmacy, diverted 487 pounds of pharmaceuticals from landfills. Finally, recycling of excess IV solutions was added as another initiative, diverting 1,021 pounds of pharmaceuticals.

*We owe our Veterans a debt we can never fully repay.*  
- Doc Hastings (paraphrased)

## Future Plans

### Looking Ahead

With our workload and enrolled Veteran population continuing to grow, the Atlanta VAMC is looking forward to a busy and productive future. The Atlanta VAMC has been approved for six Emergency Bridge Gap leases for FY15 including two in Austell, renewal of the two clinic spaces in Decatur, a new warehouse and a new infusion clinic. Each lease will be 10,000 use square feet each. In addition, we are moving forward to renew leases at our Fulton County Clinic building #300 and Lawrenceville. New leases are slated for Research Rehab and HSR&D in DeKalb/Fulton County and a Northeast Georgia Homeless Clinic in Cherokee County. The facility has also proposed a 10,000 square foot Computer Data Center to be located in Fulton County that is pending approval. Finally, the VAMC is approved to renew the two existing leases for the VISN 7 offices.

In March the Atlanta VAMC opened the Atlanta Clinic in Decatur. This clinic has expanded the primary care and mental health care services available. The new Atlanta Clinic provides the following services: Dental, Dermatology, Laboratory, Pain Management, Prosthetics, Radiology, Sleep Lab, Traumatic Brain Injury, Women's Wellness.

There are numerous design and construction projects slated for the medical center during FY15.

This includes:

- Construction of new urgent care center

- Repairing the building facades
- Hybrid operating room
- Replacement of CT Scanners
- Site prep for an Electrophysiology Lab
- Site prep for the Cath Lab
- Combined heat pump plant
- Mental health expansion

### Choice Act

The Atlanta VAMC is committed to providing timely care to our Veterans and are providing support for the new Choice Act Program. Veterans enrolled for VA health care by August 1, 2014 should have received a Choice Act Card. Program eligibility is for Veterans who may live more than 40 miles from any VA facility (medical center, CBOC or clinic) and Veterans who are currently waiting for an appointment longer than 30 days from their preferred date or the date determined to be medically necessary by their physician. Patients can call (866) 606-8198 with questions, to make sure they qualify and to schedule an appointment.

The Choice Program does not impact existing VA health care or any other VA benefit. If a patient is satisfied with their wait time at a VA facility and wishes to continue waiting for VA care, there is nothing that they need to do at this time.



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## VA Mission Statement

To fulfill President Lincoln's promise "To care for him who shall have borne the battle, and for his widow, and his orphan" by serving and honoring the men and women who are American Veterans.

*To be a Veteran one must know and determine one's price for freedom.*  
- Unknown