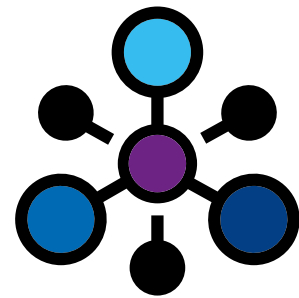


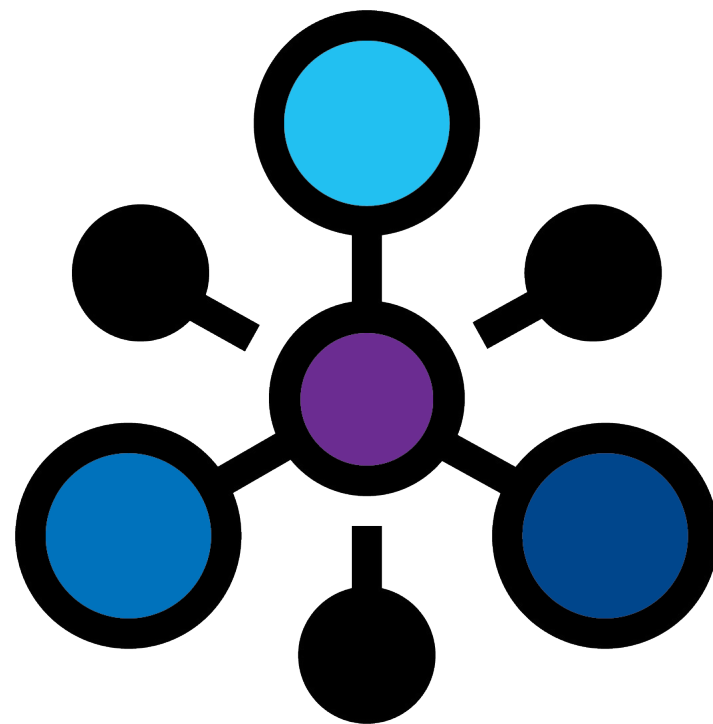


manchester catalys



Strategy

2025-2028



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Foreword

I am delighted to introduce the Manchester Catalys Strategy 2025-2028, an initiative that places Health and Social Care Professionals (HCPs) at the forefront of clinical research and academic excellence, directly supporting the government’s transformative 10 Year Health Plan for England.

This strategy reflects our commitment to listening to our workforce and responding to your aspirations for professional development and patient care improvement. As the 10 Year Health Plan recognises, empowering frontline staff to shape the future is essential to transforming the NHS into a system where innovation thrives.

You have vocalised that research should not be the preserve of a select few, but an integral part of everyday practice for all HCPs. You want opportunities to contribute to the evidence base that underpins excellent patient care and to be part of a research-active culture that drives innovation and improvement. This aligns perfectly with the national ambition to make research, development and innovation a core part of everyday clinical work across all settings, from neighbourhood health services to specialist care.

Through our five strategic aims - Exposure, Engagement, Education, Embedding, and Empower & Equip – this strategy provides a clear pathway for every HCP to engage with research, whether taking first steps through internships, pursuing formal academic qualifications, or establishing independent research careers. Manchester Catalys will ensure that barriers are removed and support is accessible at every stage of your journey, supporting the Plan’s vision of making the NHS a global research and innovation powerhouse.

I am immensely proud of the dedication you show every day in caring for our patients, and I am excited about the transformative impact this strategy will have on our professions and the communities we serve.

Kimberley Salmon-Jamieson

Chief Nursing Officer
Manchester University NHS Foundation Trust



Foreword

Following the release of the government’s Fit for the Future: 10 Year Health Plan for England, there has never been a more critical time to engage our health and care workforce in research. This momentum is essential to deliver the shifts from analogue to digital, hospital to community and treatment to prevention. The plan’s emphasis on building a more research-active workforce and embedding prevention science into everyday practice creates unprecedented opportunities for clinical academics across all disciplines to lead evidence-based transformation.

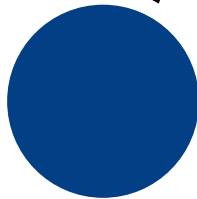
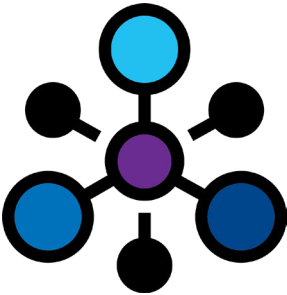
The School of Health Sciences at the University of Manchester remains committed to working in partnership with Manchester University NHS Foundation Trust to support the Catalys Strategy (2025-2028). We will build this community of practitioners across higher education and the healthcare sector and inspire future generations of clinical academics, more representative of the communities they serve than is the case at present, and from the full range of health and care disciplines.

