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Academic appointments

2019-07 Head of Department and Accountable Manager, Lund University School of Aviation
2014- Senior Lecturer, Lund University, Lund, Sweden
2014-2016 Director, Lund University Centre for Societal Resilience
2013-2014 Assistant Professor, Lund University, Lund, Sweden
2013-2015 Affiliated researcher, Pontificia Universidade Católica do Rio Grande do Sul (PUCRS), Porto Alegre, Brazil
2013 Visiting researcher, Griffith University, Brisbane, Australia
2008-2012 PhD Student, Lund University, Lund, Sweden

Higher education

2016 Reader in Risk and Safety, Lund University
2012 Doctor of Philosophy in Risk and Safety, Lund University, Lund, Sweden
2007 Master of Science in Risk Management Engineering, Lund University, Lund, Sweden
2007 Bachelor of Science in Fire Protection Engineering, Lund University, Lund, Sweden

Course responsibilities

The New View of Human Factors and Systems Safety; 7,5 ECTS
The sociology of accidents, 7,5 ECTS
Accountability and learning from accidents, 7,5 ECTS
Methods in Safety Science, 15 ECTS
MSc thesis in Human Factors and Systems Safety, 15 ECTS

Commissioned education

Masterclass in Safety/Accident theory
Education for inspectors in Dutch and Norwegian healthcare. Combination of online seminars and classroom masterclass at the respective inspectorate agency. 80 participants in total during 2023 and 2024.

The Safety Day

A one-day education day which we have developed for the airline Transavia. We have during 2018 conducted a baseline analysis, developed the course content, trained the company's own facilitators and we are during 2018-2020 supporting the implementation process in which 3000 staff members are going through the training.

Research output

Dark knights: Exploring resilience and hidden workarounds in commercial aviation through mixed methods
Steen, R., Norman, J. E., Bergström, J. & Damm, G. F., 2024, In: Safety Science. 175, 14 p.

Patterns of mortality risk among patients with substance use disorder: an opportunity for proactive patient safety?
Svensson, J., Bergström, J., Kåberg, M. & Becker, P., 2022 Dec 7, In: BMC Psychiatry. 22, 1, 12 p., 770.

20 years after To Err Is Human: A bibliometric analysis of 'the IOM report's' impact on research on patient safety
St.Pierre, M., Grawe, P., Bergstrom, J. & Neuhaus, C., 2022, In: Safety Science. 147, 22 p., 105593.

Decision-making during obstetric emergencies: A narrative approach

Raoust, G. M., Bergström, J., Bolin, M. & Hansson, S. R., 2022, In: PLoS ONE. 17, 1, p. 1-21 e0260277.

Emergence of power and complexity in obstetric teamwork

Neuhaus, C., Lutnaes, D.-E. & Bergström, J., 2022, In: PLoS ONE.

The impact of "To Err Is Human" on patient safety in anesthesiology. A bibliometric analysis of 20 years of research

Neuhaus, C., Grawe, P., Bergström, J. & St. Pierre, M., 2022, In: Frontiers in Medicine.

Visualizing healthcare system variability and resilience: a longitudinal study of patient movements following discharge from a Swedish psychiatric clinic

Svensson, J. & Bergström, J., 2020 Aug 25, In: BMC Health Services Research. 20, 787.

Medical teamwork and the evolution of safety science: A critical review

Neuhaus, C., Lutnaes, D.-E. & Bergström, J., 2020 Feb, In: Cognition, Technology and Work. 22, 1, p. 13-27 15 p.

Expertise and Resilience

Havinga, J., Bergström, J., Dekker, S. & Rae, A., 2020, *The Oxford Handbook of Expertise*. Ward, P., Schraagen, J. M., Gore, J. & Roth, E. (eds.). Oxford: Oxford University Press

Patterns of performance variability: a meso-level understanding of psychiatric discharge

Svensson, J. & Bergström, J., 2019 Jun 20.

Tracing livelihood trajectories: Patterns of livelihood adaptations in rural communities in eastern Nepal

Phudoma, L., Becker, P. & Bergström, J., 2019 Mar, In: The Geographical Journal of Nepal. 12, p. 57-80

A socio-technical analysis of functional properties in a joint cognitive system: a case study in an aircraft cockpit

Adriansen, A., Patriarca, R., Smoker, A. J. & Bergström, J., 2019, In: Ergonomics. 19 p.

