2018 Community Report

DIABETES

WORKING TOGETHER FOR THE HEALTH OF OUR COMMUNITIES

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Moving Life Ahead.

ABOUT HOLY CROSS HEALTH

Holy Cross Health, founded in 1963 by the Sisters of the Holy Cross, is a Catholic not-for-profit health system that provides 240,000 patient visits and 214,000 community health encounters each year through Holy Cross Hospital, Holy Cross Germantown Hospital, 10 primary and specialized care centers, and a range of community health programs. Holy Cross Health is a member of Trinity Health, one of the largest Catholic health care systems in the nation.

MISSION AND VALUES

We, Holy Cross Health and Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities. We carry out this mission in our communities through our commitment to be the most trusted provider of health care services. In so doing, we act on our core values of reverence, commitment to those who are poor, justice, stewardship and integrity. Behind the pregnant mother whose medical care leads to a healthy delivery and baby, the relieved worker newly able to control his diabetes, and the senior who dances for her health, are teams of exceptional and committed professionals, working together.

Holy Cross Health is an integrated, health and wellness system dedicated to improving the health and well-being of our entire community through innovation and ever-expanding expertise. Based on carefully researched and identified needs, our community benefit programming often involves collaborations with other area organizations.

Working together, with compassion, innovation and expertise, we are helping people meet their goals for better health and a better life, improving the vitality of our entire community along the way.

WORKING TOGETHER for the Health of Our Communities



January 2019

Every patient encounter at Holy Cross Health involves more than those care providers a patient actually sees. Also at work behind the scenes are teams of experts who together with their patients determine and implement the best path forward. Often, these teams encompass a specialized department in one of our two hospitals, care at one of our health centers, a class at one of our community locations, or services and programs made possible by our extraordinary partnerships with public, private and non-profit resources—and our generous donors.

Working together, these various teams carry out Holy Cross Health's people-centered strategies for achieving a healthier future for every member of our community, including those in financial need. High-quality programs and services go beyond improving clinical health to transforming how people feel about themselves and how much they're able to accomplish in a day. To meet our ambitious, mission-driven standards, we attract, develop and retain exceptional physicians, colleagues, volunteers and others. Each shares our dedication to operational excellence and collaboration, leadership nationally and locally, and effective stewardship of resources.

I am pleased to report the impact of our work this year. In fiscal 2018, Holy Cross Health provided more than \$60 million in community benefit, including \$36 million in direct financial assistance for uninsured and underinsured members of our community. We also received numerous awards and other honors that acknowledge our system-wide excellence.

You are a vital part of our year's accomplishments. Because of your support and participation, we continue to fulfill the vision of the Sisters of the Holy Cross, providing high-quality, accessible care for everyone. On behalf of Holy Cross Health, I thank you for your commitment and for your embrace of values that make Holy Cross Health a vital force for better health across our region.

Yours in good health,

Norvell V. Coots, MD President and Chief Executive Officer Holy Cross Health

2018 at a Glance

MAKING A DIFFERENCE TOGETHER

Holy Cross Health's vision is to be a forward-thinking health system with the knowledge and resources to help people address their needs and goals in order to achieve a better quality of life.

We are guided to excellence by the following PEOPLE-centered strategies:

- **People-centered care:** our focus on quality and service
- **Engaged colleagues:** our focus on engaging the best team members
- **Operational excellence:** our promise to work efficiently and effectively
- **Physician collaboration:** our commitment to partner for optimal results
- Leadership nationally and locally: our work to innovate and advance population health, community health and well-being
- Effective stewardship: our promise to steward our resources wisely, including philanthropic interests and support

