

HEALTHY ENVIRONMENTS

Imagine Policies that are People-Friendly and Planet-Friendly

As a health organization, we know that not just health care, but the social, economic, natural, and physical environments that surround us shape our health. We want to support environments that are health promoting. We also want to take accountability for our own environmental footprint and understand the impact that we have on the economy and the environment.

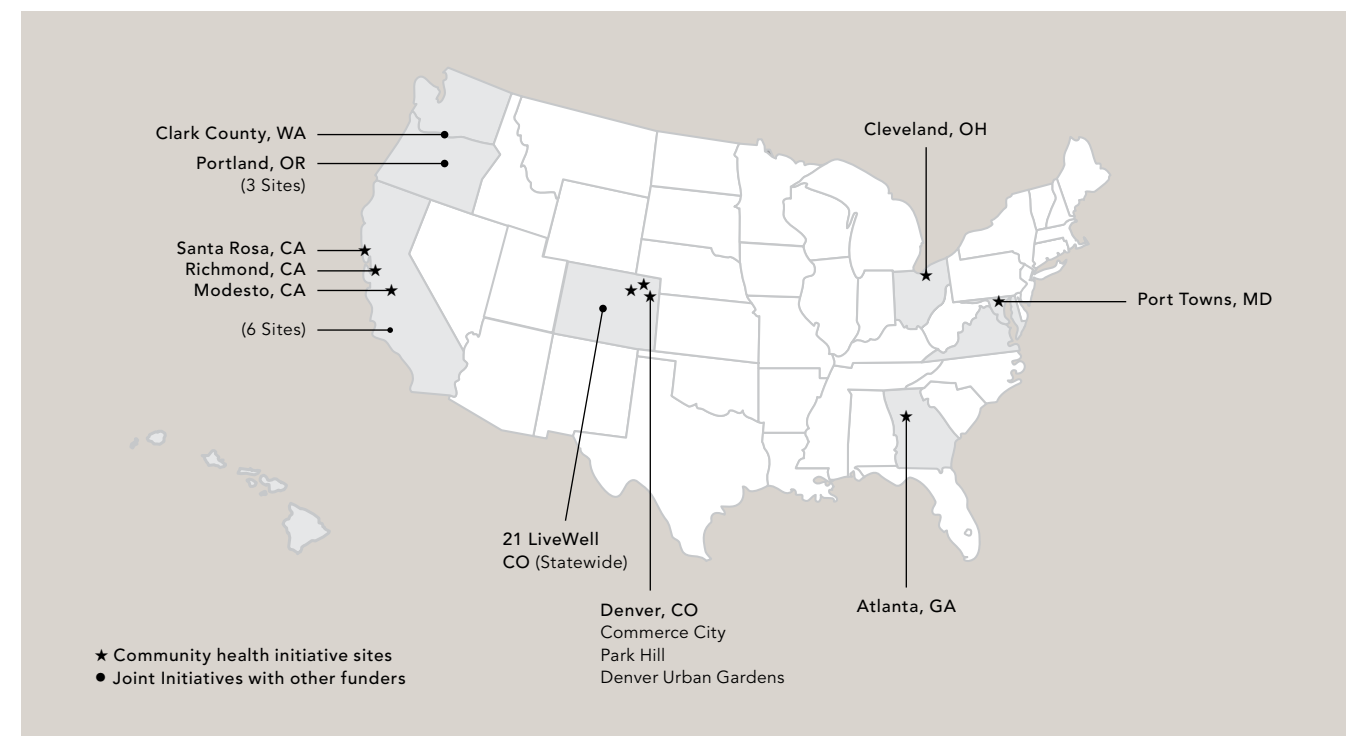
Our community health initiatives started four years ago with a focus on Healthy Eating Active Living to address root causes of obesity and related chronic diseases. It has grown and spread to 40 communities across the country. In the past year, our focus broadened to include issues of community economic development, environmental sustainability and neighborhood safety. We understand that to be healthy, families need safe, healthy neighborhoods, schools and workplaces.

