



INOVA HEALTH SYSTEM

2010 SUSTAINABILITY REPORT



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LETTER FROM THE CEO

As a global leader and innovator in the field of healthcare sustainability, Inova Health System is committed to sharing information about how sustainability principles are being integrated into our daily operations and culture.

Inova's Office of Sustainability is pleased to present our inaugural 2010 Sustainability Report, the first of its kind produced within Inova Health System. This report provides comprehensive details regarding the goals, priorities and initiatives related to Inova's sustainability efforts, and an assessment of the system's annual performance across several key sustainability impact areas.

Not only does Inova rely on a healthy environment and community for our continued success, we also realize that the unsustainable activities of today threaten everyone's future. By working to conserve precious resources, reduce pollution and preserve the natural environment, Inova is safeguarding the vitality of our local communities and protecting the health of current and future generations.

The ultimate goal of our sustainability program is to align the economic, environmental and social considerations of a traditional sustainability program with the provision of outstanding patient care. We are moving beyond that triple bottom line to develop and implement an innovative sustainability program that targets a quadruple bottom line – one of people, planet, profits and patients.

Monitoring, tracking and reporting the results of our sustainability efforts and making public our sustainability goals for the future help us remain accountable for continued progress toward minimizing our overall environmental impact. We look forward to sharing our achievements with you now and in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Knox Singleton". The signature is fluid and cursive, written over a white background.

Knox Singleton
CEO, Inova Health System





Environmental Mission Statement:

Inova Health System is committed to establishing an environmental program that contributes to a safer and healthier environment for our patients, employees and community.

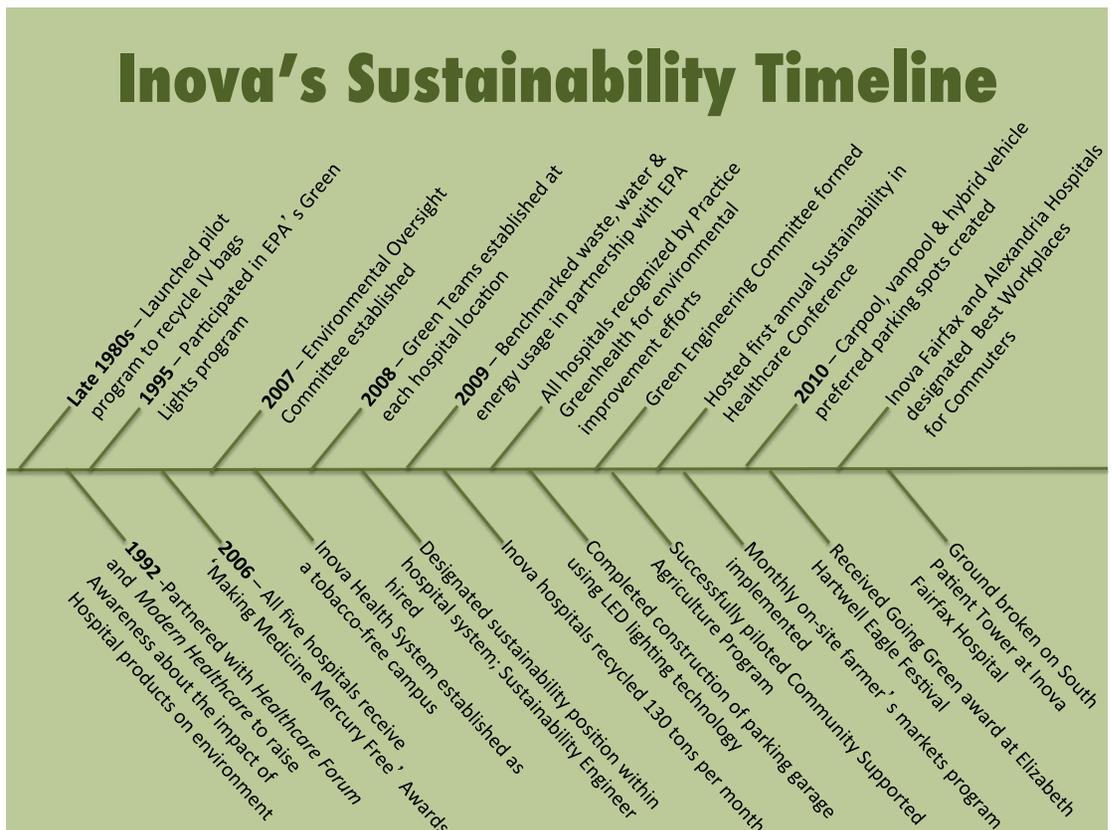
SUSTAINABILITY AT INOVA

KEY IMPACT AREAS

Inova is dedicated to leading the way not only in how we care for our patients, but also in how we care for our environment.

We have identified several key areas where we make the largest environmental impact and have the best opportunities to reduce our ecological footprint. These impact areas are described in greater detail below.

As our sustainability program continues to grow, we will share more information about these initiatives and metrics in future reports.