The Discursive Effects of Safety Science

Bergström, J., 2019, *Safety Science Research: Evolution, Challenges and New Directions*. Le Coze, J.-C. (ed.). Boca Raton: CRC Press

What's in a name? On the nuance of language in patient safety

Brattebø, G., Bergström, J. & Neuhaus, C., 2019, In: British Journal of Anaesthesia. 123, 5, p. 534-536

An archaeology of societal resilience

Bergström, J., 2018 Dec, In: Safety Science. 110, p. 31-38

Resilience Engineering: current status of the research and future challenges

Patriarca, R., Bergström, J., Di Gravio, G. & Constantino, F., 2018 Feb, In: Safety Science. 102, p. 79-100

Efterklokhet underminerar förmågan att avvärja terror

Becker, P., Bergström, J., Uhr, C. & Wester, M., 2018 Jan 1, Dagens nyheter (DN debatt).

The doctor is always available: Mobile Phones as Clumsy Technology

Bergström, J., 2018, *Working and Organizing in the Digital Age*. Schaefer, S., Andersson, M., Bjarnason, E. & Hansson, K. (eds.). Lund: The Pufendorf Institute for Advanced Studies, Lund University, Sweden. , p. 19-26

Modelling complexity in everyday operations: Functional resonance in maritime mooring at quay

Patriarca, R., Bergström, J. & Di Gravo, G., 2017 Dec 10, In: Cognition, Technology and Work. 19, 4

On safety ontology: A cross-section analysis of incident investigations in a public healthcare system

Wrigstad, J., Bergström, J. & Gustafson, P., 2017 Oct 30, In: *Safety in Health*. 3, 13

Defining the Functional Resonance Analysis space: combining Abstraction Hierarchy and FRAM

Patriarca, R., Bergström, J. & Di Gravo, G., 2017 Sept, In: *Reliability Engineering and System Safety*. 165, p. 34-46

Scrutinizing the relationship between adaptation and resilience: Longitudinal comparative case studies across shocks in two Nepalese villages

Phudoma, L., Becker, P. & Bergström, J., 2017 Aug 1, In: *International Journal of Disaster Risk Reduction*. 23, p. 193-203 11 p.

One event, three investigations: The reproduction of a safety norm

Wrigstad, J., Bergström, J. & Gustafson, P., 2017 Mar, In: *Safety Science*. 96, p. 75-83 9 p.

Calibrated resilience landscapes of composite protection: Theoretical grounding of an empirical approach

Grøtan, T. O. & Bergström, J., 2017, *Risk, Reliability and Safety: Innovating Theory and Practice - Proceedings of the 26th European Safety and Reliability Conference, ESREL 2016*. CRC Press/Balkema, p. 348 1 p.

A Complexity Framework for Studying Disaster Response Management

Bergström, J., Uhr, C. & Frykmer, T., 2016 Sept 1, In: *Journal of Contingencies and Crisis Management*. 24, 3, p. 124-135 12 p.

Vem bär ansvaret för samhällets katastrofriskreducering?

Bergström, J., 2016, *Katastrofriskreducering: Perspektiv, praktik, potential*. Becker, P. & Ullberg-Baez, S. (eds.). Studentlitteratur AB, p. 81-104 38865-01

Incident investigations by the regulatory authority of Swedish healthcare - a 20-year perspective

Wrigstad, J., Bergström, J. & Gustafson, P., 2015, In: *Journal of Hospital Administration*. 4, 6, p. 68-76

On the rationale of resilience in the domain of safety: A literature review

Bergström, J., van-Winsen, R. & Henriqson, E., 2015, In: *Reliability Engineering & System Safety*. 141, p. 131-141

Organised behaviour in the Swedish fire and rescue service - a case study

Frykmer, T., Uhr, C. & Bergström, J., 2015.

Bridging the macro and the micro by considering the meso: reflections on the fractal nature of resilience

Bergström, J. & Dekker, S., 2014, In: *Ecology & Society*. 19, 4, p. 22

Mind the gap between recommendation and implementation-principles and lessons in the aftermath of incident investigations: a semi-quantitative and qualitative study of factors leading to the successful implementation of recommendations.