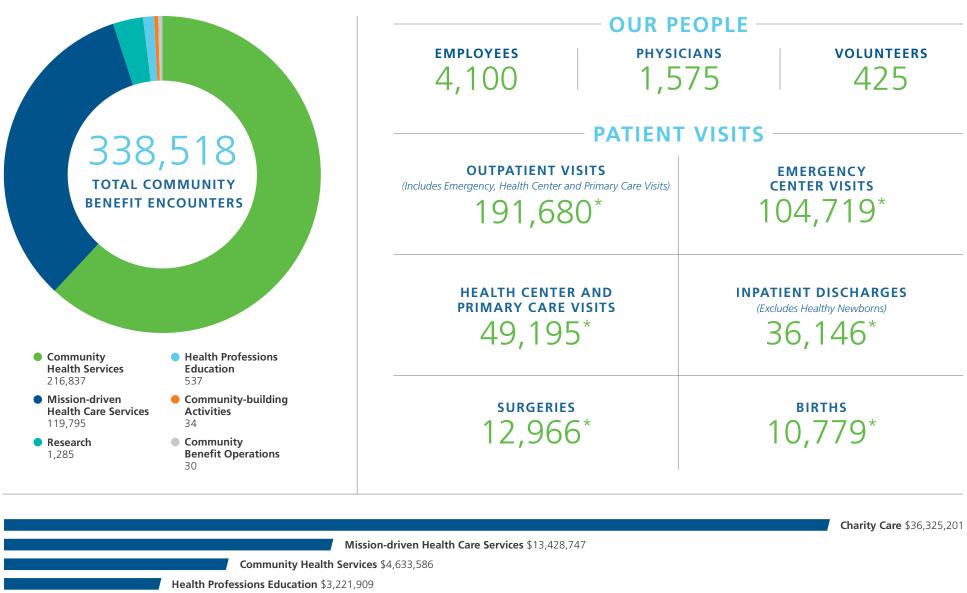
6,100 EMPLOYEES, PHYSICIANS AND VOLUNTEERS HOSPITALS WITH 529 BEDS"

PRIMARY AND SPECIALIZED

\$611 Million*

COMMUNITY HEALTH PROGRAMS EACH WEEK 240,371* TOTAL PATIENT ENCOUNTERS

* Fiscal 2018 statistics **Licensed hospital beds and neonatal bassinets



- Medicaid Assessments \$1,993,904
- Community Benefit Operations \$684,109
- Research \$283,236
- Community-building Activities \$45,881
- Financial Contributions \$5,500

\$60,622,073

NET COMMUNITY BENEFIT



JOINING FORCES FOR A HEALTHY BABY Quality Care for Moms and Babies in Need

Daysi's pregnancy was routine, at first. Holy Cross Germantown Hospital's OB Clinic, which provides prenatal care for patients regardless of their ability to pay, regularly monitored her pregnancy's progress. But when Daysi suddenly felt terribly ill, she couldn't wait for her next appointment. She sought the care of Holy Cross Germantown Hospital's Emergency Department, and was quickly admitted to the hospital with a serious kidney infection.

Because of Daysi's previous medical history, the infection proved to be resistant to standard treatment. Yet the hospital successfully met the challenge, controlled the infection, and referred Daysi to the Holy Cross Health Center in Germantown for follow-up medical care. The health center, which cares for uninsured and Medicaid patients, subsequently identified and treated two additional complications that threatened her pregnancy: serious anemia and another powerful infection.

At last, the big day arrived. Daysi and her husband, Elmon, welcomed their daughter—born healthy and strong at Holy Cross Germantown Hospital, with Daysi receiving special medication during delivery to prevent any further infection. "Throughout my pregnancy and the day my baby was born," Daysi says, "I received excellent, quality care with dignity and respect."

For all women throughout our communities, Holy Cross Health means access to a wide range of quality prenatal, obstetric and gynecologic services—life-changing care they can trust.

To get the baby off to a good start, Sharon Brooks, CRNP, at the Holy Cross Health Center in Germantown, helped Daysi initiate breastfeeding, while the pediatric practitioners at the health center began pediatric checkups and vaccinations. The baby is enrolled in the HealthChoice insurance program through Maryland Physicians Care, a Maryland Medicaid-managed care organization partly owned by Holy Cross Health.