We will support the leadership team and wider stakeholders in their pursuit of their aims to expose, engage, educate, embed, empower and equip all in health and care professional roles and those in education/training for such roles to embrace the opportunities that research can offer to enhance care and outcomes for those who use healthcare services.

We look forward to learning about the people and projects, inspired by Catalys, leading the way in working with communities, and neighbourhoods to address health inequalities and helping all to live longer and healthier lives.

Prof Hilary Mairs

Deputy Head of School of Health Sciences
University of Manchester



Why do we need Manchester Catalys?

Research active healthcare organisations have improved health outcomes and better patient experiences.^{1,2,3} Patients who are treated in these organisations have lower mortality rates and report higher levels of satisfaction with the care they receive.^{1,2,3} Research activity can also lead to improvements in organisational performance, such as enhanced organisational efficiency, even when that is not the primary aim of the research.^{1,2}

Health and Social Care Professionals (HCPs) comprise the majority of clinical staff. Engaging them in research is essential in building research active healthcare organisations. The findings they generate establishes a scientific basis for the care of individuals across the life span, from prevention and health promotion to the management of patients. The Shape of Caring Review (2015)⁴ also identified the translation of research into practice as central to the production of a flexible workforce that can innovate and adapt to changing patient needs. Broad research awareness and the ability to engage in critical enquiry are seen as essential features of the future workforce. They also underpin the ability to advance patient care safely and effectively.

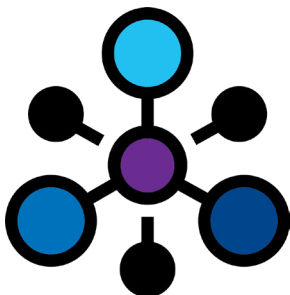
However, HCPs report a range of barriers to engaging with research and less than 1% consider themselves to be clinical academics.⁵

The challenges they describe include problems with:

1. accessing relevant research knowledge
2. building inter-personal research networks and
3. finding the time in their job plans to commit to undertaking research.⁶

HCPs who are interested in research report that it can be hard to gain the support they need from their organisations to progress their clinical academic careers.⁶

Manchester Catalys exists to transform the experiences of HCP researchers. We aim to build widespread recognition that research engagement is integral to the delivery of high quality, safe patient care. We work to reduce the barriers which prospective HCPs face when stepping into research activity and to provide the support they need to flourish and reach independence in clinical academic careers.



Our mission, our values

Our mission is to normalise and fully embed HCP research alongside all other aspects of service provision. Our goal is to increase the number of HCPs who are clinical academics and to ensure that all HCPs are research engaged. In striving towards these goals, we aim to create a research-positive working culture for HCPs which enables them to thrive, enhancing job satisfaction and wellbeing. In achieving these goals, we aim to improve patient outcomes by advancing collaboration, education, knowledge and wisdom within the organisations which serve them.

We believe that everyone matters; we aim to serve patients by supporting the HCPs responsible for their care. We share values of knowledge, inclusivity, wisdom, humanity, academic freedom, compassion, openness and honesty, curiosity and courage. We undertake our work with a pioneering spirit which seeks to overcome barriers and innovate for improvement. We are committed to demonstrating these values in all our interactions, both within our own team and organisations, and with the stakeholders we work with.

Which HCPs does Manchester Catalys serve?

This strategy is only relevant to those HCPs who hold registration with one of the following regulatory bodies or who have plans in place to hold the required registration prior to joining Manchester Catalys. The strategy may also be relevant for staff who support and manage HCPs, including chaplains and National Health Service (NHS) managers.

- Academy for Healthcare Science
- General Chiropractic Council
- General Optical Council
- General Osteopathic Council
- General Pharmaceutical Council
- Health and Care Professions Council
- Nursing and Midwifery Council
- Social Work England
- UK Public Health Register



How have we developed this strategy?

This strategy has been co-produced with HCPs and informed by research studies and commissioned reports into the barriers and enablers of HCP clinical academic careers. The strategy provides a model for HCP research development and an approach which is aligned to regional and national research agendas. Our strategy aims to remove these barriers and provide support to ensure all HCPs are research engaged.