Wrigstad, J., Bergström, J. & Gustafson, P., 2014, In: *BMJ Open*. 4, 5, p. e005326

Some Thoughts on How to Align the Theoretical Understanding of Team Performance with Resilience Engineering Theory

Bergström, J., Henriqson, E. & Dahlström, N., 2014, *Resilience Engineering in Practice: Becoming Resilient*. Nemeth, C. P. & Hollnagel, E. (eds.). Ashgate, Vol. 2. 12 p. (Ashgate Studies in Resilience Engineering).

Complicated, complex and compliant: Best practice in obstetrics

Dekker, S., Bergström, J., Amer-Wählin, I. & Cilliers, P., 2013, In: *Cognition, Technology & Work*. 15, 2, p. 189-195

User Image Mismatch in Anesthesia Alarms: A Cognitive Systems Analysis

Raymer, K. & Bergström, J., 2013, In: *Ergonomics*. 56, 10, p. 1525-1534

Anaesthesia monitor alarms: a theory-driven approach

Raymer, K. E., Bergström, J. & Nyce, J. M., 2012, In: *Ergonomics*. 55, 12, p. 1487-1501

Escalation: Explorative studies of high-risk situations from the theoretical perspectives of complexity and joint cognitive systems

Bergström, J., 2012, Lund University (Media-Tryck). 102 p.

How to assess team performance in terms of control: A protocol based on cognitive systems engineering

Lindbom, H., Bergström, J. & Henriqson, E., 2012, In: *Cognition, Technology & Work*. 13, 4, p. 337-353

The Social Process of Escalation: A Promising Focus for Crisis Management Research

Bergström, J., Dekker, S., Nyce, J. & Amer-Wählin, I., 2012, In: *BMC Health Services Research*. 12, 161

What counts as a reasonable extent? - a systems approach for understanding fire safety in Sweden

Larsson, M., Grunnesjö, E. & Bergström, J., 2012, In: *Journal of Risk Research*. 15, 5, p. 517-532

From Crew Resource Management to Operational Resilience

Bergström, J., Henriqson, E. & Dahlström, N., 2011, *Proceedings of the fourth Resilience engineering symposium*. Hollnagel, E., Rigaud, E. & Besnard, D. (eds.). Presses des Mines, p. 36-42 7 p.

Team Coordination in Escalating Situations: An Empirical Study Using Mid-Fidelity Simulation

Bergström, J., Dahlström, N., Henriqson, E. & Dekker, S., 2010, In: *Journal of Contingencies and Crisis Management*. 18, 4, p. 220-230

Training organizational resilience in escalating situations

Bergström, J., Dahlström, N., Dekker, S. & Petersen, K., 2010, *Resilience Engineering in Practice - A Guidebook*. Hollnagel, E., Pariès, J., Woods, D. & Wreathall, J. (eds.). Ashgate, p. 45-56

Rule- and Role-Retreat: An Empirical Study of Procedures and Resilience

Bergström, J., Dahlström, N., van Winsen, R., Lützhöft, M., Dekker, S. & Nyce, J., 2009, In: *Journal of Maritime Research*. 6, 1, p. 75-90

Utveckling av samarbetsförmåga

Westerberg, K., Svensson, H., Kjellström, R. & Bergström, J., 2009, *Proceedings 2:a Utvecklingskonferensen för Sveriges ingenjörsutbildningar*.

Crew Resource Management, Threat and Error Management and Assessment of CRM skills – current situation and development of knowledge, methods and practice

Dahlström, N., Laursen, J. & Bergström, J., 2008, Swedish CAA.

Learning from failures in emergency response: a series of empirical studies

Dekker, S., Jonsén, M., Bergström, J. & Dahlström, N., 2008, In: *Journal of Emergency Management*. 6, 5, p. 64-70

Research projects**AI-positionering utan GNSS**

Bergström, J. (PI)

Swedish Government Agency for Innovation Systems (Vinnova): SEK75,000.00

2024/07/01 → 2025/06/30

Decision-making during obstetric emergencies

Raoust, G. (Research student), Hansson, S. (Supervisor), Bergström, J. (Assistant supervisor) & Amer-Wählin, I. (Assistant supervisor)

