



Riverland Mallee Coorong Local Health Network  
**Strategic Plan**  
**2021-2026**

Our people caring for our communities.



**Health**  
Riverland Mallee Coorong  
Local Health Network



## Acknowledgement

We respect and honour Aboriginal and Torres Strait Islander Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

We acknowledge that 'Aboriginal business is everyone's business' and we will work in partnership with Aboriginal and Torres Strait Islander peoples to improve their health and wellbeing. We will work collectively with consumers and the community to ensure Aboriginal people get to enjoy the same, or better, health outcomes than the broader population.



## Message from our Governing Board Chair, Dr Peter Joyner

As Governing Board Chair of the Riverland Mallee Coorong Local Health Network (RMCLHN), I am pleased to endorse the RMCLHN Strategic Plan 2021-2026 (the Plan).

From 1 July 2019, amendments to the Health Care Act 2008 (the *Health Care (Governance) Amendment Act 2018*) came into effect to decentralise governance of South Australia's public health system through the establishment of Local Health Network Governing Boards. The Governing Boards are responsible for the oversight of local health service delivery and enable decisions to be made closer to our clinicians, consumers and communities.

This inaugural Plan sets out our organisational purpose, vision and values, outlining our commitment to providing high quality care across the continuum for our Riverland Mallee Coorong communities. It also defines four strategic themes that will be the focus of our Network, to provide the backbone for the work we will do over the next five years to support our communities to have the best possible quality of life.

The Plan also sets out our goals and priorities across the themes of caring for our communities, excellence in clinical care, local accountability and investing in our people. Our Network provides a broad range of services to meet the needs of our communities, providing care in acute, community, aged and mental health settings. Each of these care settings have a critical role to play in supporting our communities to live well.

The RMCLHN Strategic Plan is an essential part of our journey as a Network and I look forward to supporting our Network to achieve our goals over the next five years.

## Message from our Chief Executive Officer, Wayne Champion



As Chief Executive Officer of the Riverland Mallee Coorong Local Health Network (RMCLHN), I am proud to share the RMCLHN Strategic Plan 2021-2026 (the Plan) with you.

This is the inaugural plan for RMCLHN, following our formation in July 2019 and is intended to set the direction for the ongoing development of RMCLHN as an organisation for many years to come. The Plan has been developed through consultation with consumers, carers, community members, volunteers, staff and partner organisations in a process that has taken an extended period of time, due to the limitations imposed by the global COVID-19 pandemic.

At the core of the Plan are our organisational values, RMC CARES. We are Respectful, Motivated, Compassionate, Consumer focussed, Accountable, Resourceful, we strive for Excellence and value our Service to the community.

Our purpose as a Network is "Our people caring for our communities". We want to work together to care for local communities and develop our Network as a centre of excellence in rural health care, research and teaching. We will support people in RMCLHN to have the best possible quality of life, by providing timely, high quality care, as close to home as possible, that promotes dignity, respect, choice, independence and social connection.

The Plan defines the focus of our organisation over the next five years by identifying our goals and priorities across four strategic themes: Caring for our Communities; Excellence in Clinical Care; Local Accountability, and; Investing in our People.

On the cover of the Plan and page 2 is the winning photo from the 2020 RMCLHN photo competition. The photo competition helped to build a library of images that showcase our great region and the work we do, representing life in our Riverland Mallee Coorong communities. The winning image was taken by Natalie Durdin, of the Murray River in Loxton.

I look forward to working with you, our people, our partners and our communities to develop and provide high quality health services, which will meet the needs of the Riverland Mallee Coorong region for many years to come.



### Message from our Governing Board Member, Shane Mohor and our Director Aboriginal Health, Sharon Perkins

Developing the inaugural Riverland Mallee Coorong Local Health Network (RMCLHN) Strategic Plan (the Plan) is an important milestone and we are pleased to endorse it.

Community consultation through Aboriginal community forums and individual feedback along with data analysis has ensured the voices and needs of Aboriginal people have been heard and reflected in the Plan with specific goals for improving Aboriginal health outcomes embedded under the strategic themes.



Aboriginal people experience more life risk factors, poorer health and less acceptable outcomes in a range of life areas when compared to the general population. As a result of these challenges, Aboriginal people are among the most disadvantaged population groups in our community.

The Plan provides direction on how we achieve long term Aboriginal health goals with targeted priorities identified and measures of success including specific Aboriginal health criteria.