Our strategy is underpinned by the key principles set out in the NHS Constitution⁴; which is unambiguous in the pursuit of clinical excellence for patients and users of services:

"...through its commitment to innovation and to the promotion, conduct and use of research to improve the current and future health and care of the population. Respect, dignity, compassion and care should be at the core of how patients and staff are treated not only because that is the right thing to do but because patient safety, experience and outcomes are all improved when staff are valued, empowered and supported."

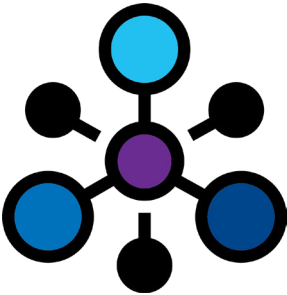
What does our strategy say?

Our strategy confirms our mission to normalise and fully embed HCP research alongside all other aspects of service provision. Engaging in research and developing clinical academic careers is a journey; our strategy supports HCPs throughout this trajectory. We also recognise that HCP researchers cannot thrive in isolation; it is essential that we develop mechanisms to ensure that HCP research can grow and remain sustainable.

The Catalys strategy complements and supports the MFT Research and Innovation (R&I) strategy through our aligned commitment to establishing research networking forums, clinical academic research leadership opportunities across clinical areas and creating accessible resources for grant applications.

mft.nhs.uk/app/uploads/2024/07/RIStrategy_2024_V4.pdf

By developing structured approaches to research communications and building robust professional networks, we enhance MFT's broader vision for research excellence.



A vision for MFT

MFT has a long history of HCP research and has built strong partnerships with universities, other NHS Trusts, national and regional research infrastructure and industry across Greater Manchester (GM) resulting in joint working across the clinical and academic communities. MFT is committed to developing an ethos where HCPs consider the application of research to be a core component of all roles, contributing to the development of an open research culture. It is envisaged that all staff will engage with research in some way to benefit patient care, whether this is through using research findings to inform practice, involvement in or leading research.

It is our vision that MFT will be an international centre of excellence for HCP research. All HCPs will have opportunities to develop their research skills and knowledge, to contribute to innovation and invention and to engage with cutting edge science. MFT HCP researchers will spearhead world-leading new technologies, techniques and practices which will have global impact.

This vision aligns with the delivery of all five Trust aims, and is core to the delivery of the fifth aim:

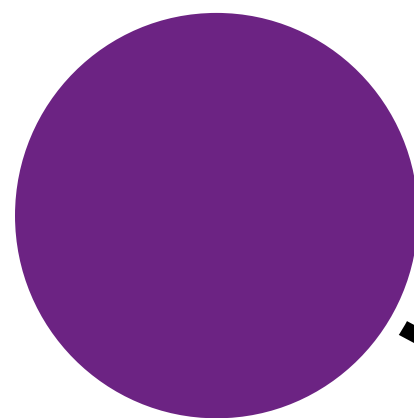
- To work with partners to help people live longer and healthier lives
- Provide high quality, safe care with excellent outcomes and experience
- Be the place where people enjoy working, learning and building a career
- Ensure value for our patients and communities by making the best use of our resources
- Deliver world-class research and innovation that improves people's lives.

A wider vision

The need to develop HCP researchers is not specific to GM, and is a national and international imperative to improve global health outcomes. Manchester Catalys originated and currently operates as a partnership between MFT and the University of Manchester. However, we are outward looking; it is our goal to connect with organisations regionally to learn and share best practice. It is our vision that all HCPs in GM and the North West will have access and opportunities to engage with research equally, to develop their research skills and careers and to pioneer advances in healthcare practices or delivery. We envisage a regional community where established and senior researchers mentor, supervise, teach and train prospective HCP

researchers. Manchester Catalys will act as a catalyst, sharing knowledge, tools and networks to inspire and establish future generations of clinical academics.

Our vision is also global. We intend to have impact internationally, and some of our members' research has already influenced international guidelines. We will evaluate our strategy in an ongoing way, disseminating information regarding successful and high value activities nationally and internationally. It is our goal that Manchester Catalys will be recognised globally as a flagship centre for clinical academics, working at the cutting edge of HCP research strategy.

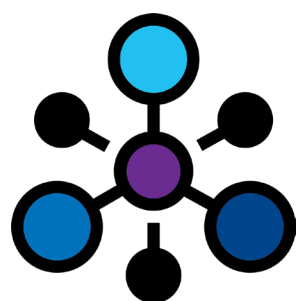


Our aims

We have developed five strategic aims for Manchester Catalys. These describe the outcomes that we want to achieve and the ways in which we intend to do this. For each aim, we have described what this will mean for you, as a prospective or active HCP clinical academic and what this means for us, as an organisation.