SUSTAINABILITY GOALS

Waste Management

- Reduce overall waste
- Divert waste from landfill

Energy Management

- Energy conservation
- Energy efficiency
- Support new technologies

Water Management

- Water conservation
- Water efficiency
- Support new technologies

Alternative Transportation

- Reduce environmental impact of Inova employees' transportation choices
- Make it easy for Inova employees and visitors to use transportation options with minimal environmental impact

Environmentally Preferable Purchasing

- Chemical reduction
- Waste minimization

- Energy and water efficiency
- Support local industries

Sustainable Foods

- Support local farmers
- Minimize environmental impact of food purchases
- Provide fresh, healthy, local, seasonal food options for patients, visitors and employees

Green Building

- Reduce environmental and human health impact of materials used during construction and maintenance of Inova facilities

Health Information Technology

- Use new technologies and capabilities to reduce waste, reduce energy use, streamline processes and deliver improved patient care results

WASTE MANAGEMENT

As waste disposal costs and the environmental and health impact of common waste disposal practices rise, close management of Inova's various waste streams has become increasingly necessary to minimize costs and mitigate potential risks. Our integrated waste management program addresses the environmental, social, financial and health impact of Inova's waste by focusing on proper waste segregation practices and reducing the overall quantity of waste produced within our facilities.

In 2010, Inova hospitals generated nearly 8,450 tons of waste, disposed of through more than 10 different waste streams. The way we separate this waste while it's still in our facilities plays a large role in how it is ultimately disposed of and the resulting environmental impact.

Waste Type	2009 Total Lbs	2009 % of Waste Stream	2010 Total Lbs	2010 % of Waste Stream	Target %
Solid Waste	9,355,360	55%	10,025,300	59.3%	64.5% - 65%
Recycling	2,915,268	17%	3,202,820	19%	25%
Regulated Medical Waste	4,625,457	27%	3,618,104	21.4%	10%
Haz Waste	46,958	0.2%	52,961	0.3%	0.5%

Inova's waste management program achieved a number of successes in 2010, providing many valuable learning opportunities and insights into the field of sustainable waste management. Some of our major accomplishments in waste reduction and improved waste segregation practices include:

- Waste Diversion

- Inova prevented more than 3.8 million pounds of waste from entering landfills or incinerators through activities and programs. Our hospitals recycled more than 3.2 million pounds



- of materials via our commingled recycling program, which allows plastics, paper, cardboard, glass, aluminum and other metals to be disposed of in the same recycling bin. New recycling programs in our operating rooms, food services and other areas, and the creation of programs to recycle materials such as surgical blue wrap and batteries, further enhanced our results.
- The remaining 600,000 pounds of materials were diverted from landfills or incineration through a variety of methods. Electronic equipment and medical supplies were donated, disposable surgical towels and old linens were resold as rags, disposable medical devices were reprocessed to original quality standards through advanced high-tech processes, and sterile surgical blue wrap was creatively repurposed into aprons, tote bags and even holiday decorations by Inova employees.

- Waste Reduction
 - Employee education initiatives and award incentives (see box) helped Inova hospitals decrease their total amount of regulated medical waste by more than one million pounds from the previous year. In-services, information boards, posted waste segregation instructions and new employee

training saved more than \$230,000, which was spent on patient care improvement instead.

As Inova’s waste management program continues to expand, so too does our realization of its tremendous environmental and fiscal benefits. We are dedicated to maximizing these benefits by setting high standards for our waste management goals in 2011 and the years thereafter.

CASE STUDY

“And the Oscar Goes To...”



Regulated medical waste (RMW) is a type of infectious waste that must be treated in order to meet safety requirements established by certain regulatory agencies. However, common RMW treatment technologies can significantly damage the environment and human health. Additionally, many non-infectious items such as computer paper, cardboard boxes, clean medical supplies and packaging materials often end up in RMW containers. This means they are being disposed of in a manner that is much more environmentally-invasive than necessary.

Inova’s ‘Oscar the Grouch’ award encourages employees to properly separate the waste produced in their units and is intended to help minimize the environmental and human health impact of Inova’s regulated medical waste stream. The award is presented monthly

to the department in each hospital with the most compliant RMW stream, following an audit of each unit’s RMW containers.

The Oscar Award is part of a closed-loop system designed to improve the waste segregation practices of Inova employees by providing them with the tools, knowledge and incentives necessary to properly manage the waste they produce. This system – designed by Inova’s Office of Sustainability – includes mechanisms for auditing, tracking, reporting, educating and providing feedback, allowing Inova to gain a better understanding of its waste streams and identify key opportunities for improvement in waste management practices.

Since its implementation, the Oscar Award and its associated RMW management program has helped Inova reduce the amount of waste it produces by more than one million pounds!

ENERGY MANAGEMENT

Due to their unique resource and operational needs, modern hospitals are among the most energy-intensive buildings in the world. They consume enormous quantities of energy, generally from non-renewable fuel sources that are quickly being depleted and are contributing to a wide variety of environmental and health issues. Increasing global energy demands also expose hospitals to potential future risks related to fluctuations in energy supply and availability, and increases in energy prices.