We look forward to seeing the Plan put into practice to create the best health service for every member of our Riverland Mallee Coorong communities.

### Our Local Health Network

RMCLHN supports approximately 68,000 people living in the Riverland, and the Murray River, Lakes and Coorong areas of South Australia, extending east to the Victorian Border.

This includes the towns and surrounds of Renmark, Paringa, Berri, Barmera, Waikerie, Loxton, Pinnaroo, Lameroo, Karoonda, Mannum, Murray Bridge, Tailem Bend and Meningie.

Our wide range of health care services include accident and emergency, day and inpatient surgery, Aboriginal health, mental health, obstetric services, chemotherapy, renal dialysis services, community and allied health, and aged care services.

The work of RMCLHN is overseen by our Governing Board. The Governing Board is responsible for the overall governance and oversight of local service delivery by RMCLHN, including governance of performance and budget achievement, clinical governance, safety and quality, risk management and fulfilment of the Governing Board functions and responsibilities.

The Governing Board is responsible and accountable to the Minister for Health and Wellbeing.

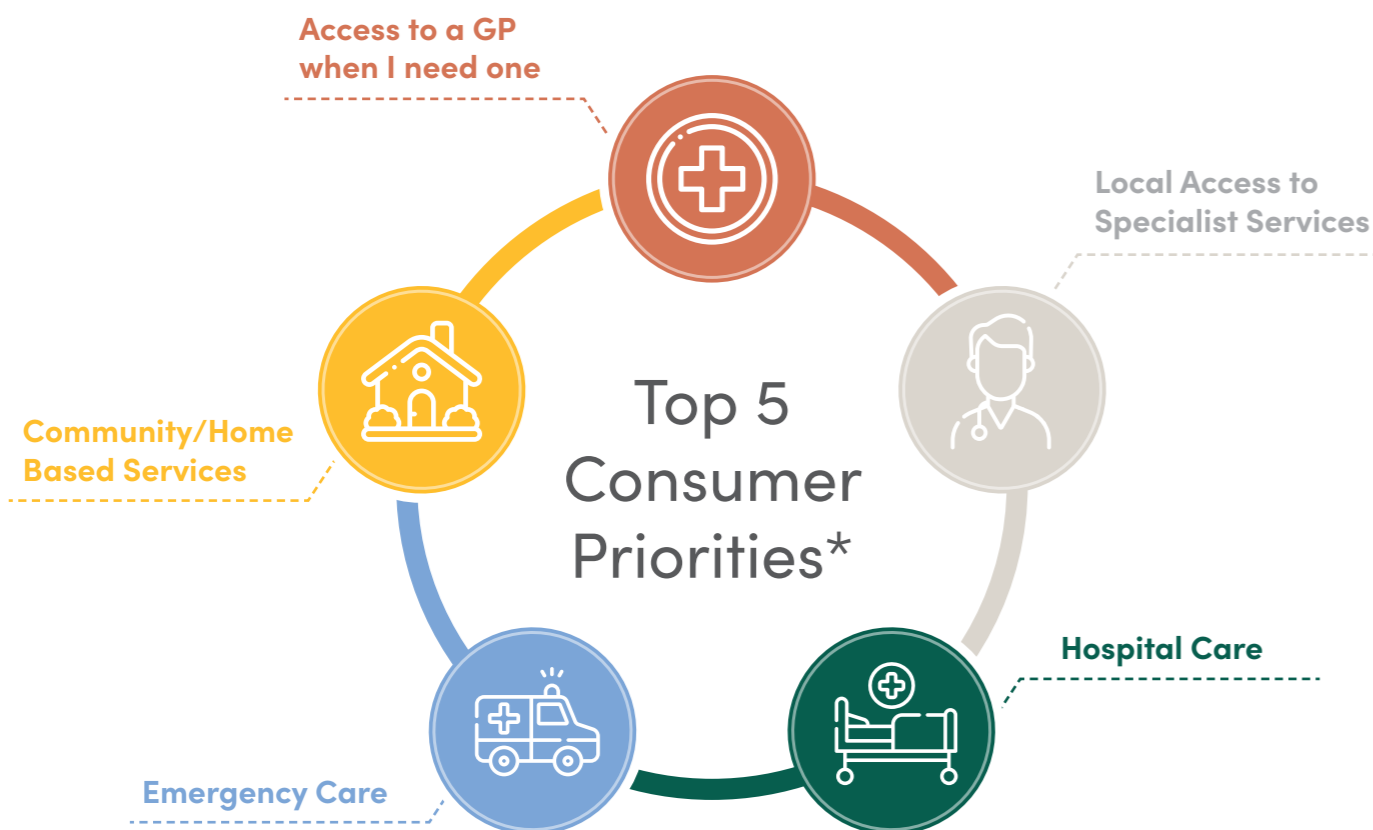


## Our Purpose

Our people caring for our communities.