Sharon calls Daysi's experience, "A great circle of care. Right after delivery, we were able to take care of mom *and* infant." For Daysi and Elmon, this "circle of care" meant everything. "Holy Cross Health helped us to fulfill our life's goal—a family," explains Daysi.



Sharon Brooks, CRNP, at the Holy Cross Health Center in Germantown, continues Daysi's and her baby's care after delivery.

WORKING TOGETHER FOR THE HEALTH OF WOMEN AND CHILDREN

When our research revealed a need to reduce low-birthweight babies, decrease infant mortality and increase perinatal support—especially among women and children facing financial challenges—Holy Cross Health innovated solutions that ultimately benefit our whole community.

Our high-quality maternity and infant care partners and programs include:

- The Obstetric/Gynecologic (OB/GYN) Clinic at Holy Cross Hospital and the OB Clinic at Holy Cross Germantown Hospital, offering maternity care and services to patients in financial need, regardless of their ability to pay. The clinics provide both routine obstetrical care and specialized care for highrisk pregnancies. Services include prenatal care, postdelivery care, gynecological services and counseling.
- The Maternity Partnership Program, a collaboration with the Montgomery County Department of Health and Human Services, referring patients to Holy Cross Health's two OB/GYN clinics. Through the program, women without health insurance are able to receive prenatal care, obtain routine laboratory tests related to their pregnancy, and participate in prenatal classes.
- The Holy Cross Health Center in Germantown, providing affordably priced health care services to children and adults who are uninsured or who qualify for Medicaid. Newborns, particularly those delivered at either of our hospitals, can seamlessly begin their care within days of leaving the hospital. Staff is bilingual in English and Spanish, with interpreters available for other languages.



CHAMPIONING HEALTH CARE FOR ALL Lessons in Diabetes Management

For José, the color red means more than a bold, bright color. In foods such as apples, the color red now signals the presence of specific nutrients that are even more important to his health since he was diagnosed with diabetes. At his Holy Cross Health Center's free, two-hour Diabetes Survival Skills class, José learned that choosing from a complete "rainbow of foods" ensures he will consume a complete spectrum of essential nutrients and vitamins. José also learned about portion sizes and hidden sugars in soft drinks and processed foods, as well as how to test for high blood sugar and manage his A1C blood-sugar "score."

People living with diabetes and other chronic conditions—including people who face financial barriers **are learning how to improve their overall health and life,** thanks to Holy Cross Health's coordinated outreach, care and classes.

The Diabetes Survival Skills class is available at all four Holy Cross Health Centers, which care for uninsured adults, as well as Medicaid-qualifying patients. At José's Holy Cross Health Center in Aspen Hill, the class is taught in Spanish by diabetes educator Lourdes Nuñez, RN. Lourdes empowers chronic disease patients with knowledge. "I teach my students," she says, "that diabetes is a disease they can control themselves."



Diabetes educator Lourdes Nuñez, RN, instructor of José's Spanish-language Diabetes Survival Skills class, gives people with diabetes tools and tips for improving their health.

After the health center's class, José wanted to learn more. Lourdes recommended our free six-week Holy Cross Health Diabetes Self-Management Program, which is held in various locations throughout Montgomery and Prince George's counties, including faith communities. The class and program together have changed the course of José's health.

José had initially learned about these programs when he had visited Holy Cross Hospital's Emergency Center. He felt awful and wasn't sure why. He learned why during his visit: high blood sugar, indicating diabetes. Even before he was discharged, the Emergency Center team connected José with his nearest Holy Cross Health Center. There, the care managers, navigators and other team members agreed José would benefit from diabetes-management education.

Acting on all he has learned, José has lost 10 pounds, his blood-sugar score is down, and he has been able to reduce his medication dose. Instead of facing worsening diabetes symptoms, he says, "I have more energy for work and fewer worries about my health. The classes have been a blessing."

WORKING TOGETHER FOR THE HEALTH OF CHRONIC DISEASE PATIENTS

After taking a close look at the health needs of the many in our community who have chronic conditions such as diabetes—one of the top 10 leading causes of death in Montgomery County—Holy Cross Health made chronic disease education a high priority.