In 2010, Inova hospitals used more than one million kilowatt hours of electricity and five million decatherms of natural gas – roughly equivalent to the annual carbon dioxide emissions from 39,043 homes or the annual greenhouse gas emissions from 63,081 passenger vehicles.

With this in mind, Inova is dedicated to reducing the amount of energy we consume. We strongly believe that now is the time to embrace changes in the way we create, store and use energy, and commit to exploring the potential of more efficient technologies for the future. This will not only make us more competitive in the long run, but also improve the health of our community and environment.

Inova's energy management program is a major operational initiative within our sustainability program, focusing on reducing demand and increasing efficiency to minimize our carbon footprint. It uses a variety of mechanisms to help decrease overall consumption.

Some of our energy management program's most successful initiatives in 2010 included:

- Benchmarking and reporting energy consumption
 - The energy consumption tracking efforts of each hospital's engineering departments combined with the use of Energy Star's Portfolio Manager allowed Inova's Office of Sustainability to gain a snapshot of the overall energy consumption of each hospital and to evaluate its environmental impact.
- Support of energy efficiency and conservation technologies
 - Inova hospitals implemented a variety of technologies to help curb their demand for energy, including installing:
 - Motion sensors in key areas to shut off lights when rooms aren't in use
 - Window films to prevent heat gain in summer and reduce heat loss in winter
 - Daylight sensors to detect levels of ambient light and work with the lighting system to reduce usage
 - LED lighting in parking areas and other outdoor fixtures
 - Solar panels to power outdoor signs requiring electricity
 - Insulating covers for boilers (see details, below)
- Participation in local energy conservation incentive programs
 - Several Inova hospitals partnered with local governments to reduce their energy use during high-demand days in the summertime. This prevents the need to build additional power plants in the future.

Inova is committed to being a leader in adopting sustainable energy management practices in its hospitals. In addition to increasing our

conservation efforts, we will continue to expand our energy management programs into 2011 and beyond.

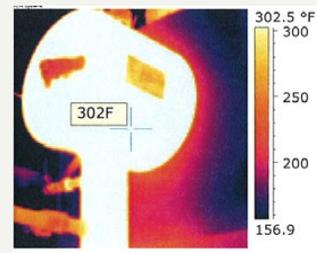
CASE STUDY

Boiler Covers and Energy Savings

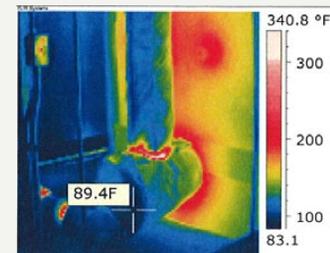
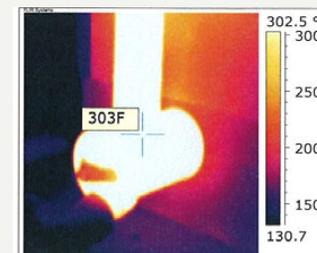
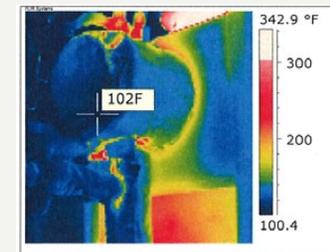
When examining Inova's behind-the-scenes operations and equipment for energy-saving opportunities, engineers quickly honed in on the hospitals' boiler rooms. Exposed and uninsulated boilers were leading to high temperature heat loss in boiler room areas. This not only wasted energy and increased gas bills, but also created the potential for the controls to malfunction. Engineers recommended the hospitals install thermal insulation that would prevent heat loss and still provide easy access for servicing and inspecting boilers.

Following this recommendation, Inova installed insulating thermal covers in several key locations. These covers have reduced both thermal heat loss and boiler room temperatures, resulting in energy conservation and operational benefits. They have also created a safer working environment and produced significant energy savings.

Before



After



The installation of thermal boiler covers has reduced the thermal losses from temperatures exceeding 300F down to around 100F or below, depending on room temperature.

The additional heat in the 'after' pictures is due to smaller, uninsulated components. Adding insulation would decrease thermal losses even further.

WATER MANAGEMENT

Water is a highly valuable resource that is necessary to sustain our healthcare system, our surrounding community, the world we live in and the vitality of future generations. Unfortunately, the global supply of clean, fresh water is dwindling. Many people face drought and lack of access to fresh water, while pollution and irresponsible water management practices continue to contaminate the global water supply. Experts predict these challenges will only get worse as water shortages grow more extreme.

Inova's systems for heating, cooling, plumbing, sterilization, operating lifesaving equipment, providing food services and keeping our patients, staff and visitors hydrated – all vital to the provision of world-class healthcare – consume vast quantities of water on a daily basis. In 2010, our hospitals used approximately 278,365 kilogallons of water – equivalent to the amount needed to fill more than 420 Olympic-sized swimming pools.