RMCLHN 2018/19 Financial Year Data*	
<b>Our Population</b>	<ul style="list-style-type: none"> <li>• 4% of the total SA population</li> <li>• 14% of the regional SA population</li> <li>• High proportion of over 65s.</li> </ul>
<b>Diversity</b>	<ul style="list-style-type: none"> <li>• Broad cultural diversity</li> <li>• High Culturally and Linguistically Diverse (CALD) population in the Riverland and Murray Bridge</li> <li>• High Aboriginal and Torres Strait Islander population in Murray Bridge and Berri</li> <li>• High proportion of Aboriginal and Torres Strait Islander population in Meningie and Barmera.</li> </ul>
<b>Growth</b>	<ul style="list-style-type: none"> <li>• Projected population growth in Mannum and Murray Bridge</li> <li>• Projected population growth in 65+ population.</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>• 27,359 Emergency presentations</li> <li>• 493 births</li> <li>• 10,300 unique Allied and Community Health clients.</li> </ul>

\*Data from Planning & Population Health



## What matters most to consumers about the future of Health Care?\*



**Maintaining Current Services**



**Employing and Sustaining Local Staff**



**Service Waiting Times**

\* Results from the 2020 RMCLHN Consumer & Community Engagement Strategy Public Survey

## Our Purpose

### Our people caring for our communities

We will work together to care for local communities and develop our region as a centre of excellence in rural health care, research and teaching. We will support people in the Riverland Mallee Coorong Local Health Network to have the best possible quality of life, by providing timely, high quality care as close to home as possible, that promotes dignity, respect, choice, independence and social connection.

## Our Vision for our Communities

### Aged Care

We will support older people to have the best possible quality of life in a safe and home like environment, while providing high quality care that promotes dignity, respect, choice, independence and social connection.

### Mental Health

We will support people in our communities to have the best possible quality of life by providing high quality specialist mental health services that promote dignity, respect, choice, independence and social connection.

### Community Health

We will support people in our communities to have the best possible quality of life in their own home, while providing high quality care that promotes dignity, respect, choice, independence and social connection.