We also view environmental sustainability as central to health and consistent with our commitment to prevention by:

- Increasing availability of healthy and sustainably grown food to prevent obesity and chronic diseases.
- Reducing exposure to toxic chemicals, which can reduce the incidence of asthma, cancer, Parkinson's, and a host of other diseases.
- Reducing greenhouse gases, which will help prevent the spread of infectious diseases and other health effects of climate change.



Spreading Health: Community Health Initiatives across the Country



Community Health Initiatives— A Circle of Life and Health

Our community health initiatives are a programwide strategy for creating a significant and measurable impact on population health by improving those features of the physical and social environment that can make healthy choices easier, or more difficult. The thematic focus of the program is Healthy Eating Active Living, which targets community food and physical activity environments where individuals live, work, play, and go to school.

The long-term goal of this work is to stop the increasing rates of obesity and obesity-related diseases such as diabetes and cardiovascular disease. By building multi-sectoral coalitions and partnerships, engaging community residents, lifting up community assets, and working with community members, we are working to affect policy change and transform community institutions.

The earliest cohort of engaged communities is now entering its third full year of implementation. In other regions, communities are now making the transition from an intensive planning stage to implementation.

The map below indicates where these collaborative initiatives are taking place. In 2008, we were either the principal sponsor or cosponsor of place-based HEAL initiatives in 40 communities—up from 27 in 2007. Our partners in jointly funded sites include The California Endowment, the Robert Wood Johnson Foundation, the W.K. Kellogg Foundation, the Centers for Disease Control and Prevention, the Northwest Health Foundation, the Colorado Health Foundation, the Consumer Health Foundation, and the Community Foundation of Greater Atlanta.

In addition to these intensive, long-term, place-based collaborative investments, our regions made a wide range of complementary HEAL grants to support more targeted policy and environmental change efforts.

- In Northern California, 13 local partnership grants supported major innovations in the student food service at San Jose State University and comprehensive school wellness policies in Vacaville Unified School District.
- In Southern California, we made a significant grant to the California Food Policy Advocates to develop nutrition standards in early childhood settings, an important new venue for policy and practice change.

- In Georgia, Kaiser Permanente funds the implementation of student fitness testing and other wellness programs in the DeKalb County School System, the third largest school system in the state.
- In the Northwest, we sponsored the Metro's *Walk There!*—a guide highlighting 50 walks in the Portland metro area developed in partnership with the Portland, Ore., Metropolitan Transportation Authority and others. Many of these grants include formal evaluation components.

In total, we invested \$20.1 million in 2008 in community health initiative grants for 1,181 organizations. Our regions also supported community health initiatives with extensive technical assistance, including obesity prevention expertise provided by our physicians and staff.

Through site-specific and cross-site evaluation of our more intensive efforts, we are building the evidence for what works and spreading that knowledge far beyond the borders of our communities.

Community Health Initiatives by the Numbers

The Center for Community Health and Evaluation, the cross-site evaluator for the initiative, recently completed assessment of six Kaiser Permanente sites. They found the following:

- A total of 139 distinct community change strategies were being implemented—strategies ranging from body mass index screenings in community clinics, to creating community gardens that supply local

food pantries with fresh fruit and vegetables, to the addition of “health elements” into city general plans that create bike paths, walking trails, and grocery stores. These elements will promote healthy choices for years to come.

- These strategies affect more than 182,000 community residents with neighborhood-level interventions and 18,500 with school-level interventions. In subsequent phases of the evaluation, we will be able to identify the percentage of the targeted populations that were actually exposed to the interventions and the impact of those interventions on behavior change.
- The strategies are working on every level of the socio-ecological spectrum: 37 percent of these strategies are focused on programs that target individuals and families; 19 percent focused on organizational-practice change; 25 percent focused on environmental changes and/or changes in public policy; and 19 percent focused specifically on community-capacity building.
- All sectors are engaged in this work, creating the kind of “surround sound” necessary to have a significant impact on the lives of community members. Fifty-three percent are focused on neighborhoods (i.e., refurbishment of parks, grocery store conversion efforts); 20 percent are focused on schools (i.e., cafeteria reforms); 12 percent are focused on workplaces (i.e., campaigns to promote stairwell use); and 6 percent are targeted on the health sector (i.e., BMI screening efforts).