This vast quantity of water requires enormous amounts of energy to transport to and from our facilities and to heat for use. It must also be treated once it has been used. Inova understands the urgency of working to prevent future problems related to water availability and quality. The goals of our water management program include consuming more efficiently, conserving wherever possible and protecting the public water supply from contamination.

The majority of these goals are accomplished through the research and support of new technologies and the application of water-efficient processes. These help not only to preserve irreplaceable nat-

ural resources, but also to reduce the cost of new wells, pumping systems and water towers, and to lessen the strain on water systems during dry spells.

In addition to water conservation practices, we must focus on preserving the integrity of the water that is available to us by preventing harmful chemicals from entering the water supply. This means properly disposing of all chemicals and medications, as well as reducing the amount of chemicals used for tasks such as landscaping, cleaning and pest management.

Some of Inova's major 2010 water management accomplishments include:

- Motion sensor sinks
 - Installing motion sensors in our sink fixtures to prevent water waste from taps left open after use
- Low-flow fixture pilot and implementation
 - Performing high-efficiency retrofits on showerhead, faucet and toilet fixtures, which saved approximately five million gallons of water at one Inova facility
- Replacement of sterilization equipment
 - Upgrading the sterilization equipment to a more water-efficient technology at just one Inova hospital, which saved 1.2 million gallons of water over the course of one year



- Water-efficient landscaping
 - Using water-efficient landscaping such as planting native trees and flora, and insulating drip irrigation technologies to conserve water at our facilities

SUSTAINABLE FOODS

At Inova, we know that the quality of the food people consume has a direct effect on their health.

Unhealthy food options and a lack of nutritional awareness have led to increased obesity and related diseases. Meat and dairy production contributes to global greenhouse gas emissions, while fertilizers, pesticides and runoff from animal farms contaminate our water supply.

As a provider of hundreds of thousands of meals each year, Inova has a unique opportunity to promote sustainable food practices. We are committed to supporting local farmers and providing our patients, visitors and employees with the healthiest food choices possible.

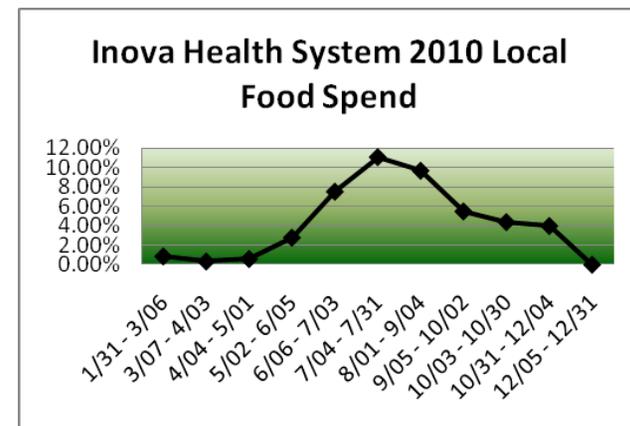
Our sustainable foods program focuses on working with our food service partners to promote and purchase seasonal, locally produced food options. We achieve these objectives through consumer engagement (programming and educational materials), benchmarking and tracking, and collaboration with industry leaders to expand our existing programs.

Some of our most successful 2010 sustainable food initiatives include:

- Farmers Markets
 - We introduced monthly farmers markets at four Inova hospitals during the growing season, giving visitors, staff and

employees the opportunity to buy local, seasonal food on a regular basis.

- Community Supported Agriculture (CSA) Program
 - Inova piloted a CSA program for employees at one hospital, giving visitors, staff and employees access to local, seasonal food and directly benefitting a local farmer.
- ‘Cooking with Local Foods’ Demonstration
 - Three Inova hospitals hosted ‘Cooking with Local Foods’ demonstrations in the cafeterias, where chefs showed employees and visitors how to make delicious, healthy meals using fresh, seasonal ingredients.
- Local Food Tracking Program
 - Inova’s Food Services Department worked with the Office of Sustainability to create a framework for tracking dollars spent on local food purchases, and establish local food purchase goals and a monthly reporting structure to monitor each facility’s progress toward achieving them.



- Buy Fresh, Buy Local Campaign
 - Inova became a sponsor of the Northern Virginia Chapter of Buy Fresh, Buy Local, a nationally recognized program dedicated to reintroducing Americans to their food.



ENVIRONMENTALLY PREFERABLE PURCHASING

Inova's hospitals, like all other modern healthcare facilities, utilize an immense quantity and vast variety of products in their daily operations. Unfortunately, we often fail to consider the entire life cycle of these products, including their contribution to a wide range of environmental and human health issues.

Virtually all hospital products contain added chemicals that are highly energy-intensive to produce and can release hazardous substances into the environment during their manufacture, use and/or disposal.

Additionally, the protective packaging used to keep products safe and sterile during shipping and storage generally ends up in landfills or incinerators. Thus, the products purchased to help improve the healing environment actually end up creating health and environmental problems down the road.

Inova's environmentally preferable purchasing (EPP) program is an ideal mechanism for minimizing the environmental and health impact of the products we use in our facilities. EPP considers the entire life cycle of a product in purchasing decisions, examining everything from the sourcing, manufacturing and distribution to the use and disposal processes.