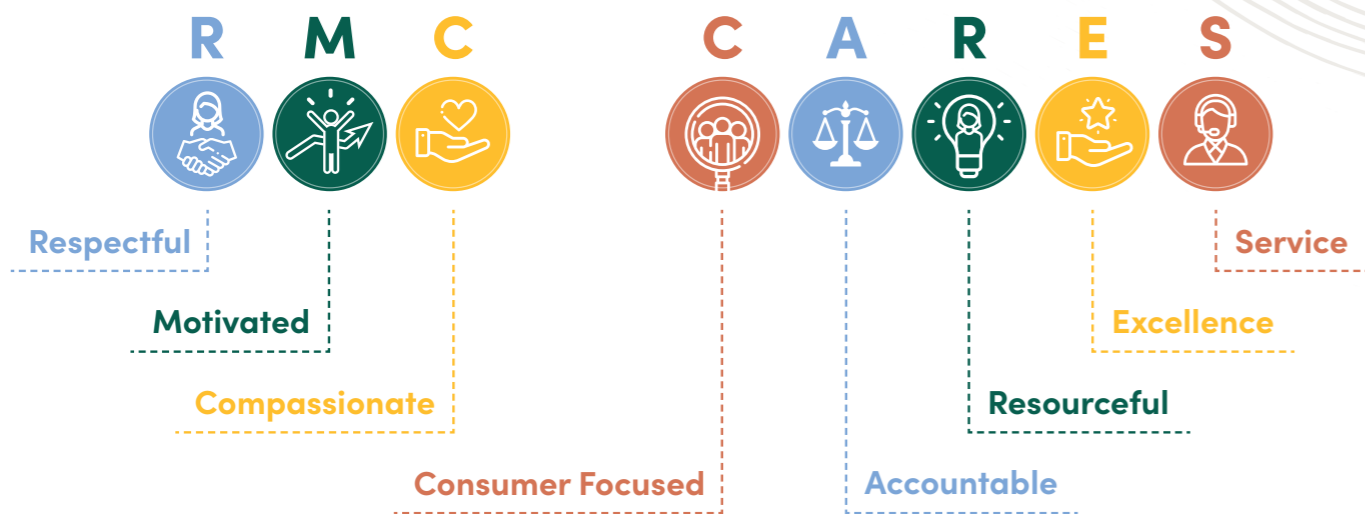
### Aboriginal Health

We will support Aboriginal people to have the best possible quality of life by providing high quality, culturally appropriate care that promotes dignity, respect, choice, independence and social connection.

### Acute Care

We will support people in our communities to have the best possible quality of life by providing high quality care that promotes dignity, respect, choice, independence and social connection.

## Our Values



RMC CARES is a statement in itself and represents our values as an organisation.

The information below explains what our values look like in action, including our practices and personal behaviours that embody and promote these values.

Value	Respectful
<b>What does it mean?</b>	We treat everyone as equals and value each other's sense of worth.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>Our People promote and role model respectful behaviour by treating consumers, carers, communities and each other with dignity and respect.</li> <li>We treat all people equally. We value diversity and the lived experience of people of different cultures, beliefs, values, sexuality, religion, age, gender, characteristics and abilities.</li> <li>Our People listen considerately and support people to feel safe when expressing themselves at work and when accessing health care and services.</li> </ul>

Value	Motivated
<b>What does it mean?</b>	We are driven to excel and provide the best quality care to our consumers and communities, when and where they need it.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>Our People take pride in their work and have a shared sense of purpose.</li> <li>We are committed to ensuring that our communities have access to high quality health services when and where they need them.</li> <li>We pursue knowledge and continued personal and professional development.</li> <li>We pride ourselves on action, accomplishment, courage, tenacity and resilience.</li> <li>We are committed to training the health workforce of the future.</li> </ul>

Value	Compassionate
<b>What does it mean?</b>	We take care of others and act with kindness, empathy, patience and understanding, in all that we do.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>Our People treat consumers, carers and family members with the utmost compassion and empathy throughout their health journey, to ensure their emotional and physical comfort whenever possible.</li> <li>We value wellbeing and put mechanisms in place to continually monitor, promote and enhance the wellbeing of Our People.</li> <li>We promote positive relationships and encourage authenticity and openness in our day-to-day work.</li> </ul>

Value	Consumer Focused
<b>What does it mean?</b>	We partner and collaborate with consumers, their families, carers and communities, to ensure the planning, delivery and evaluation of our health services is tailored to their needs.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>Our People respect consumers' voice, preferences, values and choice, and we provide comprehensive information to support consumers and carers to make informed decisions about their care.</li> <li>We provide welcoming and equitable access to safe, culturally appropriate, high quality health care and services.</li> <li>Our People share a common understanding of consumer-directed care and we engage with consumers and carers at all levels of decision making to ensure co-design of our services.</li> <li>We continually monitor and evaluate our consumers' experiences and the safety and quality of our services.</li> </ul>

Value	Accountable
<b>What does it mean?</b>	We are dedicated to fulfilling our duties and obligations as a public health service, and endeavour to act with honesty and integrity in all that we do.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>Our People uphold the values and standards contained in the Code of Ethics for the SA Public Sector, model behaviour that sets an example for others and hold each other accountable for our actions.</li> <li>We create a culture that encourages openness, honesty and transparency, and ensure all our decisions and actions can withstand scrutiny.</li> <li>Outcomes are measured against the highest standards to ensure our consumers are accessing the highest quality and standard of health care.</li> </ul>

Value	Resourceful
<b>What does it mean?</b>	We are agile, adaptable and able to deal skilfully, creatively and promptly with new situations and challenges.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>• Our People display resourcefulness in their everyday work through adaptability, agility, innovation, careful planning, efficient decision making and overcoming difficulties.</li> <li>• We are open minded about new possibilities, embrace change and use lessons learned to drive continuous improvement and efficiency.</li> <li>• We use our skills, knowledge and experience to drive the best possible outcomes for our consumers and communities.</li> <li>• We will seek out partnerships and work with others to leverage our influence on services for our communities. This includes (but isn't limited to) partnering in service planning, service provision, staff training, education and research.</li> </ul>