We have also identified the difference we want to make when we deliver our aims. This is how we will know that we have been successful in meeting our aims. Where possible, we will measure how well we are delivering our aims in an equitable way.

We are ambitious in what we want to achieve. Our aims describe the improvements we want to make over the next 5-years. Each aim is underpinned by a more detailed list of actions and goals to facilitate completion. We are committed to working towards our goals and eliciting positive change for HCP clinical academic careers.

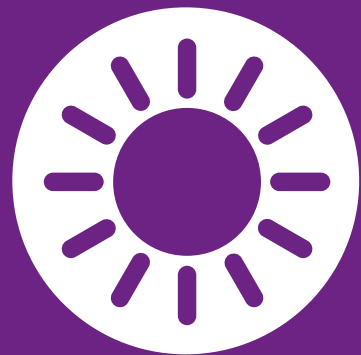




AIM ONE

Exposure

Increase HCPs' interest in research



What this means for you:

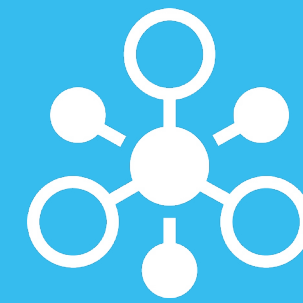
If you are new to research, we will provide you with information and knowledge about research in a wide range of ways. We want to simplify the research process to make it accessible for you. We will share information with you which aims to inspire, interest and enthuse you about research activity and clinical academic careers.

What this means for us:

We will be creative, ensuring we share information using a range of platforms and different types of media. We will be connected, learning about research developments which are important for you, so we can share the most relevant news and updates.

The difference we aim to make:

We want to reach an increased number of HCPs through our communications and to see this awareness reflected in growing numbers of social media followers, increased social media engagement and more MFT HCPs joining our forums and networks.



AIM TWO

Engagement

Actively engage HCP students, HCPs and managers in research, who are new to research or early in their clinical academic journey



What this means for you:

You will be provided with opportunities such as internships and placements which are designed for HCPs who are new to research. Your manager will understand the importance of research activity to improving practice and will support you to take up these opportunities where possible. You will also receive further support following internships and placements to help prepare you for more formal research training, such as pre-doctoral and doctoral fellowships.

What this means for us:

We will partner with organisations to support and increase the provision of research internships and placements for prospective HCP researchers. We will provide information about the benefits of HCP research to managers and identify solutions where barriers exist which prevent HCPs from engaging with research opportunities. We will follow up with clinicians who undertake research placements and internships to provide information and support regarding further steps they can take to advance their research career.

The difference we aim to make:

We want to see more HCPs taking up placement and internship opportunities, and for this increase to translate to more HCPs involved in research publications and submitting applications for funded research opportunities.



AIM THREE

Education

Increase the number of HCPs in formal research training programmes



What this means for you:

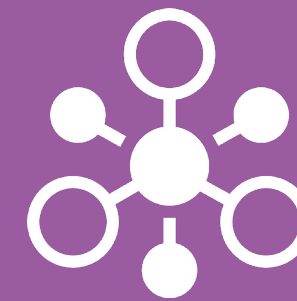
You will be provided with information and support to apply for funded training opportunities which can develop you as a clinical academic. We will provide you with feedback to help you prepare applications and offer you access to mock interview panels.

What this means for us:

We will find and share information about funded training opportunities which are relevant for HCPs. We will work with relevant partners to increase the provision of funded training opportunities. We will provide support for HCPs completing applications and improve systems to make the application process more manageable.

The difference we aim to make:

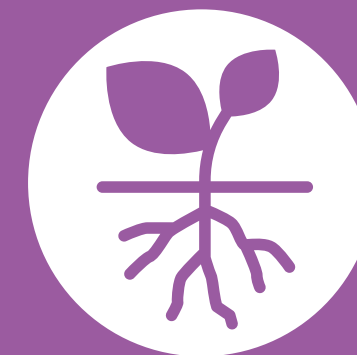
We want more HCP researchers to gain places on internally and externally funded masters, doctoral and post-doctoral-level training courses and fellowships.