RobotLab LTH

Bagge Carlsson, F. (Researcher), Johansson, R. (Researcher), Karlsson, M. (Researcher), Olofsson, B. (Researcher), Robertsson, A. (Researcher), Robertz, S. (Researcher), Haage, M. (Researcher), Malec, J. (Researcher), Nilsson, K. (Researcher), Nugues, P. (Researcher), Stenmark, M. (Researcher), Topp, E. A. (Researcher), Krueger, V. (Researcher), Åström, H. (Researcher), Mayr, M. (Researcher), Salt Ducaju, J. (Researcher), Nishimura, M. (Administrator), Wisbrant, J. (Project communication officer), Dürr, A. (Researcher), Mayr, M. (Researcher), Nugues, P. (Researcher), Klang, M. (Research engineer), Klöckner, M. (Researcher), Nardi, L. (Researcher), Ahmad, F. (Researcher), Oxenstierna, J. (Researcher), Rizwan, M. (Researcher), Reichenbach, C. (Researcher), Bergström, J. (Researcher), Dell'Unto, N. (Researcher), Maunsbach, L. (Researcher), Åström, K. (Researcher), Blomdell, A. (Research engineer), Magnusson, M. (Researcher), Fransson, P.-A. (Researcher), Karayiannidis, Y. (Researcher), Johansson, A. T. (Researcher), Jia, Z. (Researcher), Laban, L. (Researcher), Wingqvist, B. (Researcher), Guberina, M. (Researcher), Jena, A. (Researcher), Westin, E. (Administrator), Frick, C. (Administrator), Pisarevskiy, A. (Research engineer), Nilsson, A. (Research engineer), Reitmann, S. (Researcher), Hvarfner, C. (Researcher), Stoltenberg, P. (Researcher) & Fregnan, S. (Researcher)
1993/01/01 → ...

Safety Culture From a Systems Perspective

Bergström, J. (PI) & Milich, M. (Researcher)
2023/01/02 → 2026/12/31

Samhällelig Resiliens: En internationell diskursanalys

Bergström, J. (PI)
Swedish Civil Contingencies Agency (MSB)
2013/08/01 → 2015/07/31

Testbädd - den elektrifierade flygplatsen, Campus Ljungbyhed

Nilsson, E. J. K. (Researcher), Bergström, J. (Researcher) & Subash, A. A. (Researcher)
2024/01/01 → 2025/12/31

UAV@LUND: The future of drones: technologies, applications, risks and ethics

Bergström, J. (PI), Dell'Unto, N. (PI), Eklundh, L. (Col), Johansson, R. (Researcher), Revstedt, J. (Researcher) & Lindemann, J. (Researcher)
2018/04/01 → 2023/03/31

UAS@LU: THE FUTURE OF DRONES: TECHNOLOGIES, APPLICATIONS, RISKS AND ETHICS

Bergström, J. (Project coordinator), Dell'Unto, N. (Project coordinator), Robertsson, A. (Researcher), Tyllström, R. (Researcher), Landeschi, G. (Project communication officer), Revstedt, J. (Researcher), Olsson, P.-O. (Researcher) & Smoker, A. (Researcher)
2021/08/01 → 2023/07/31

UAS@LU: Autonomous Flight

Bergström, J. (PI), Johansson, R. (PI), Robertsson, A. (Supervisor), Tyllström, R. (Research assistant), Laban, L. (Research student), Olofsson, B. (Supervisor) & Karayiannidis, Y. (Supervisor)
2021/10/01 → 2025/09/30

Work and Organization in the digital age

Andersson, M. (PI), Bjarnason, E. (PI), Schaefer, S. (PI), Sikström, S. (Researcher), Rosengren, C. (Researcher), Bergström, J. (Researcher) & Nilsson, C.-H. (Researcher)
2016/09/15 → 2017/05/18

Work and Organization in the Digital Age

Schaefer, S. (PI), Andersson, M. (PI), Bjarnason, E. (PI), Hansson, K. (Researcher), Sikström, S. (Researcher), Rosengren, C. (Researcher), Bergström, J. (Researcher), Nilsson, C.-H. (Researcher), Nilsson, L.-E. (Researcher) & Aili, C. (Researcher)
2016/09/15 → 2017/05/18