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Community Change: Achievements

BUILDING ON DENVER URBAN GARDENS IN DENVER, COLORADO

Denver Urban Gardens developed a dense network of 13 small gardens on inner-city lots in the Denver neighborhoods of Baker, La Alma/Lincoln Park, and Sun Valley. They developed youth and adult garden programs, healthy cooking demonstrations, and biking/walking “garden tour” maps. The goal was initially to engage residents and use gardens as a tool for building community and strengthening neighborhood connections. They then broadened their scope and created a more integrated approach that now includes a mobile youth farmers market and a centralized, refrigerated storage unit to improve access to fresh produce for neighborhood schools and food banks.

SUPPORTING CLINICAL PRACTICE CHANGE IN SANTA ROSA, CALIFORNIA

Santa Rosa, one of three sites in Northern California, has institutionalized BMI screenings in its community health centers. Supported by advocacy and technical assistance provided by our physicians, clinics have adopted routine BMI screenings and questions about diet and physical activity for both adults and kids. At one participating clinic, clinicians went a step further, challenging one another to lose weight and improve their own diets so that they could serve as role models to their patients.

REDEVELOPMENT IN COMMERCE CITY, COLORADO

The multi-sectoral collaborative in Commerce City played a key role in developing a master plan for the Derby neighborhood (the commercial zone of historic Commerce City). Guidelines and zoning rules have been included that make the area more pedestrian friendly, thereby promoting physical activity as part of everyday life. The collaborative brought in an expert on walkable communities, trained students in advocacy, and enlisted them in the community change process.

FARMERS MARKET AND CORNER STORES IN MODESTO, CALIFORNIA

Through trial and error, Modesto found a way to establish a farmers market and supply produce to neighborhood corner stores at the same time. They first trained 40 women to grow backyard produce. These neighborhood residents were certified as producers and a license was obtained to offer a farmers market in the park. While there were some sales of plums, chili peppers, peaches, tomatoes, and cherries, getting to scale posed a problem. Some resident growers admitted they weren't able to bring their crops to the market because their children kept eating their produce! Then a new opportunity developed with Heifer International to provide training and growing land to a youth group. The youth now plan to sell plants, flowers, and produce in the farmers market. Heifer International also provided excess produce at no cost to local neighborhood stores on a delivery schedule that coincides with most residents' pay day to avoid spoilage, providing even greater access to healthy produce for West Modesto residents.

INCREASED COLLABORATION IN RICHMOND, CALIFORNIA

Prior to the collaborative grant from Kaiser Permanente, only a few of the 20 current partners in Richmond's West County collaborative had worked together before. They also differed in the degree to which obesity prevention was tied to their respective missions. Somehow, their varied but shared interests did the trick. Working together on the HEAL Initiative helped the West County collaborative members overcome previous differences and become a true collaborating organization, in which everyone contributes different strengths and the whole becomes much more than the sum of individual parts. As the former project coordinator puts it, “It took us a long time to say ‘we.’ Now that they are saying ‘we,’ the group is making progress on several policy fronts, working to make the city's general plan more health friendly.”

This assessment also revealed a number of short-term wins that are having an immediate impact on the communities we serve—some of which are described below. Over the long term, the evaluation team will be tracking the impact of these community changes on health behaviors and health status.

Meeting Our Communities Where They Are

When we launched our community health initiative, HEAL was selected as the thematic focus—a recognition of the prevalence of obesity and obesity-related disease in most of our communities, as well as the opportunity to leverage our clinical expertise and organizational commitment to obesity prevention. But obesity is only one of many challenges our communities face. Issues like safety, environmental justice, and economic development are all part of the mix. Often, community residents experience these problems as more immediate and more pressing issues than obesity or other health concerns.