That's why we're making it easier for all who have a chronic disease to manage their health—regardless of their financial circumstances—through innovative partnerships and quality services that include:

- **Montgomery Cares**, a consortium of clinics, hospitals, health services and volunteer practitioners providing medical care for uninsured, low-income residents, in partnership with Montgomery County and the Primary Care Coalition.
- Four Holy Cross Health Centers, serving community members who are uninsured or enrolled in the HealthChoice program through Maryland Physicians Care, a Maryland Medicaid-managed care organization partly owned by Holy Cross Health.
- Nexus Montgomery's specialty care referral program, serving low-income, uninsured individuals who have been recently hospitalized. A collaboration with all of the hospitals in Montgomery County and Project Access.
- Holy Cross Health's Faith Community Nurse Program, whose nurse leaders are providing consultation, mentoring and resources to support faith communities throughout our region in the development of intentional, holistic health ministries.
- Holy Cross Health's community health programs for all, offering dozens of classes throughout Montgomery and Prince George's counties, in partnership with the Housing Opportunities Commission of Montgomery County.
- University of Maryland students of nursing, pharmacy and social work, supporting the health needs of complex patients at the Holy Cross Health Center in Gaithersburg.
- Generous donors to the Holy Cross Health Foundation's *Kevin J. Sexton Fund to Increase Access and Improve Community Health*—named for Holy Cross Health's former president and chief executive officer—providing medical and non-medical support to community members in financial need.

SUPPORTING SENIORS' HEALTH Easy-to-access Exercise that Gets Results

Twice a week, Donna dances her way to fitness at Holy Cross Health's Ballet Gold class held at Holy Cross Senior Source. In addition to being just plain enjoyable, "The class gives students a good physical *and* mental workout," Donna says. "Because we have to remember our changing dance routines, we're using the muscles in our brains, too."

Donna's physical therapist and doctors have noted the benefits. In combination with her Senior Source Tai Chi class and her Senior Fit exercise class, also offered through Holy Cross Health, Donna's ballet class has improved her cholesterol, blood pressure and blood sugar levels, as well as her body mass index. Donna also values the social dimension of getting together with classmates.

Exercise and dance programs are far from Donna's only experience with Holy Cross Health. "Over the years I've had radiation therapy at the Holy Cross Radiation Treatment Center and I've been in the Seniors Emergency Center at Holy Cross Hospital a couple of times, followed by an overnight stay at the hospital for observation. I like the concept of having an emergency center just for seniors," says Donna.

Seniors across our communities are leading fuller lives every day because of Holy Cross Health's wide range of innovative health and wellness programs.

Donna also attended a Medication Review program along with her 96-year-old mother. Recognizing the special challenges facing caregivers such as Donna, Holy Cross Health offers caregiver services such as support groups, classes, information and links to critical resources.

"I'm always bragging to my friends outside of our area about the large number of high-quality Holy Cross Health programs available to us, and at a low cost or free," says Donna. "All these programs for seniors show that Holy Cross Health takes a holistic approach to the health and welfare of our community. As a former nurse, I think that's excellent!"



Donna appreciates that her ballet instructor, Judy Satine, designs steps and programs that meet senior women's needs by building strength and balance.

WORKING TOGETHER FOR SENIORS

Our community boasts the highest population of people aged 65+ in the state of Maryland. Holy Cross Health welcomes every one of them, offering conveniently located, high-quality wellness programs and classes either free or at minimal cost, so that seniors can live long and in the best of health.