EPP prioritizes sustainable products and services in both our purchasing policies and vendor selection. We value products with minimal environmental impact, and we encourage our vendors to improve upon the sustainability of their own operations and product offerings. Our growing commitment to these products means vendors will eventually be forced to offer green products of comparable quality and value to those we use now, allowing Inova to act as a strong agent for market change.

Although Inova's EPP program is still under development, we have already achieved a variety of milestones with sustainable purchasing. Some of our most successful 2010 initiatives include:

- Environmentally preferable office supplies
 - In 2010, Inova spent 27.2% of its total office supply budget on environmentally preferable products. By switching 40 of our most popular office supplies to versions containing at least 30% recycled content, we were able to save the equivalent of 3,500 trees and more than \$27,000.
- Reusable sharps containers
 - By switching from disposable to reusable sharps containers at all of our hospitals, Inova was able to prevent

more than 165,000 pounds of plastic from entering our waste stream.

- Reduced chemical use in Neonatal Intensive Care Unit
 - Given the increasing evidence that certain chemicals used in common medical supplies such as catheters and IV bags can cause harm to at-risk patient groups (and particularly to neonates), Inova implemented a system for reducing the use of such chemicals wherever feasible alternatives exist.

- Use of third party-certified products
 - Inova purchased and utilized cleaning, electronic, furniture, building materials and other environmentally preferable products certified to respected green standards. These include Green Seal, Design for the Environment, EcoLogo, Energy Star and GREENGUARD.



CASE STUDY

Developing an EPP Strategy

In 2010, Inova evaluated its own environmentally preferable purchasing strategy alongside some of the industry's most progressive strategies and designated four general product characteristics as 'environmentally preferable.' The Materials Management Department was then able to create a 'value-add' for these considerations in its vendor business review, giving preference to the vendors with the greenest, most cost-competitive products.

Considerations

- Chemical minimization – products should reduce the quantity and potential negative impacts of the chemicals they contain, including:
 - Mercury
 - Lead
 - PBTs (persistent bioaccumulative toxics)
 - DEHP (di-ethylhexyl phthalate) and other phthalates
 - PVC (polyvinyl chloride)
 - Flame retardants (halogenated, chlorinated, brominated)
 - Carcinogens, mutagens and reproductive toxins
 - BPA (bisphenol-A)
 - VOCs (volatile organic compounds)
 - Latex
- Energy and water conservation – products should have characteristics that either reduce demand for, or increase efficiency of, the energy and water Inova uses
- Waste minimization – products should assist in reducing the amount of waste Inova generates and/or reduce overall lifecycle impact of the product in any of the following ways:
 - Recycled content
 - Recyclable
 - Reusable
 - Reduced materials
 - Biobased material content
 - Biodegradable/compostable material content
 - Increased durability/length of service
- Local purchasing – products should contain content that is extracted, processed and manufactured regionally (defined as within a 150-mile radius)

ALTERNATIVE TRANSPORTATION

Motor vehicles emit a variety of air pollutants, including greenhouse gases that contribute to climate change and other emissions that contribute to health issues as diverse as asthma, bronchitis and cancer. Traffic congestion and increased time spent idling in traffic contribute to additional health and environmental concerns.

As a major regional employer with more than 16,000 employees, Inova acknowledges the significant environmental, social and public health impact of our employees' commuting habits and is dedicated to minimizing them.

By working to reduce emissions and keep vehicles off the roads, Inova's alternative transportation program contributes to healthier air quality and helps reduce traffic congestion in our communities, protecting public health and saving time and dollars in the long run. It focuses on working with local government organizations to provide incentives to employees who choose to use environmentally preferable commuting options and to expand the variety of alternative transit options available to Inova employees.

Inova's alternative transportation program is also a vital mechanism for increasing employee engagement in our sustainability efforts. By providing desirable benefits such as direct dollar savings to employees who choose to use environmentally preferable transportation options, we are creating incentives for other employees to do the same. As our alternative transportation program continues to expand into 2011 and beyond, so too will its associated environmental, social and employee engagement benefits.

Examples of alternative transportation options available to Inova employees include:

- The Commuter Benefits Program
 - In 2010, Inova introduced the Commuter Benefits Program. It allows employees to set aside a portion of pre-tax income each month to pay for commuting expenses such as public transportation, leading to savings in the form of reduced tax withholdings.
- Preferred Parking Spaces
 - Inova established preferred parking spaces for carpools, vanpools and hybrid vehicles at three of its hospitals in 2010, and is in the process of designating spaces at the other two.
- Bike Racks
 - All Inova hospitals offer shower facilities and secure bicycle storage for staff members who choose to bike to work, as well as secure bicycle storage for visitors who select to use bike transportation to travel to and from Inova facilities.
- Metro-Check Employee Incentive Program
 - Employees at one Inova hospital are eligible to receive a monthly public transportation stipend to subsidize their commuting expenses.
- Shuttle Bus to Metro
 - Inova provides shuttle bus service between a local Metro



station and one hospital campus. Unfortunately, due to station locations, this is not feasible at Inova's other hospitals.