At a minimum, these issues compete for community leaders' time and attention and, in some cases, they pose challenges to critical HEAL strategies. For instance, an outbreak of gun violence caused one HEAL collaborative to suspend its efforts to promote more use of a neighborhood park and other programs intended to get families to go outside and walk more. Indeed, street violence and perceptions of safety are significant barriers to active living across our collaborative sites.

Along with our community partners, we're devoting special attention to the challenge of street violence, which may increase as the recession deepens. Some communities including Richmond, Calif., and Park Hill, Colo., have incorporated explicit violence prevention strategies into their community action plans, partnering with other community groups that focus on violence prevention. For instance, in Park Hill, a partnership between the LiveWell Colorado collaborative and a local nonprofit is providing middle-school children at risk for gang involvement

with outdoor experiences and other healthy activities. We're also supporting the Prevention Institute, a national nonprofit organization based in Oakland, Calif., to work with HEAL grantees to identify and develop promising strategies at the nexus of HEAL and violence prevention. These strategies are being shared with a large peer group of community leaders through webinars and face-to-face meetings.

We have also begun to address community economic development. All the while, keeping HEAL front and center. For instance, in Port Towns, Md., the community leadership team—which includes the local community development corporation and a number of environmental groups—has identified economic development and environmental sustainability as core concerns they plan to address as they pursue their HEAL initiative. In Alamosa and Durango, two rural Colorado communities, HEAL collaboratives are connecting local farms to urban consumers. This brings healthy, affordable food to communities with limited access and addresses the need of local farmers for new customers—providing a much needed boost to battered farm economies.

Safe Routes to School: Helping Kids Get Exercise as Part of Everyday Life

A key focus of our work is to make it easier for people to be more physically active in the course of their everyday lives. One example of this is the work being done in our local communities to make sure kids can safely walk or bike to school every day through community programs, traffic safety improvements, and policy change.

Safe Routes to School is an international movement that aims to create safe, convenient, and fun opportunities for children to bike or walk to school. While SRTS has been around for the last decade, most efforts have been focused on middle-class, suburban communities. Kaiser Permanente partners with the Safe Routes to School National Partnership, a national advocacy and

community journal



PHOTOVOICE: MARICELA'S STORY

Maricela Navarro is an amateur photographer who's also a member of the West County HEAL Collaborative in Richmond, Calif. Because she felt that changes needed to be made in her community, Maricela participated in Photovoice, a community-based approach to documentary photography that provides people with training in photography and policy advocacy.

Maricela felt that liquor stores in her community, especially the one located close to the local school, gave kids, including her own, easy access to junk food and served as a magnet for crime. "The liquor store is two blocks from the school, so I wanted something to be done about it being so close."

Working with other community partners, Maricela participated in a successful campaign to demolish the liquor store. "I got passionate about the pictures that I took and I wanted for those things to be changed in the community, to do something about it," she says.

Based upon her experience, Maricela now believes she has the ability to help make changes for the better in her community. She also knows that she's not alone and invites others to get involved. "I think the community can be involved, and advocate for things that they want to be changed in the community."

Maricela is already thinking about her next project. "In the future, I would take pictures of more sites or other things that need to be improved in the community."



technical assistance organization, to develop and enhance SRTS efforts targeting schools in low-income, urban neighborhoods.

Over two years, the collaboration among the community coalitions, Kaiser Permanente, and the SRTS national partnership, has brought more than \$2 million in SRTS funds to our communities in California and the Mid-Atlantic States. We've also invested other organizational assets that more fully support SRTS efforts and demonstrate our commitment to improving health beyond the walls of the doctor's office.

On October 8, 2008, Safe Routes to School International Walk to School Day drew more than 600 of our physicians and employees, who took steps to create safe walking and bicycling routes to school. In Santa Rosa, Calif., physicians and physical therapists escorted "walking school buses," helping approximately 60 children walk to school. In Contra Costa, Marin, and Stanislaus counties in Calif., our employees served as crossing guards and handed out pedometers, Frisbees, and lip balm to walkers. Some employees in Northern California even recruited their friends and neighbors for this event.