Our partners and services in senior programming include:

- The Housing Opportunities Commission of Montgomery County; the Maryland Department of Aging; and the Montgomery County Department of Health and Human Services, supporting Holy Cross Senior Source health and wellness classes, health screenings, and general education programs for adults age 55 and older. In 2021, Holy Cross Senior Source anticipates relocating on the same block to a newly constructed building called Elizabeth House III, which will also house the third Holy Cross Health primary care practice in Montgomery County.
- Kaiser Permanente; the Maryland National Parks and Planning Commission; the Montgomery County Department of Recreation; Asbury Methodist Village; and local churches, partnering with Holy Cross Health to offer Senior Fit, a free exercise class for seniors to increase strength, flexibility and endurance. Senior Fit classes are led by certified instructors and offered in more than 20 community-based centers.
- Holy Cross Caregiver Resource Center, aiding caregivers with information, emotional and spiritual support, classes, a telephone helpline, the *Caregiver News* newsletter, and connections to other critical resources.
- The Holy Cross Medical Adult Day Center, providing a full scope of aging adult services, including medical, social, rehabilitative and recreational programs focused on compassion, quality of life and safety.
- Holy Cross Private Home Services, Inc., and Holy Cross Home Care and Hospice, providing treatment at home and offering assistance with activities of daily living.
- The nation's first Seniors Emergency Center at Holy Cross Hospital, setting a new standard of quality care and comfort for seniors.

2018 RECOGNITION AND ACHIEVEMENTS Excelling Together

Across Holy Cross Health's highly coordinated health and wellness system are passionate professionals dedicated to improving the health of our communities. Together, we are taking quality health care to new levels of innovation and clinical excellence for all of our service offerings, including our specialized neuroscience, surgery, senior, cancer, and women and infants programs.

Our commitment to the highest quality of care has earned Holy Cross Health the following awards, recognitions, designations and accreditations. U.S. News & World Report "Best Hospitals"

rimary Stroke Center

Healthgrades Top 5% of Hospitals Nationwide for Quality

Workplace Excellence Seal of Approval for 20 Years

2018 Montgomery County Community Leader of the Year

HOLY CROSS HEALTH

- As a result of Trinity Health's Military and Veterans Health Program, Holy Cross Health began providing convenient access to high-quality, people-centered health care services that meet the needs of military service members, veterans and their families at Holy Cross Health Partners in Kensington, Holy Cross Germantown Hospital and Holy Cross Hospital.
- Through **Nexus Montgomery**, a collaboration among all six Montgomery County hospitals funded by a \$7.5 million state grant, Holy Cross Health is helping to reduce avoidable medical utilization and improve community health.
- Holy Cross Health became the only health care provider in Maryland to win the Workplace Excellence Seal of Approval award from the Alliance for Workplace Excellence (AWE) for 20 consecutive years, winning every year since 1999.
- Holy Cross Health won the AWE's Seal of Approval in Health & Wellness, EcoLeadership and Diversity (11th, 10th and 7th consecutive year respectively) and awards for Best Practices Supporting Workers of All Abilities and as an Age-friendly Employer.
- Holy Cross Health's Diabetes Prevention Program earned Full Recognition from the Centers for Disease Control and Prevention, for its quality, evidence-based program.
- The Nora Roberts Foundation donated \$250,000 to Holy Cross Health to support the renovation and expansion of maternity and perinatal health services at Holy Cross Hospital.
- Norvell V. Coots, MD, president and CEO of Holy Cross Health, received the **Distinguished** Healthcare Leader award from the Association of Health Services Executives.

66 When I had my stroke, the staff responded quickly and professionally." explains Christopher Moody. "It was a wonderful experience and a great outcome. 99