Selection of lectures given as invited speaker since 2015

2024-05-13	Keynote speaker at SAAB 'safety day', Örebro, Sweden
2024-03-05	Risks and risk management in complex systems, Nässjö, Sweden
2023-04	The ethics of safety, Porto Alegre, PUCRS Brazil.
2018-06-18	What do we mean by 'working safely'?
2018-06-04	What is safety?, CSMART, Almere, the NL
2018-05-30	Resilience: analytical traps and opportunities
2018-04-26	How does technology view us? SAMTIT, Gothenburg
2018-04-10	Resilience in aviation, Flight operations forum, Oslo, Norway
2018-03-20	A safety science theory-perspective on health care hygiene, Health care hygiene conference, Västerås
2018-03-16	Organisational resilience in times of crisis, 4CS Breakfast, Copenhagen
2018-03-15	Safety Culture: A critique, The Safety Culture Network, Malmö
2018-03-13	Accident investigation methods and analysis, Patient safety seminar, Oxford, UK
2017-12-08	The healthcare staff's contribution to patient safety, Patient Safety-course, KI, Stockholm, Sweden
2017-12-07	Resilience: A recent buzzword of Safety Science, SAS CRM-instructors, Copenhagen, Denmark
2017-12-01	Don't be scared: be prepared, The Swedish Fire Protection Association and the Southern Sweden Association for Incident Commanders, Malmö, Sweden
2017-10-26	Patient safety: trends and traps. Norwegian anesthesiologists' association, Oslo, Norway
2017-09-13	Analysing incidents and accidents. Swedish Prison and Probation Service, Lund, Sweden
2017-09-08	Simulation and CRM: Trends and traps. Norwegian surgical nurses annual meeting, Trondheim, Norway
2017-04-04	What makes landing hard? Flight Operations Forum, Oslo, Norway
2017-03-07	Risks to Social and Human Systems, the symposium Disasters Evermore at the Lund University 350 year jubilee (http://lu350.blogg.lu.se/disasters-evermore/)
Spring 2017	Participating in Lund University's university tour with the lecture Was It Technical or Human Error?
2016-11-29	Resilience and Safety, Institut Cerda, Madrid, Spain
2016-11-16	Patient Safety, BEST, Bergen, Norway
2016-10-06	Medical technology, safety and risk, Medical technology days, Örebro, Sweden
2016-06-02	Societal resilience as a discursive object, Delft Technical University, The Netherlands
2016-05-25	Empowerment, responsabilisation or abandonment: where are our safety strategies heading? Safety Seminar, Entry Point North, Malmö, Sweden
2016-05-12	Don't be scared; be prepared: Reflections on a changed safety discussion, EPOK 2016, Arlanda
2016-04-01	Simulering och träning för att skapa ett resiliert sjukvårdssystem, National simulation conference, Oslo, Norway
2016-03-18	Is clinical training an instrument for following up adverse events? KlinSim, Helsingborg, Sweden
2016-02-25	Does a systematic quality improvement effort make us safer? Lean-days, Bergen, Norway
2016-02-16	The resilience discourse, The Swedish Civil Contingencies Agency (MSB), Stockholm
2015-11-09	Risk from a systems perspective, NITO Network meeting, Oslo, Norway
2015-11-05	An innovative perspective on Risk, Seminar on Risk and Innovation, Stockholm, Sweden
2015-11-04	Optimism and pessimism in Safety: can CRM become an ethical problem?, CRM Seminar, Swedish Human Factors Network, Linköping, Sweden
2015-10-16	Societal resilience as a discursive object, Lecture at UNISONS, Porto Alegre, Brazil
2015-06-11	Complexity and training, Keynote at healthcare training seminar, Lillehammer, Norway
2015-05-27	Optimism and pessimism in system safety, Keynote at the Australian System Safety Conference, Brisbane, Australia
2015-05-20	Safety I and Safety II, Lecture Operations Seminar, LFV, Gothenburg, Sweden
2015-04-15	Human factors, lessons learned, Keynote at the Norwegian Air Operations Forum, Oslo, Norway
2015-03-12	Patient safety, quality and risk management, Guest lecture at academic course in healthcare quality and safety at the university of Bergen, Norway
2015-02-03	Accident theory from a historical perspective, Swedish national forum for accident investigators, Södertälje, Sweden

Media appearances

Debate article in Swedish morning news journal DN on the topic: Hindsight undermines our ability to learn from terror, 2018-01-01

Interview in Swedish Radio P4 2017-03-14 on why accidents happen:

<http://sverigesradio.se/sida/artikel.aspx?programid=101&artikel=6651363>

During Wednesday 25 March and Thursday 26 March 2015 I made several appearances in media (radio, TV and paper) to

discuss the recent Germanwings aviation tragedy. All the media appearances happened before the French prosecutor had confirmed the conclusion that the first officer of the flight was alone in the cockpit when the plane descended and eventually crashed in the Alps. In 2016 I also participated in the Swedish TV4 live coverage of the news that an Egypt Air flight had crashed on its way from Paris to Egypt. Appearances include:

Radio interview from P1 Morgon, Sveriges Radio P1, 25 March

Radio interview from Vaken, Sveriges Radio P4 Malmöhus, 25 March

Radio interview from P4 Extra, Sveriges Radio P4, 25 March

TV interview from Aktuellt, SVT, 25 March

Radio interview from Ekot, Sveriges Radio P1, 26 March

News paper article from Skånska Dagbladet, 26 March

Academic activities

Between Law and Safety: Licensed Aircraft Maintenance Engineers and the Socio-professional Construction of Legality in European Civil Aviation

Bergström, J. (Commissioned member of Examining committee)

2023 Aug 28

Modelling intent for Manned-Unmanned Teaming: Exploring human-centric approaches for future combat aircraft systems

Bergström, J. (Examiner)

2022 Dec 14

Patient safety and suicide: learning in theory and practice from investigations of suicide as patient harm

Bergström, J. (Commissioned member of Examining committee)

2022 Dec 9

Säkerhetsklimat i en militär organisation

Bergström, J. (External reviewer)

2022 Sept 30

Up in the air on solid ground. A longitudinal examination of the predictive validity of aptitude tests in aviation, improving accuracy and reducing noise in pilot selection procedures.

Bergström, J. (Second supervisor) & Melin, M. (Joint first/primary/lead supervisor)

2022 May 2 → ...

From In-Situ Simulation to Beyond: Improving Paediatric Trauma Care

Bergström, J. (Commissioned member of Examining committee)

2021

Risk perception of migrants

Bergström, J. (First/primary/lead supervisor), Wester, M. (Second supervisor) & Tehler, H. (Joint second supervisor)

2021 → ...

Sustainable aviation: focus on cabin crew from an aviation safety-perspective

Bergström, J. (Second supervisor) & Melin, M. (First/primary/lead supervisor)

2020 Aug 27 → ...

Adapting to increased automation in the aviation industry through performance measurement and training: Barriers and potential

Bergström, J. (Commissioned member of Examining committee)

2020

A Framework for Risk Assessment in Augmented Reality-equipped Socio-technical Systems

Bergström, J. (Role not specified)

2020

Consequences of Adaptation for Risk: In Nepal and the Maldives

Bergström, J. (Second supervisor) & Becker, P. (First/primary/lead supervisor)
2019

Analysing the emergence of risk: - an opportunity for patient safety

Bergström, J. (First/primary/lead supervisor)
2018 → 2023 Jun 15

Making Sense of Adaptation: Resilience in High Risk Work

Bergström, J. (Commissioned member of Examining committee)
2017

Checklistor inom akutsjukvård, effekter och värde

Ekelund, U. (First/primary/lead supervisor), Bergenfelz, A. (Second supervisor) & Bergström, J. (Third supervisor)
2014 Jun 1 → ...

Additional academic merits

Member of the Scientific Board of the Swedish Society for Risk Sciences

Member of the editorial board of the scientific journal Aviation in Focus.

Guest editor for the special issue Human Resilience in Interconnected Social and Health Systems in Ecology and Society.

Reviewed book and paper manuscripts for:

Cambridge University Press

Organization

Journal of Emergency Management

Safety Science

Cognition, Technology and Work

Jambá: Journal of Disaster Risk Studies published by the African Centre for Disaster Studies

Journal of Contingencies and Crisis Management

Journal of Risk Research

Ecology and Society

Automation in Construction

Science and Technology

Knowledge Management of Aquatic Ecosystems

Ergonomics

Additional online resources

For teaching and outreach I have a YouTube channel at the following address:

https://www.youtube.com/channel/UCdNsT8TniMZYCCswvcYNg_g

Additional information

Holder of privat pilot license (PPL)

Full time parental leave between October 2018 and May 2019 as well as between November 2021 and June 2022.