- Alternative Transportation Fairs

- Inova hosted Alternative Transportation Fairs to provide information to employees about local alternative transportation options, including bus schedules, route maps, bike maps and other useful material.



GREEN BUILDINGS

The links between the built environment in which a patient is treated and the outcomes patients experience are becoming increasingly evident. The construction, renovation and maintenance of hospital facilities utilize enormous amounts of resources, while too few consider the full impact of these buildings on environmental and human health.

Wide-reaching effects include hazards from chemicals contained in building and maintenance materials, the life cycle impacts of construction materials and direct environmental damage from construction practices. Additionally, the resources required to keep hospital facilities operating smoothly and in accordance with all laws and regulations present challenges such as the release of harmful chemicals from cleaning and other maintenance products.

As Inova continues to expand and evolve, so too must our approach to the construction, refurbishment and maintenance of our build-

ings. We recognize that evidence-based building design and deliberate selection of construction materials can be enormously beneficial to the healing environment.

Not only does it protect the natural world by eliminating potentially harmful chemicals and utilizing environmentally preferable materials, but studies have also found that including certain design elements in patients' physical surroundings has numerous direct benefits. These include enhanced well-being and healing, less pain and stress, and fewer infections, falls, and medical errors.

Inova's green building program researches new and alternative technologies to include in future projects, while continually developing supporting policies. The integration of environmentally friendly building features and greener construction and maintenance practices into our facilities ensures that our patients, visitors, employees, community and environment will all benefit.

One of Inova's most exciting green building projects is Inova Fairfax Hospital's new South Patient Tower, which aims to achieve LEED certification upon completion. Construction began in 2010. Some of the featured green aspects of this building include:

- The use of white PVC and living plant-based roofing materials, which will decrease the amount of energy required to cool the building during summer months
- The use of water-efficient landscaping practices on a small site with native plants to help reduce water consumption by 50%

- The installation of additional energy meters to control mechanical systems more accurately and pinpoint problems earlier and more easily
- The purchase of 'clean' Green Power certificates
- The diversion of 75% of waste materials created during construction from the landfill
- The use of building materials that contain recycled content, have been extracted, processed and manufactured regionally, are made from rapidly renewable materials and/or contain certified wood from sustainably managed forests
- Use of environmentally friendly materials such as low-VOC (volatile organic compound) paints, caulks, glues and sealants, and wood products that contain no added urea formaldehyde, to ensure clean indoor air

GREEN HEALTH INFORMATION TECHNOLOGY (HIT)

In an increasingly interconnected and digital world, rapidly-advancing technologies are moving human capabilities far beyond what they were in the past. As these technologies evolve to suit a wider variety of purposes and adapt to serve a larger number of industries, the benefits for the healthcare industry are clear.

Inova has leveraged its resources to take full advantage of opportunities presented by the combination of green technologies (that improve environmental performance while demonstrating a minimal environmental impact of their own) with health information technologies (the management of health information across computerized systems). Such combinations allow for operational improvements such as lower costs, improved efficiency, reduced environmental impact, superior patient care and fewer errors.

Repeatedly named one of the nation's 100 'Most Wired' health systems by Hospitals & Health Networks magazine, Inova is aggressively committed to integrating technology that not only improves the patient experience, but also is easily shared among our hospitals and physicians.

Most Wired hospitals use HIT to improve patient satisfaction, risk-adjusted mortality rates and other key quality measures. Inova has received this prestigious recognition seven out of the last 12 years, reflecting our commitment to a sustained culture of innovation and technology solutions.



Additional 2010 accomplishments in the realm of green HIT include:

- Increasing use of electronic medical record and medical imaging systems, which greatly reduce paper use, patient travel and reliance on plastics used in traditional X-ray films, among other benefits

- The conversion of printed reports to online viewing, which helped decrease paper usage by 49.9% – additional paper reduction efforts included placing commonly-used forms on Inova’s internal website and the elimination of certain printed reports
- The purchase of Energy Star-rated products for all new computers







THE GOING GREEN INITIATIVE

GOING GREEN AT INOVA



The cultivation of a successful sustainability program requires the effort, dedication and vision of all members of an organization to create lasting, meaningful change. From Inova's top leaders, to our front-line doctors and nurses, to our behind-the-scenes supporting infrastructure, our sustainability program aims to involve, educate and inspire employees to live and work in a more environmentally sustainable manner. The Going Green Initiative has proven to be a vital tool in working to achieve this goal.

Inova's Going Green Initiative is a combination of education, programming and communication targeted mainly toward Inova employees, but also toward patients and hospital visitors. Its goal is to educate these groups about the entire spectrum of Inova's sustainability efforts and accomplishments. (Primarily those described in the Key Impact Areas section of this report.) In addition, the initiative provides advice on how to incorporate the principles of sustainability into daily life and the hospital environment.