HOLY CROSS HOSPITAL

- In the 2018-2019 U.S. News & World Report national rankings of "America's Best Hospitals," Holy Cross Hospital ranked seventh (tied) in the Washington, D.C., metro area and 10th (tied) among all hospitals in Maryland, making it the highest-ranked hospital in Montgomery County. The hospital also received the highest rating in three adult procedures/conditions: congestive heart failure, colon cancer surgery and chronic obstructive pulmonary disease.
- Healthgrades recognized Holy Cross Hospital among the top 5% of hospitals in the nation for clinical excellence and one of America's 100 Best Hospitals for Critical Care. The hospital also received the Critical Care Excellence Award™ for two consecutive years; Five-Star for Treatment of Sepsis for 13 consecutive years; Five-Star for Treatment of Respiratory Failure for two consecutive years; and Five-Star for Treatment of Pulmonary Embolism.
- Holy Cross Hospital was recertified by The Joint Commission as an Advanced Primary Stroke Center, and awarded the 2018 American Heart Association/American Stroke Association Get with the Guidelines[®] – Stroke Gold Plus Achievement Award for the eighth consecutive year, as well as the association's Target: Stroke Honor Roll Elite Plus Award.
- Holy Cross Hospital again earned The Joint Commission's Gold Seal of Approval[®] for Hip Replacement, Knee Replacement and Spine Surgery Certification.
- The American Association of Critical-Care Nurses recognized Holy Cross Hospital's Surgical Intensive Care Unit/Neuro Critical Care Unit with **the Beacon Award for Excellence**.
- The International Board of Lactation Consultant Examiners and the International Lactation Consultant Association recognized Holy Cross Hospital for **excellence in lactation care**.
- The Holy Cross Hospital South Building won the Montgomery County Planning Department's **Design Excellence Award** in the "Building and Sites" category.

2018 HOLY CROSS HEALTH BOARD OF DIRECTORS

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INCOMING 2019 HOLY CROSS HEALTH BOARD MEMBERS

Sister Veronique Wiedower, CSC Robin Madden, MD

HOLY CROSS GERMANTOWN HOSPITAL

- Holy Cross Germantown Hospital was designated a Primary Stroke Center by the Maryland Institute for Emergency Medical Service Systems (MIEMSS). The designation recognizes the hospital's commitment and ability to meet the state of Maryland's regulations for the treatment of stroke patients, and allows statewide EMS transport of stroke patients to the hospital.
- The American Heart Association/American Stroke Association honored Holy Cross Germantown Hospital with
 its Gold Plus Quality Achievement Award for the diagnosis and treatment of stroke patients. Additionally,
 the hospital received the American Stroke Association's Target: Stroke Honor Roll award for meeting
 critical quality measures developed to reduce the amount of time between a patient's arrival at the hospital
 and treatment.

66 I was impressed with my care," says Wendy Gao about her robotic gynecologic surgery. "Everything was so organized and the whole process went like clockwork. ??



HOLY CROSS HEALTH NETWORK

- The Holy Cross Faith Community Nurse Program, one of the first of its kind in the Washington metropolitan area, celebrated 25 years of equipping local faith communities to advance the health of individuals and communities through integrated, intentional care of the body, mind and spirit.
- The Trinity Health-funded Healthy Montgomery Transforming Communities Initiative is addressing policy, system and environmental change to reduce obesity and tobacco use and promote healthy living.
- Our **Next Generation Wellness Initiative** with Montgomery College helps the college improve health outcomes and mitigate rising health care costs of employees.
- The Catholic Business Network of Montgomery County honored Sister Kathleen Weber, CSC, coordinator of the Holy Cross Caregiver Resource Center, with its **2018 Montgomery County Community Leader of the Year award**.

CLINICAL DESIGNATIONS AND ACCREDITATIONS ACROSS HOLY CROSS HEALTH

- The Joint Commission accreditation for Holy Cross Hospital and Holy Cross Germantown Hospital, from the main accreditation organization for U.S. hospitals
- **Primary Stroke Center designation** for Holy Cross Germantown Hospital by the Maryland Institute for Emergency Medical Service Systems (MIEMSS)
- Advanced Primary Stroke Center designation for Holy Cross Hospital by The Joint Commission and the Maryland Institute of Emergency Medical Services System (MIEMSS)
- Bariatric Surgery Program accreditation as a Comprehensive Center at Holy Cross Hospital under the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP)
- Breast Center accreditation by the American College of Surgeons' National Accreditation Program for Breast Centers (NAPBC); Holy Cross Hospital was the first hospital in Montgomery and Prince George's counties to receive this prestigious accreditation