In the nation's capitol, teachers, students, their families and other supporters take steps to create safer routes to school in their community during International Walk to School Day.

In South DeKalb County, Ga., the SRTS national partnership teamed up with Kaiser Permanente and our good health mascots, Doc Broc and Nurse Blueberry, at Knollwood Elementary School. Our physicians and employees also wrote letters to local newspapers, urging community members to not only participate in Walk to School Day, but to participate in ongoing SRTS efforts in their local schools as an investment in the overall health of our children.

HEAL Convergence Goes Deep and Wide

The kind of change we seek cannot be achieved alone. Our community partners are indispensable to making the work happen on the ground. They are the key components for the HEAL movement that is now sweeping the nation. We are working closely with our funding partners in the philanthropic community and in the public sector to provide the financial support, thought leadership and coordination needed to incubate these ideas and realize success.



Doc Broc dances through Centennial Olympic Park during the March of Dimes WalkAmerica in Atlanta, Ga.

The Healthy Eating Active Living Convergence Partnership is a focal point for this type of collaboration. Co-founded by us in 2006, the Convergence Partnership now includes the Robert Wood Johnson Foundation, the W.K. Kellogg Foundation, The California Endowment, Nemours and The Kresge Foundation. The Centers for Disease Control and Prevention participates in the partnership as a technical advisor.

The year 2008 marked a number of major achievements for the partnership. Anticipating significant infrastructure spending as part of the federal stimulus package as well as the Surface Transportation Bill, which authorizes most highway, road, and public transit programs, the Convergence Partnership made strategic investments in activities designed to bring attention to the ability of "active transportation" to prevent chronic disease as well as to create jobs and reduce greenhouse gas emissions. These included support of the Transportation for America campaign, commissioning papers on the transportation/health connection and sponsorship of several policymakers and other audiences.

The Convergence Partnership also developed an innovations fund to stimulate land use and healthy food retail projects on the part of regional and local funders and launched a new Web site and Web portal (www.convergencepartnership.org). In addition, regional convergence efforts took firm root in 2008. Several of our regions were active participants in these efforts, including California, Colorado, the Northwest, and the Mid-Atlantic States. These regional efforts are central to the convergence strategy of building a network of funders, practitioners, advocates, and policymakers that can articulate and advance a shared model of policy and environmental change.

Collaborative Grantmaking to Build a Healthy Future in Anacostia

In 2006, Kaiser Permanente provided seed funding for the Summit Health Institute for Research and Education, Inc., to convene a childhood obesity collaborative serving Anacostia, one of Washington D.C.'s poorest and most underserved communities. As a result of its initial successes, the coalition was selected in 2008 by the Robert Wood Johnson Foundation to serve as one of its 10 lead Healthy Kids, Healthy Communities sites to implement obesity prevention systems, policies, and environmental strategies. These 10 lead communities will mentor 60 additional sites that will be receiving grants from the Robert Wood Johnson Foundation in 2009. Our initial investment has yielded an effective collaboration that is now a national model for delivering healthy eating and active living opportunities to children who are at the highest risk for obesity. Kaiser Permanente is a partner, along with The California Endowment, in three other Robert Wood Johnson Foundation Healthy Kids, Healthy Communities sites, all in California: Oakland, Baldwin Park, and the Central Valley. The rollout and site selection for the Robert Wood Johnson Foundation's Healthy Kids, Healthy Communities program is a testament to what can result when funders coordinate their efforts and leverage each other's investments in order to make better health a reality for all.

Environmental Stewardship— Sustaining the Planet That Sustains Us All

At Kaiser Permanente, we recognize that healthy communities and a healthy environment are critical to the health and wellness of every person. We are dedicated to environmental sustainability because it has direct, positive effects on individual and community health.

Our environmental roots can be traced to the beginning of the modern environmental movement. In 1963, the environmental crusader Rachel Carson spoke to our doctors in one of her last speeches. Carson warned about the dangers of certain chemicals to human health and to the environment.