Value	Excellence
<b>What does it mean?</b>	We strive to continually improve and refine processes, exceed standards and expectations, and deliver access to high quality contemporary care for people in our communities.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>• Our People hold high expectations of themselves and others, to ensure we are pursuing excellence in all that we do.</li> <li>• We fearlessly embrace new technologies, research and practices that support us to deliver better outcomes for our consumers.</li> <li>• We train ourselves and the next generation of workforce to an excellent standard to provide a sustainable, high quality workforce.</li> <li>• Consumers accessing our health care services feel confident that they are receiving the best possible quality and standard of care, as close to home as possible.</li> </ul>

Value	Service
<b>What does it mean?</b>	We serve people and our communities courteously, fairly and effectively.
<b>What does it look like?</b>	<ul style="list-style-type: none"> <li>• Our People know who our consumers are, understand their needs and take their views into account, to ensure they receive the best possible service and experience.</li> <li>• We prioritise the needs of our diverse communities in the design and delivery of our services.</li> <li>• We continually monitor and evaluate the services we provide to our consumers and collaborate with business and community partners to improve service delivery and respond to complaints.</li> </ul>



## Our Strategic Themes

- Caring for our Communities
- Excellence in Clinical Care
- Local Accountability
- Investing in our People.



## Our Strategic Themes

The Plan sets out the long term strategic directions for RMCLHN. Some of the priorities identified under 'Our Strategic Themes' will form the foundation of the three year rolling Operational Plan which will be utilised as the tool to implement the Plan.

Caring for Our Communities	
<p><b>We will support all members of our Riverland Mallee Coorong communities to have the best quality of life through access to high quality care across acute, community, aged and mental health services.</b></p>	
Goals	Priorities
<ul style="list-style-type: none"> <li>• Provide care that meets the immediate health needs of the community.</li> <li>• Provide preventative and sustained care that improves the health and wellbeing of people living in our communities.</li> <li>• Improve Aboriginal Health outcomes.</li> <li>• Support the community through the longer-term impacts of the COVID-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• Equitable access to timely, appropriate and effective health care services in the most appropriate setting.</li> <li>• High quality care for our communities across our acute, community, aged and mental health services.</li> <li>• Partner with consumers to ensure their voices are heard and their needs are met in the development of our health services.</li> <li>• Continued, meaningful two-way communication with consumers and community members on what they want and need from their health services and what we can provide for them.</li> <li>• Holistic, long term care that supports consumers to plan for the future.</li> <li>• Monitor and adjust services to ensure they are appropriate to the needs of our community and reduce waiting times.</li> <li>• Support consumers, carers and family members to make informed decisions about their own care that are respected by our health care services.</li> <li>• Work effectively with our partners, including our region's General Practices, Primary Health Network and Non-Government Organisations, to ensure the best health outcomes are achieved for our consumers.</li> <li>• Engage with Aboriginal communities to implement strategies to Close the Gap in health outcomes and ensure the provision of culturally appropriate care and services.</li> <li>• Maintain readiness to respond efficiently and effectively to support our communities through the health and socioeconomic impacts of unpredictable community crises and events, including the long term impacts of the COVID-19 pandemic.</li> <li>• Strengthen our services to support the Aboriginal and Culturally and Linguistically Diverse communities through culturally appropriate and effective care.</li> <li>• Clear pathways to support the smooth transition and continuity of care for consumers between acute, community and residential services, including those provided by other service providers.</li> <li>• Utilise partnerships with Health Advisory Councils to their full potential as a community voice and advocate.</li> </ul>
What will success look like?	
<ul style="list-style-type: none"> <li>• People living in our communities have the best possible quality of life, are active partners in their care and are supported to make informed choices about the care that is best for them.</li> <li>• Appropriate, effective and affordable services are provided as close to home as possible.</li> <li>• Culturally appropriate and equitable care is provided to all consumers, including those from Aboriginal and Culturally and Linguistically Diverse communities.</li> <li>• People living in our communities are confident in the services we provide and are engaged in, and proactive about their health.</li> <li>• Consumers find seamless integration between the care provided by General Practices and our hospitals, aged care and community health facilities.</li> <li>• Successful implementation of the RMCLHN Consumer and Community Engagement Strategy.</li> <li>• Riverland Mallee Coorong communities are supported through the longer-term impacts of any major disaster or crisis, including the COVID-19 pandemic.</li> </ul>	