The Going Green Initiative is supported by Inova's Office of Sustainability, which creates and disseminates educational materials, establishes a Going Green agenda for each hospital and coordinates each month's Going Green events. These efforts are supported by members of the Inova's Going Green teams, who help plan, host, and market the events and identify opportunities to expand the reach of Inova's sustainability program within their respective hospitals.

In 2010, the Office of Sustainability introduced a list of Green Standards, which establishes system-wide monthly green themes to guide Going Green events and education.

Some of the most successful Going Green events from 2010 included:

- Earth Day Fair
 - Inova’s Earth Day Fairs – hosted at all five hospitals – featured tree seedling giveaways, tree planting ceremonies, canned food drives and medical supply drives.
- Green Gift Supply Station
 - Hosted during the holiday season, Inova’s Green Gift Supply Station allowed employees to take home boxes and alternative gift wrap materials, along with ideas for how to ‘green’ their holiday gift-giving. Boxes were provided by each hospital’s warehouse to encourage reuse. Alternative gift wrapping supplies included sterile surgical blue wrap and large sheets of recycled paper decorated by the Child Care Departments at a few hospitals.
- Electronic Waste Takeback and Confidential Paper Shred Events
 - Inova employees and community members were given the opportunity to bring in their old electronics to be disposed of in an environmentally friendly manner. They could also drop off any confidential papers they had sitting at home to be shredded and recycled. Through this collection program, more than 5,000 pounds of electronics did not enter the landfill.
- Green Standard-Themed Educational Events
 - ‘How to Make a Rain Barrel.’ Employees and visitors attended a live demonstration on how to construct and use a rain barrel at home. The demonstration was also recorded and turned into a short instructive video, which was made available to employees on Inova’s internal website.
 - ‘How to Make Your Home Energy Efficient.’ Employees and visitors attended presentations by local experts on how to make their homes more energy efficient during the winter months and an ‘Ask the Energy Experts’ Q&A session.

CASE STUDY

Creating a Culture: The Key to Being Green

In addition to yielding significant environmental and cost savings, another enormous benefit of Inova's sustainability program has been an overall increase in employee engagement as Going Green has become more and more prominent within Inova's culture.

One major success factor has been the involvement of dedicated individuals at all levels and across all departments in Inova's sustainability initiatives. The following key Going Green groups have played a vital role in the development of this successful program:

The Office of Sustainability

Comprised of Seema Wadhwa, system-wide Sustainability Director, and Carolyn Billetdeaux, Sustainability Associate, the Office of Sustainability is tasked with identifying opportunities and goals for Inova's sustainability program and then developing, planning and implementing the operational and strategic initiatives that will help achieve them. The Office of Sustainability acts as a liaison between the broader system-level vision and the goals of each individual hospital and helps coordinate initiatives at both levels.

The Environmental Committee

Inova's Environmental Committee was formed in 2007 and is co-chaired by Dr. Ravi Gupta and Randy Kelley, CEO of Inova Loudoun Hospital. This system-wide group set the foundation for all of Inova's sustainability initiatives and includes representa-

tives from clinical and non-clinical hospital departments, including Marketing/Communications, Administration, Human Resources, Information Technology, Food Services, Engineering & Facilities, Materials Management and Environmental Services.

The Going Green Teams

Each Inova hospital has its own Going Green Team, comprised of interested and dedicated individuals representing a wide range of departments. Team are led by a volunteer chair or co-chairs who work alongside the Office of Sustainability to coordinate the Going Green activities within each hospital. The teams meet once a month to discuss and plan upcoming events and opportunities for action within their facilities, and also help to promote and host each month's Going Green activities.



AWARDS & RECOGNITION

Since its inception, Inova's sustainability program has received a wide variety of recognition and awards for its innovation and impact. 2010 awards include:

- Going Green award at Elizabeth Hartwell Eagle Festival
- PGH 'Partner for Change' awards for all hospitals
- Inova Alexandria and Inova Fairfax hospitals recognized by EPA's Best Workplaces for Commuters program
- Finalist in Northern Virginia Technology Council's Green Business competition
- Inova Loudoun Hospital awarded Silver Certificate in Loudoun Country Green Business Challenge
- Inova named one of the nation's 'Most Wired' health systems for the seventh time in 12 years by Hospitals & Health Networks magazine



OUR PARTNERS

Practice Greenhealth



Practice Greenhealth is the nation's leading membership and networking organization for healthcare facilities that have made a commitment to sustainable, eco-friendly practices in the community. Members include hospitals, healthcare systems, businesses and other stakeholders engaged in green initiatives to improve the health of patients, staff and the environment.

Health Care Without Harm



'First Do No Harm.' Together with its partners around the world, Health Care Without Harm shares a vision of a healthcare sector that promotes the health of people and the environment.