AIM FOUR

Embedding

Support established HCP researchers so that they can achieve independence in their clinical academic careers



What this means for you:

Once you have completed your doctoral research training, you will receive information and support to enable you to continue undertaking research alongside your clinical work or to pursue post-doctoral or senior fellowships. You will be able to build on your research training to develop and achieve independence as a clinical academic.

What this means for us:

We will work closely with NHS, higher education institutions (HEIs) and regional infrastructure (e.g., incubators, NIHR ARC and BRC, Wellcome Trust CRF etc) to align systems so that those who undertake both research and clinical activities are not disadvantaged. We will seek to establish funding and posts so that clinical academics can bridge gaps between fellowships or find substantive posts which include both research and clinical work in the job plan.

The difference we aim to make:

We will enable more post-doctoral HCP researchers to progress their academic careers after completing their doctoral studies. We want to see more clinical academic professors and more HCP researchers who are competent and able to supervise, mentor and support the next generation of clinical academics.



AIM FIVE

Empower & Equip

Provide HCPs with the tools and connections to conduct clinical research



What this means for you:

You will be able to connect with other HCPs interested in research and to find collaborators with similar or complementary interests. You will be able to access the resources you need to successfully undertake research activity. This will include access to relevant information to help guide you when embarking on research projects, such as example ethical approval applications and successful funding applications.

What this means for us:

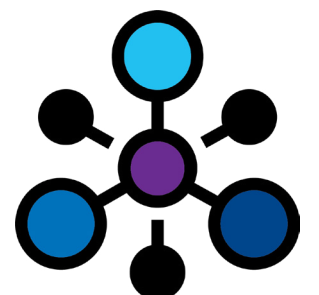
We will create, establish and support interpersonal research networks and forums for HCP researchers at all stages of their research journey. We will work to create agreements and secure access to resources for research. We will create banks of successful research applications and ethical approval applications.

The difference we aim to make:

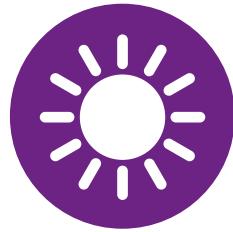
We want HCP researchers to feel supported by MFT and the University of Manchester as they undertake their clinical academic careers. We want to improve retention of HCP researchers in active clinical practice by enabling them to align their research careers with their clinical work.

Delivering our aims

To help deliver our strategic aims for MFT staff, we have co-created a work plan with our stakeholders which outlines specific actions we will take over the next five years. Our aims are bold and ambitious; by being clear and specific about the steps we will take, we aim to ensure that our ambitions are realised for MFT staff. We will carefully monitor both the delivery of these actions and their impact, to inform further plans we will develop in the future. We want to position Manchester Catalys at the cutting edge of clinical academic careers, pioneering new strategies and innovating new solutions to overcome barriers. We will use our work plan as a foundation for organising our work and a platform for continual improvement.



Delivering our aims



Exposure

Increase HCPs' interest in clinical academia

To deliver this aim, we will:

- **Integrate and regularly update information about research and Manchester Catalys into staff inductions.** As all new starters receive an induction, this will ensure they have a basic knowledge and awareness of MFT's support for clinical academic research and careers.
- **Encourage all MFT clinical academics to create an ORCID account, and all those with a university affiliation to complete their university online profiles.** This will increase clinical academics' research visibility. It will also improve our ability to track the achievements of MFT clinical academics so we can publicise these and monitor progress.
- **Develop new, more effective and efficient ways of collecting hard and soft data on HCP research outcomes.** This will help us to monitor the impact of our actions and provide us with information we can share with HCPs relating to the impact of research.
- **Share research opportunities and MFT staffs' research achievements at MFT meetings and conferences.** These forums reach current staff who may not otherwise be exposed to research.
- **Create and deliver a robust and specific, measurable, achievable, relevant and time-bound (SMART) communications plan to include a wide range of media such as emails, social media, videos and podcasts.** Individuals who are not currently in clinical academic careers may not actively be seeking information about research, but may habitually use a range of other media. A varied and consistent communications strategy will ensure the greatest reach to the greatest number of people.