We were concerned about the environment then, and we're concerned now. More than four decades later, we are working to curb our overall impact on the environment by using safer chemicals, building greener hospitals, reducing waste, and looking at new ways to conserve energy.

For our efforts to reduce waste and prevent pollution, we won 12 awards from Practice Greenhealth.



Environmental Stewardship Principles, Strategies, Guidelines

In 2008, Kaiser Permanente formally adopted environmental stewardship principles, strategies, and guidelines, including specific links to corporate social responsibility principles. We partnered with Boston College's Center for Corporate Citizenship to provide educational materials, training, and support for internal educational efforts. Our collaboration with the center also helped us extend our educational outreach to Global Health and Safety Initiative (see page 40 for more information about the initiative) member organizations, to broaden understanding of corporate social responsibility among leading hospital systems.

Environmental Stewardship Guidelines

Three specific guidelines were adopted to promote safer chemicals, reduce emissions that cause climate change, and support sustainable food systems:

CHEMICALS

We seek to advance an economy where the production and use of chemicals are not harmful for humans as well as for our global environment and its nonhuman inhabitants.

CLIMATE

Climate change will cause health effects that will directly impact our ability to fulfill our promise of quality, affordable care. We will take practical actions to limit our emissions of greenhouse gases and will help reduce the carbon footprint of the communities we serve.

FOOD

We support food systems that are ecologically sound, economically viable, and socially responsible. We strive to provide food that is healthy for people and the environment in which we live.

Environmental Stewardship Principles

The following principles provide us with a compass for our environmental stewardship work. They are statements of aspiration and intent. These 13 principles communicate our strong commitment to safety, human health, and environmental excellence, and help to describe a path forward:

1. PREVENTION FOCUS

We will apply a prevention approach to environmental management—just as our care delivery system is based on disease prevention, and our safety programs are based on prevention of harm and injuries.

2. PROTECTION OF THE BIOSPHERE

We will make continual progress toward reducing and eliminating the release of substances that may cause environmental damage to the air, water, or the earth and its inhabitants. We will safeguard habitats affected by our operations and will protect open spaces and wilderness, while preserving biodiversity.

3. SUSTAINABLE USE OF NATURAL RESOURCES

We will make sustainable use of renewable natural resources, such as water, soil, and forests. We will conserve nonrenewable natural resources through efficient use and careful planning.

4. REDUCTION AND DISPOSAL OF WASTES

We will reduce and, where possible, eliminate waste through source reduction and recycling. All waste will be handled and disposed of through safe and responsible methods.

5. ENERGY CONSERVATION

We will conserve energy and improve the energy efficiency of our internal operations and of the goods and services we provide. We will make efforts to use environmentally safe and sustainable energy sources.

6. RISK REDUCTION

We will strive to minimize environmental, health, and safety risks to our employees, physicians, patients, and the communities in which we operate through safe technologies, facilities, and operating procedures, and by being prepared for emergencies.

7. TRANSPARENCY

We aspire to enhance our accountability and performance by improving the transparency of our environmental impacts.

8. COMMITMENT TO SOCIAL EQUITY

We will commit ourselves to understanding the implications of the environment on social equity, and undertaking environmental health initiatives that promote social equity and reduce health disparities. For example, we will explore how green programs such as farmers markets, renewable energy, and green job training can help address violence, poor education, hunger, and pollution.

9. SAFE PRODUCTS AND SERVICES

We will work to reduce and strive to eliminate the use, manufacture, or sale of products and services that cause environmental damage or health and safety hazards.

10. ENVIRONMENTAL RESTORATION

We will evaluate environmental impacts of our facilities and strive to avoid actions that endanger health, safety, or the environment. We will work to redress injuries caused to people or the environment.

11. ENGAGE THE PUBLIC

We will regularly seek advice and counsel through dialogue with members, stakeholders and other persons in communities near our facilities.