Excellence in Clinical Care	
<p><b>We will provide an excellent standard of clinical care, teaching and research to our Riverland Mallee Coorong communities across acute, community, aged and mental health services.</b></p>	
Goals	Priorities
<ul style="list-style-type: none"> <li>• Provide an excellent standard of clinical care as close to home as possible.</li> <li>• Improve the health and wellbeing of people living in our community.</li> <li>• Improve Aboriginal Health outcomes.</li> <li>• Position RMCLHN as a leader in rural clinical care and excellence.</li> <li>• Increase local self-sufficiency to develop our health and medical workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Safe, timely and high quality, evidence based care that is accessible to our community throughout their lifespan.</li> <li>• Exceed quality expectations. Maintain and exceed accreditation requirements.</li> <li>• Role model excellence across our acute, community, aged and mental health services.</li> <li>• Recognise and respond to the different needs and social determinants of health for those living in both rural and remote areas of our Network.</li> <li>• Provide diverse and culturally appropriate services in a culturally safe environment.</li> <li>• Invest in education, resources, clinical expertise, leadership and wellbeing to support the provision of excellent care.</li> <li>• Identify and support experts in specialty areas to champion excellence in clinical care.</li> <li>• Leverage technology in systems and processes to enable excellence in clinical care.</li> <li>• Contribute to the development of contemporary models and standards of care by integrating research and teaching in to our clinical services.</li> <li>• Consumers and community trust their health care services, and have access to the best possible quality and standard of care.</li> <li>• Focus on Closing the Gap for Aboriginal health outcomes.</li> <li>• Develop informed partnerships with, and utilise feedback from, consumers, carers and community members to continually monitor and improve our health care services.</li> <li>• Continuous improvement culture is embedded in everything we do.</li> </ul>
What will success look like?	
<ul style="list-style-type: none"> <li>• People living in our communities have the best possible quality of life and receive an excellent standard of culturally appropriate, safe and high quality care.</li> <li>• Consumers, carers and community members have positive experiences across the continuum of health care services.</li> <li>• Successful co-designed programs that meet the needs of our communities.</li> <li>• The community is served by a sustainable, engaged and responsive local health workforce.</li> <li>• Safety and quality performance data is readily available to consumers and the community.</li> <li>• Services utilise contemporary models of care and continually review the evidence base for health care services.</li> </ul>	

## Local Accountability

**We will increase community confidence and trust in the health system through local leadership, accountability and decision making for service delivery being close and responsive to consumers and communities.**

Goals	Priorities
<ul style="list-style-type: none"> <li>Be responsive to the health needs of the communities that we serve.</li> <li>Ensure efficient and appropriate resource allocation to meet the needs of people living in our communities.</li> <li>Have a visible and accessible local presence.</li> <li>Embed inclusivity and diversity across the Network.</li> </ul>	<ul style="list-style-type: none"> <li>Active, invested and effective Governing Board responsible for oversight and efficient resource allocation to ensure the delivery of local health services.</li> <li>Ongoing professional development, education and support for Governing Board members.</li> <li>Clinical and corporate governance frameworks are integrated and embedded to support the safe and high quality delivery and improvement of consumer care and services.</li> <li>Systems and processes are in place to meet our legislative requirements.</li> <li>Take responsibility for training and developing our own health workforce.</li> <li>Act transparently to promote trust and confidence in governance and leadership.</li> <li>The diverse needs of our community are understood, respected and embedded across governance and service provision.</li> <li>Conduct regular evaluation of consumers, the community and staff to better understand who we are.</li> <li>Utilise funding opportunities and maximise income to ensure the continued provision of health care services.</li> <li>Embed the voice of consumers, carers and community members in the planning, design and delivery of our health services.</li> <li>Develop a culture of shared learning across the Network, including safety and quality.</li> <li>Develop and promote clear escalation processes and open lines of two-way communication.</li> <li>Infrastructure and assets are maintained, to be safe and fit for purpose and to promote utilisation of digital health opportunities.</li> <li>Engage with clinicians and local service providers to ensure the services provided are reflective of local needs and priorities.</li> <li>Continually review and adjust service provision to meet the diverse needs of our communities.</li> <li>Think regionally and act locally.</li> </ul>

### What will success look like?

- Funding and resources are maximised to provide the most appropriate services to our community when and where they are required.
- Consumers, carers and community members have an active voice within our health Network.
- Inclusivity and diversity are embedded within the culture of the Network.
- Partnerships with local service providers are respected, valued and maintained.
- Health care services grow and adapt with the needs of the community.