Delivering our aims



Engagement

Actively engage HCP students, HCPs and managers in research, who are new to research or early in their research career journey

To deliver this aim, we will:

- **Include information about research and Manchester Catalys into manager training.** Line manager support is crucial in enabling staff to take up research opportunities. We will include information to enable line managers to identify funding opportunities, support business cases and release HCPs to undertake research. We will ensure managers understand the benefits of having research-active clinicians and the relevance of this to wider organisational goals such as improved patient outcomes and reduced costs.
- **Increase the number of staff using the NIHR Associate Principal Investigator Scheme.** This scheme is an opportunity to engage and train clinicians who are new to research in the skills involved in research leadership.
- **Develop a process to identify and support prospective clinical academics and research leaders.** Many talented HCPs may not be aware of the possibilities of a research career; identifying and proactively supporting these professionals will increase their chances of beginning on a research pathway.
- **Enhance the research-related knowledge and experiences of undergraduate and taught postgraduate HCP students.** Engaging healthcare professionals in research earlier in their career can increase the chances of career-long research activity.
- **Increase the number of staff undertaking rotational research placements and internship opportunities.** These forms of research experience can familiarise HCPs with research practices and processes, helping them to develop their own research ideas and build confidence in this area.

Delivering our aims



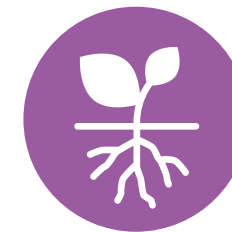
Education

Increase the number of HCPs in formal research training programmes

To deliver this aim, we will:

- **Increase availability and uptake of GM funded training opportunities.** Due to devolution and national infrastructure, GM has several organisations who can provide funding and support specifically for GM healthcare professionals; working with these organisations can be mutually beneficial.
- **Increase support, including feedback on applications, to help MFT staff gain research council and other externally funded training opportunities which support MSc and PhD acquisition or post-doctoral fellowships.** There has been a burgeoning number and range of funding streams to support research training for HCPs; harnessing this could increase the number of MFT staff engaging in training.
- **Increase and improve ward-based training and accreditation.** This can help wards to become more supportive of their clinicians engaging in research, and can also help to improve the evidencing of research-related outcome data.

Delivering our aims



Embedding

Support established HCP researchers so that they can flourish in their clinical academic careers

To deliver this aim, we will:

- **Agree a Clinical Academic Pathway across MFT and the HEIs.** Many clinical academics find that balancing research and clinical careers can cause them to receive reduced pay in one sector (either HEI or NHS), forcing them to jump between employers which is a barrier to maintaining a clinical academic career. This pathway aims to remove this barrier to increase the number of clinical academics continuing on this career pathway and allowing them to focus on research rather than negotiating employment.
- **Establish a bridging process for returning clinical research fellows, following the completion of fellowships.** Many clinical research fellows struggle to identify further research funding in the immediate wake of the completion of their fellowships, often while writing up or publishing results which are needed to make subsequent fellowship applications competitive. This period is high-risk for the HCP and their clinical academic career, and can mean MFT may lose clinical academics to other organisations which are offering support. Establishing a bridging process will increase the chances of retaining them and enable the organisation to have more successful externally funded fellowships and the capability funding that follows.
- **Establish senior posts with research time in-built in every specialty in MFT.** Building this time into senior posts can increase leadership capacity, capability and support both within specialties and more broadly across the organisation. This can, in turn, ensure that more junior HCPs have the opportunity to engage with, and be supported in their own research journeys.
- **Establish more joint posts across MFT and HEIs for senior clinical academics; to more easily enable established clinical researchers to continue pursuing their clinical academic careers.** For established researchers, being based within both the NHS and an HEI can be crucial in maintaining a clinical academic career trajectory.