- Blue Distinction[®] Center+ certification for hip replacement, knee replacement and spine surgery at Holy Cross Hospital from Blue Cross Blue Shield
- Breast Imaging Center of Excellence (BIOCE) designation for Holy Cross Hospital by the American College of Radiology
- Cardiac Interventional Center designation for Holy Cross Hospital by the Maryland Institute for Emergency Medical Services Systems (MIEMSS) to perform emergency angioplasty for acute heart attacks
- Center of Excellence in Minimally Invasive Gynecology[™] (COEMIG) designation for Holy Cross Hospital by the American Association of Gynecologic Laparoscopists (AAGL) and Surgical Review Corporation (SRC)
- Certification from The Joint Commission for Hip Replacement, Knee Replacement and Spine Surgery; Holy Cross Hospital was the first hospital in Montgomery County to receive Spine Surgery Certification from The Joint Commission

- Comprehensive Community Cancer Program accreditation at Holy Cross Hospital by the American College of Surgeons' Commission on Cancer, since 2000
- Laboratory Services accreditation by the College of American Pathologists (CAP) for Holy Cross Hospital and Holy Cross Germantown Hospital
- Level IIIB Perinatal Referral Center designation for Holy Cross Hospital by the Maryland Institute of Emergency Medical Services System (MIEMSS)
- Level 3 Epilepsy Center accreditation for the Epilepsy Monitoring Unit at Holy Cross Hospital by the National Association of Epilepsy Centers (NAEC)
- Perinatal Diagnostic Center accreditation at Holy Cross Hospital by the American Institute of Ultrasound in Medicine
- Radiation Oncology Practice accreditation for the Radiation Treatment Center by the American College of Radiology

When I think about my newborn son's breathing problems, instead of remembering pain and fear, I recall the hope and love that permeated that place," says Caitlyn Barrett.



HOLY CROSS HEALTH FOUNDATION Caring Together for the Health of Our Communities

GIVING SOCIETIES MEMBERS

The Giving Societies program recognizes and honors the commitment and lifetime cumulative philanthropy of generous supporters who make the gift of compassionate, quality health care throughout Holy Cross Health. All donors, no matter when they have given, are society members for life.

Starting on page 17 of this report and on our website at HolyCrossHealth.org/Foundation, we honor our philanthropic partners, by listing them as Giving Societies members. We thank these dedicated donors who continued their support to Holy Cross Health in fiscal 2018, July 1, 2017, through June 30, 2018.

The Holy Cross Health Foundation is a 501(c)(3) tax-exempt charitable organization (Federal Tax ID no. 20-8428450) devoted to raising philanthropic funds to support the mission of Holy Cross Health.

Every generous donor to the Holy Cross Health Foundation helps to transform the health of all those cared for by Holy Cross Health.

Contributions to the Foundation are investments in improving the health of our community through new technologies, innovations in care, ongoing education, accessible and equitable care, community health and wellness programs, and renovations and new construction.

Donations to the Holy Cross Health Foundation give the gift of health by helping us touch more lives, in more ways, and in more places than ever before.

BENEFACTORS SOCIETY (\$1,000,000+)

Friends of Holy Cross Health -Auxiliary of Holy Cross Hospital Kaiser Permanente of the Mid-Atlantic States The Whiting-Turner Contracting Company

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I joined the Holy Cross Health family as a nurse 38 years ago and have been a donor for almost that entire time.
I believe that investing in my home-away-from-home is just good sense. 99



– Lisa Tenney

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66 From childbirth and beyond, Holy Cross Health is dedicated to improving the lives of all women in our communities. This is important to me, and why I support Holy Cross Health, both as a volunteer and a donor. 99

– Vandana Narang

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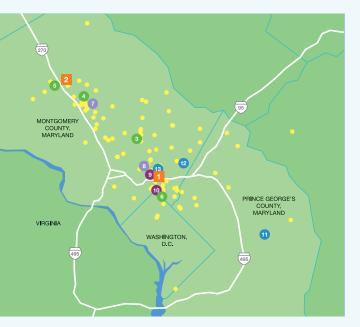
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