## Investing in Our People

**We will invest in Our People to create a sustainable and highly trained team that understands and caters to the diverse needs of our Riverland Mallee Coorong communities. The term 'Our People' refers to our team and includes clinicians, non-clinicians, visiting medical specialists, Rural Support Service staff, contractors, volunteers and partners.**

Goals	Priorities
<ul style="list-style-type: none"> <li>Attract and retain the workforce we need in order to provide the best possible care.</li> <li>Provide a safe, enjoyable and rewarding working environment.</li> <li>Build upon our Aboriginal workforce.</li> <li>Prioritise, support and enhance staff wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Our People feel valued and respected in a culturally safe workplace.</li> <li>Value and promote continual professional development and learning across each area of work.</li> <li>Effective and efficient recruitment processes.</li> <li>Continually review role expectations and resource allocation.</li> <li>Utilise the experience, research and knowledge of Our People to guide and shape our services.</li> <li>Invest in the resources and support required to enable Our People to excel.</li> <li>Initiate meaningful conversations with Our People on career goals, progression and opportunities including succession planning.</li> <li>Provide regular opportunities for Our People to grow and excel through leadership and mentoring activities.</li> <li>Empower local community members to train locally to become the health workforce of the future</li> <li>Recognise the importance of Our People in caring for our community and providing excellence in clinical care.</li> <li>Increase the participation of Aboriginal people in the workforce.</li> <li>Embed consumer focussed communication within our workforce to support positive consumer and staff experiences.</li> <li>Attract and invest in young people in the community as the future of our workforce, through schools, TAFEs and Universities.</li> <li>Value and support our ageing workforce, including through flexible working arrangements.</li> <li>Prioritise workforce planning, including succession planning.</li> <li>Role model a positive workplace culture free from violence, harassment and discrimination that invests in and prioritises wellbeing across all levels.</li> <li>Value and celebrate the skills and achievements of our workforce.</li> <li>Be an employer and educator of choice.</li> <li>Support and encourage ideas and innovation.</li> </ul>

### What will success look like?

- Our People, working across our services, feel safe, valued and supported in their working environment and in our community.
- Our People eagerly seize opportunities to become leaders in our Network.
- We employ a diverse workforce that understands and caters to the diverse needs of our communities.
- Aboriginal participation in the workforce is increasing across all services.
- Successful implementation of the RMCLHN Clinician and Workforce Engagement Strategy.
- New staff choose RMCLHN as a preferred employer and play an active role in the positive future of our Network.





RMCLHN is  
 committed to achieving  
 the highest level of quality  
 in everything we do.