Delivering our aims

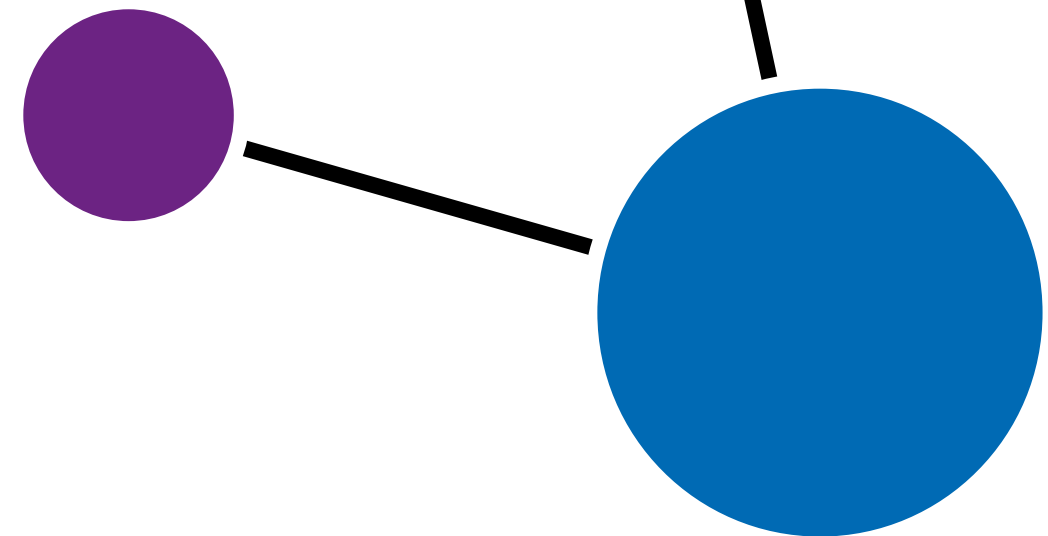


Empower & Equip

Provide HCPs with the tools and context to conduct clinical research

To deliver this aim, we will:

- **Improve the process for gaining honorary/visiting contracts with HEIs for MFT-based clinical researchers, and with MFT for HEI-based clinical researchers.** Honorary / visiting contracts enable HCPs to access relevant resources, networks and software programmes to undertake research. These contracts can also increase their research visibility and provide opportunities for research career development.
- **Establish a HCP research lead in every division.** These leads will help promote research delivery and clinical academic capacity within divisions.
- **Restart the Consultant HCP Forum and grow the pre-doctoral and post-doctoral networks.** These groups provide members with important opportunities for developing knowledge and networking. They also enable one route for gathering information about MFT's HCP research activity.
- **Establish representation from Manchester Catalys on the MFT Research and Innovation (R&I) forum.** This board makes important decisions about R&I strategy within the trust; forum representation will enable Manchester Catalys to influence policy so that it includes the interests of HCP clinical academics.
- **Create reference banks of successful ethical approval applications and research funding applications.** Successful applications can provide important pointers for prospective applicants, at minimal additional time demand to Manchester Catalys or MFT staff.
- **Create a database of regular funding opportunities relevant for HCP clinical academics.** There are now numerous potential funding opportunities for clinical academics, but often a substantial period of time is needed before the deadline to develop a competitive application. Having a record of regular and upcoming funding opportunities will enable regular notifications and calls for support to be sent out to MFT staff, well in advance of deadlines.
- **Create a senior leaders' network including both clinical and non-clinical academics to facilitate research supervision, application feedback and mentoring for new and developing clinical academics.** Aspiring clinical academics may have research ideas and ambitions but lack the support and guidance needed to realise their ambitions. This network will comprise prospective research supervisors for funded projects, prospective mentors and experienced researchers able to feedback on applications.

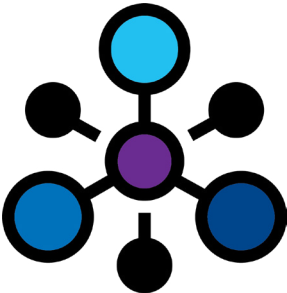


How will we know our aims are being met?

We have created a detailed work plan which breaks each of our actions down into a series of deliverable steps. Each of these steps has a forecast time-frame and we have identified and named the post-holders who are responsible for ensuring the delivery of these steps. Each action also has success criteria which will be used to assess whether the action has achieved its intended goals. The success criteria vary for each action, and draw on a wide range of information sources. These include:

- Number of people and accounts reached by our communications.
- Size and engagement of our membership.
- The results from regular surveys which gather research-related opinions and experiences from MFT HCPs.

- Research capacity indexes, such as those captured by the Clinical Academic Research Careers Implementation Network (CARIN) tool and the Self-Assessment of Organisational Readiness Tool (SORT) created by NHS England.
- National Staff Survey responses on items including, 'There are opportunities for me to develop my career in this organisation', 'I have opportunities to improve my knowledge and skills', and 'I feel supported to develop my potential'.
- Grant income gained from HCP research.
- Number of MFT HCPs identifying as HCP researchers or clinical academics.
- Number of publications in peer-reviewed journals which have been authored or co-authored by HCPs.



Building towards equity, diversity and inclusion (EDI)

We want to ensure equity in access to research opportunities for all HCPs. At present, the diversity of our HCP workforce does not match the diversity that is present in our communities. Furthermore, the diversity in our clinical academic workforce does not match the diversity of our HCP workforce. We want to address this by increasing engagement in research activity and the pursuit of clinical academic careers in HCPs who are from minority backgrounds and under-represented groups.