12. LEADERSHIP COMMITMENT

We will implement these principles and sustain a process to ensure that executive leadership and governance entities of Kaiser Permanente are informed about pertinent environmental issues and monitor our environmental performance.

13. AUDITS AND REPORTS

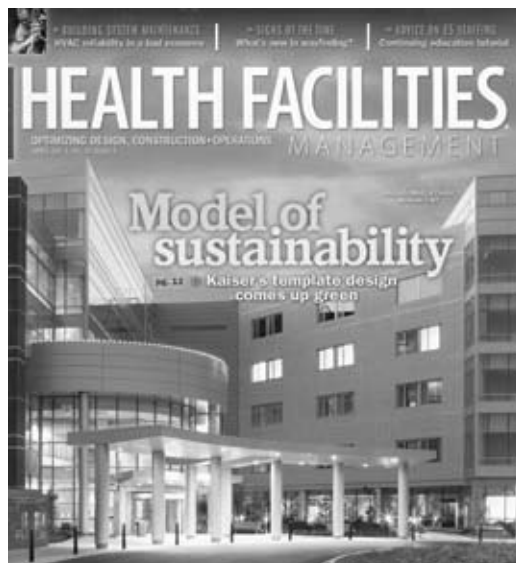
We will conduct an annual self-evaluation of our progress in implementing these principles. We will support the timely creation of generally accepted environmental audit procedures. We will report annually on our environmental stewardship to the public.

Modesto Waste Recycling Program

We opened our new hospital in Modesto, Calif., in October 2008. The new facility is recognized as one of the greenest hospitals in the country. Opening a new hospital involves many challenges, and most of us never think about the enormous amount of packaging material that comes with the delivery of new hospital equipment. To address the issue, a team of facilities experts led innovative actions to minimize the environmental impact of our operations.

The team's goal was to deploy equipment into the new hospital with as little impact to the landfill as possible. The materials included cardboard, plastic, pallets, and bubble wrap. One of their biggest challenges was polystyrene (Styrofoam), which comes in large quantities with new equipment. The team identified a recycler 20 miles from the hospital that uses polystyrene to make architectural trim products. They also found a recycler for polyethylene foam, which is the primary packaging material for static-sensitive equipment.

When the hospital opened, 97 percent of all packaging materials—37 tons—was kept out of the landfill and recycled. Minimizing plastic and other types of waste helps to prevent health effects caused when toxic chemicals leach from landfills into water supplies and soil.



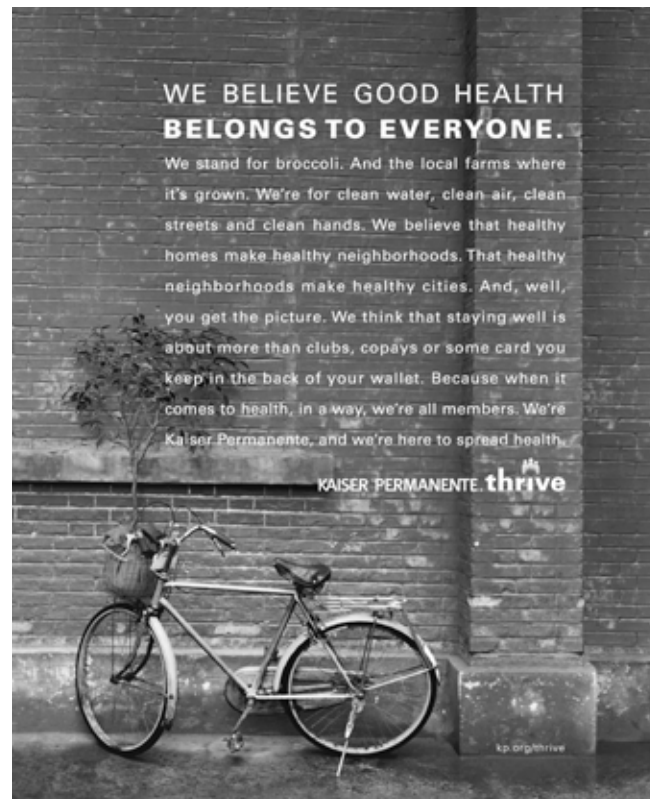
Our flagship green facility, the Modesto Medical Center, has garnered a lot of positive media attention for its breakthrough environmentally friendly design, and its innovative ideas to improve patient comfort.