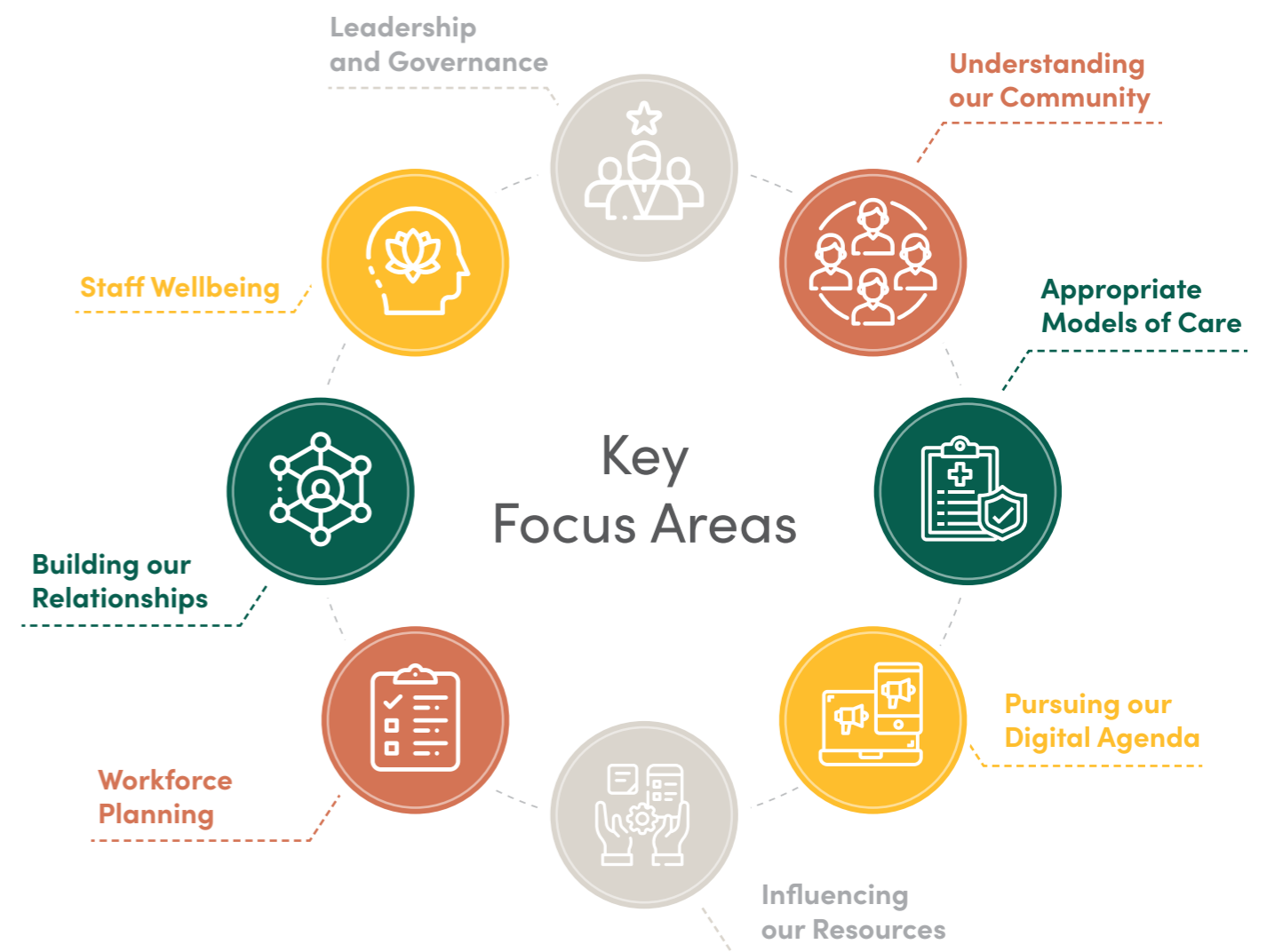
## Commitment to Quality

RMCLHN is committed to achieving the highest level of quality in everything we do.

In defining quality, we are guided by the dimensions of quality described by the Australian Commission on Safety and Quality in Healthcare: Safety, Effectiveness, Appropriateness, Consumer Participation, Efficiency, Accessibility and Equity. For RMCLHN, we also include Sustainability as another dimension of quality.

Whilst these dimensions primarily relate to the provision of health services, they will direct our commitment to quality in other activities, such as staff development, research, and education. They will also guide the way we choose partner organisations, to work with us in meeting the diverse needs of our Riverland Mallee Coorong communities.

## Key outcomes from the Strategic Planning Workshop



## Our Enablers

- Health promotion activities, starting with school children and extending through to the entire community
- Dedicated community engagement resources utilising a broad range of strategies
- Exploring and developing digital opportunities for integrated systems and processes
- A workforce culture of engagement, innovation and evolution
- Dedicated local champions
- Efficient and meaningful collection and utilisation of data
- Valued and motivated workforce
- Safe and inclusive workplace culture
- Visible and accessible local governance
- Clear and open two-way communication.

## Monitoring and Review

A rolling three-year Operational Plan will be developed to implement the RMCLHN Strategic Plan.

Operational priorities within the Strategic Plan will translate into the RMCLHN Operational Plan, which will have a three-year lifespan, but be updated annually.

Overall progress towards the goals of this Strategic Plan, and the rolling three-year Operational Plan, will be reported annually to the RMCLHN Governing Board, with key performance indicators reported at the RMCLHN Annual Public Meeting and in the Annual Report.



## For more information

Riverland Mallee Coorong Local Health Network

Telephone: **Berri Office** (08) 8580 2400  
**Murray Bridge Office** (08) 8535 6777

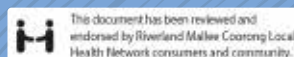
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