Green Guide for Healthcare (GGHC)

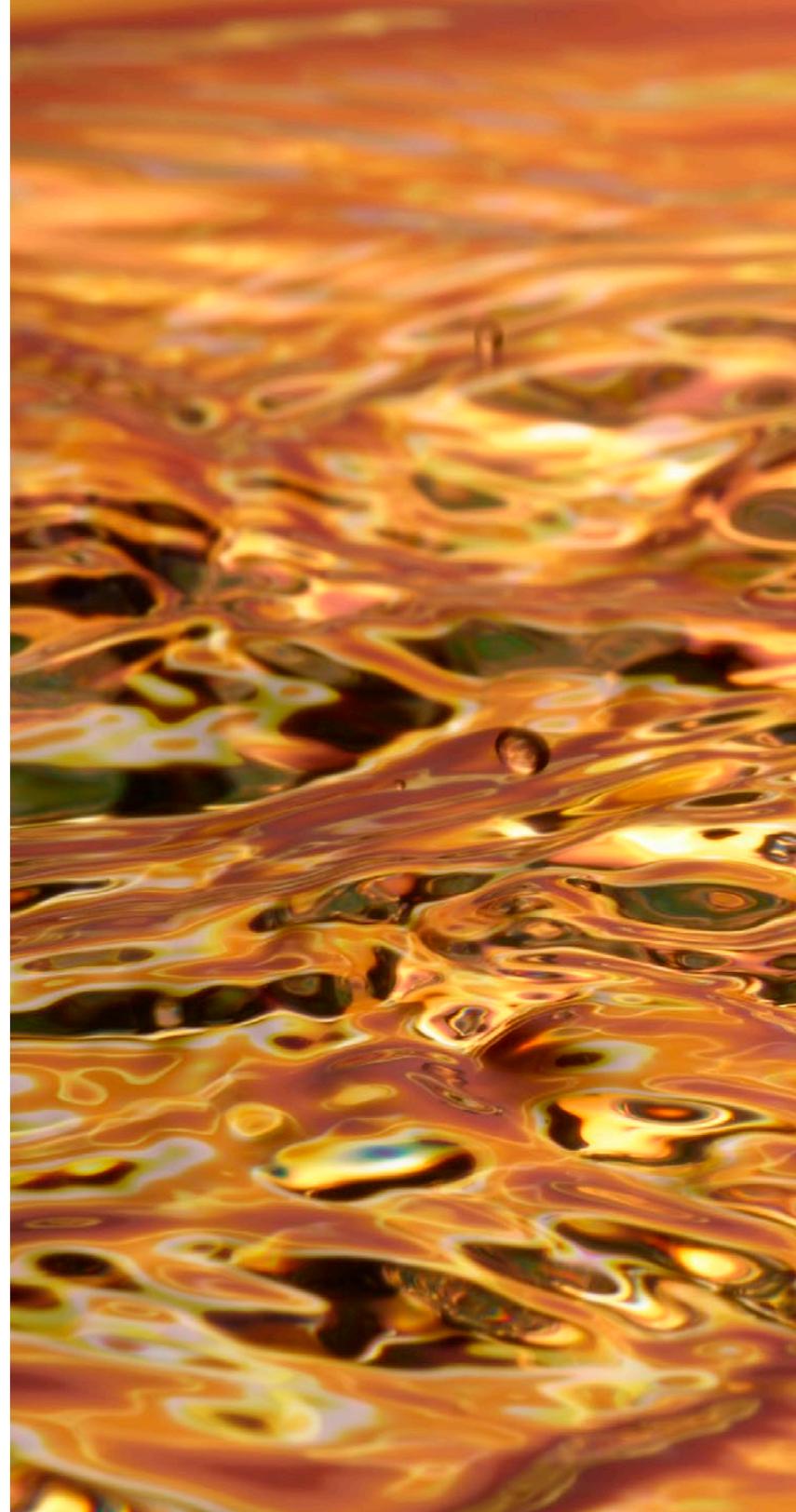


A best practices guide for creating high-performance healing environments, the GGHC helps healthcare organizations achieve healthy and sustainable building design, construction and operations.

NOTES:

The environmental and facilities data contained within this report are provided by Inova's vendors and departmental leaders within the organization and are self-reported through tools such as Energy Star's Portfolio Manager and the EPA's WasteWise program. This report only covers those environmental aspects associated with Inova Health System's five main hospitals and does not include information regarding sustainability initiatives within the system's corporate offices or outlying facilities. As Inova's sustainability program continues to expand, relevant initiatives at these entities will be added to future reports.

Inquiries regarding Inova's 2010 Sustainability Report may be directed to Seema Wadhwa, Director of Sustainability in Inova's Office of Sustainability and system-wide point of contact for sustainability-related activities. For more information about sustainability at Inova or to review this report online, visit www.inova.org/sustainability.





Inova Health System is a not-for-profit healthcare system based in Northern Virginia that consists of hospitals and other health services, including emergency- and urgent-care centers, home care, nursing homes, mental health and blood donor services, and wellness classes. Governed by a voluntary board of community members, Inova's mission is to improve the health of the diverse community it serves through excellence in patient care, education and research. Inova provides a healthy environment for its patients, families, visitors, staff and physicians by prohibiting tobacco use on its campuses.

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