This is important; we need diverse perspectives in clinical research to ensure that what is being researched, and how it is being done will benefit the diverse communities we serve. Addressing diversity in clinical research can also help to facilitate equity in the provision of healthcare to patients more widely.

We consider that working towards equity is an ongoing process and one which needs continual review and ongoing actions. We will consistently record the protected characteristics of the HCPs who engage with Manchester Catalys and those who take up the research opportunities we facilitate and support. We will monitor this information to identify where and how inequities are arising and take focused actions to address these. For example, if we identify that HCPs from minority groups are not accessing internships at the same rate as non-minority HCPs, we will consider targeting information about these opportunities towards HCPs from under-represented groups, or ring-fencing development opportunities specifically for HCPs from these groups. We will undertake all our EDI work in ongoing consultation with MFT's EDI patient and public (PPI) group and seek to improve diversity in the HCP researchers we serve year-on-year.



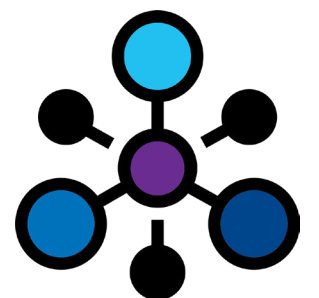
Acknowledgements



Dr Judith Johnson is Director of Manchester Catalys at Manchester University NHS Foundation Trust and a Reader in the School of Health Sciences at the University of Manchester.



Dr Steven Rogers is Deputy Director of Manchester Catalys and a Senior Lecturer in the School of Health Sciences at the University of Manchester. He is also a Consultant Vascular Scientist at Manchester University NHS Foundation Trust and Scientific Director of Manchester Academic Vascular Research and Innovation Centre (MAVRIC).



Appendix

List of Abbreviations

AHSN Academic Health Science Network	HEE Health Education England
AHP Allied Health Professional	HEIs Higher Education Institutions
AUKUH Association of United Kingdom University Hospitals	KPI Key Performance Indicator
BRC Biomedical Research Centre	LETB Local Education and Training Board
CAC Clinical Academic Careers	MFT Manchester University NHS Foundation Trust
CLAHRC Collaboration for Leadership in Applied Health Research and Care	MOOC Massive Open Online Courses
CPD Continuous Professional Development	MRes Masters in Clinical Research
CRN Clinical Research Nurse	NIHR National Institute for Health Research
DH R&D Committee Department of Health Research & Development Committee	PI Principal Investigator
DRM Divisional Research Manager	PhD Doctor of Philosophy
GCP Good Clinical Practice	Prof Doc Professional Doctorate
HCP Health and Social Care Professional	R&I Research and Innovation

Appendix

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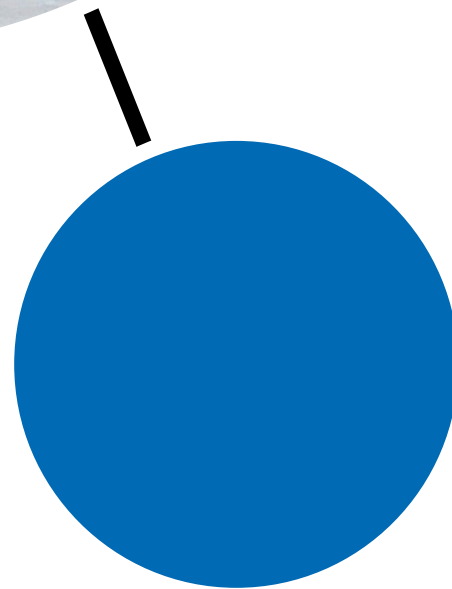
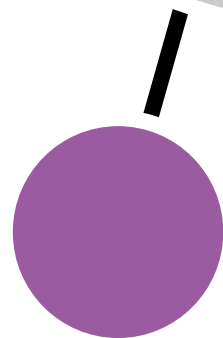
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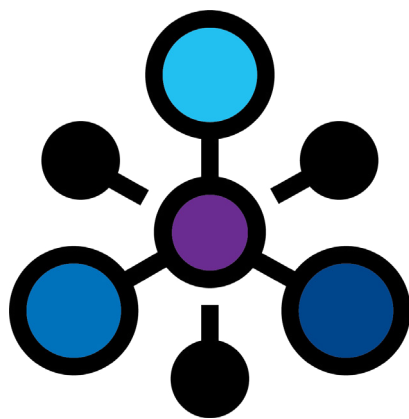
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