Links to Thrive Campaign

The poster to the left was hung in our facilities where recycled denim is used for insulation rather than fiberglass, illustrating our commitment to building greener health care facilities.

The 2008 Thrive campaign provided an example of one way to link environmental stewardship with organizational strategies and operations. The advertisement below speaks to the need for clean water and clean air as components of good health.



community journal

CANCER ALLEY: ALICE'S STORY

Alice Cappel is a Kaiser Permanente member and a new mom. She's also working hard to help preserve and protect the environment, since she has seen firsthand how environmental pollutants can devastate entire towns and the people who live in them.

Alice's hometown is Lake Charles, La. "I grew up among 23 petrochemical plants and refineries—one of the densest concentrations of petrochemical plants in the country. My hometown is right in the middle of 'Cancer Alley,' an area that stretches from Houston to New Orleans," she explains.

To help make a difference in the lives of the people in her hometown area, she took a position with a local firm working on environmental law cases. She began her career by interviewing local individuals whose health had been irreparably damaged by environmental pollutants. "I met countless workers with cancers and chronic neuropathies. For instance, the chemical plant worker who helped us reveal the dangers of polyvinyl chloride, a type of plastic, was a family man in his 40s who was diagnosed with glioblastoma multiforme. It is a type of brain cancer from which he did not recover."

Alice encourages more organizations to follow the example of Kaiser Permanente in helping reduce the use of products made with harmful materials, such as PVC (polyvinyl chloride), a type of plastic that is widely used in many products, from electronics to carpeting.

"By reducing its environmental impact, Kaiser Permanente is definitely doing the right thing on a lot of fronts," says Alice, who is working toward a better future for her family and for our planet.



Sustainable Purchasing

Our environmentally preferred purchasing program is a model in health care. One key success in 2008 involved a new type of patient-controlled analgesia (PCA) pump. We were the first health care organization to contract for the product, which is free from polyvinyl chloride (which creates dioxin pollution when manufactured and incinerated) and free from di(2-ethylhexyl) phthalate (DEHP), a chemical linked to reproductive risks. Annually, we use about 18 miles of tubing with these pumps. The contract also resulted in an overall cost savings from the prior contract, demonstrating our view that environmentally preferred purchasing can support our imperative to keep care affordable.

Global Health and Safety Initiative

We helped launch the Global Health and Safety Initiative, a sector-wide health care collaboration to accelerate improvements in worker safety, patient safety,

and environmental sustainability. The seven major hospital systems that founded the Global Health and Safety Initiative are Kaiser Permanente, Ascension Health, Catholic Healthcare West, Hospital Sisters Health System, MedStar Health, Partners HealthCare, and St. Joseph Health System. The initiative aims to transform the way that health care designs, builds, and operates its facilities, as well as improve the safety and sustainability of products used within those facilities. The initiative is creating a learning community and leveraging the expertise of its partners to support evidence-based improvements.

Joining the hospital systems are three nongovernmental organizations that also helped establish the initiative: Health Care Without Harm, Center for Health Design, and Practice Greenhealth. These organizations provide a community voice along with invaluable expertise. The power of the collaboration among these organizations and hospital systems ensures that the health care sector is providing meaningful leadership as the world faces unprecedented environmental, economic, and social crises.

Health and Environment by the Numbers—2008

Communities engaged in our community health initiatives.....	40
Number of community health initiative grantees.....	1,181
Residents reached in our first six community health initiative sites	182,000
Percentage of our facilities that are now mercury-free.....	95
Pieces of electronic equipment reused or recycled	74,000
Gallons of potable water saved per year by each of our digital X-ray imaging systems, which also eliminate harmful chemicals.....	925,000

