

OVERVIEW OF STUDY FINDINGS | APRIL 2021

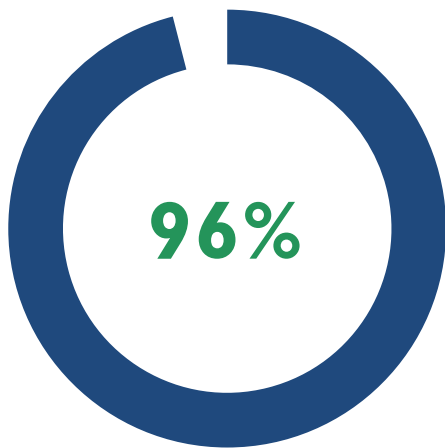
CCS is pleased to share this Planning Study Executive Summary. The Findings and Recommendations provided are based on 78 discussions conducted with Trustees, Past Trustees, Corporate and Foundation Executives, Physicians, Nurses, Staff, and Friends of Inova Health System (Inova).

The Study aimed to accomplish the following core objectives:

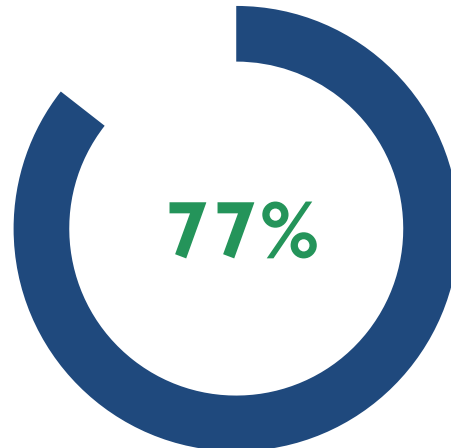
- Assess stakeholders’ experience with and perceptions of Inova;
- Gather reactions and advice regarding the proposed campaign priorities;
- Test the feasibility of a proposed \$500,000,000 campaign goal; and
- Suggest potential campaign leaders, donors, and volunteers.

Nearly all (96%) participants had a “very positive” or “positive” perception of Inova. The Background Paper was endorsed by most (77%) study participants, who supported a Case focused on capital projects, programs and technologies, and top talent.

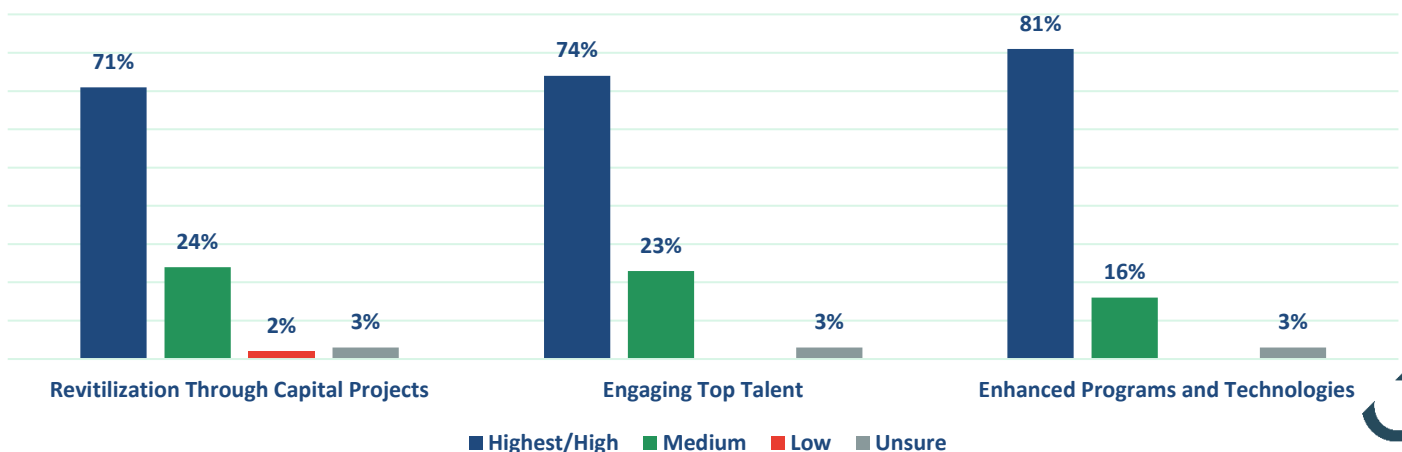
Participants with a very positive or positive view of Inova:



Participants with a very positive or positive view of the Background Paper:



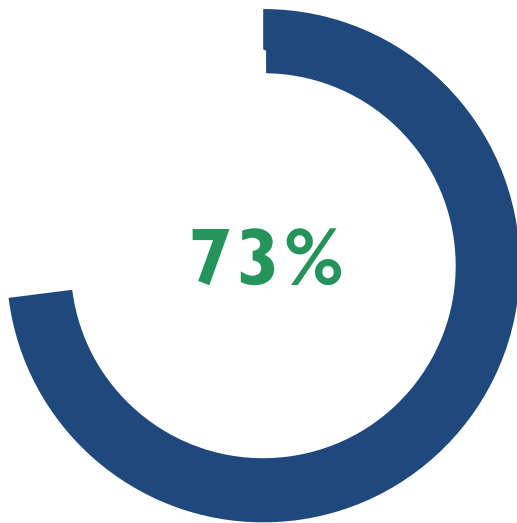
The Study explored a campaign focusing on three core elements: Revitalization Through Capital Projects, Engaging Top Talent, and Enhanced Programs and Technologies. Respondents prioritized the components:



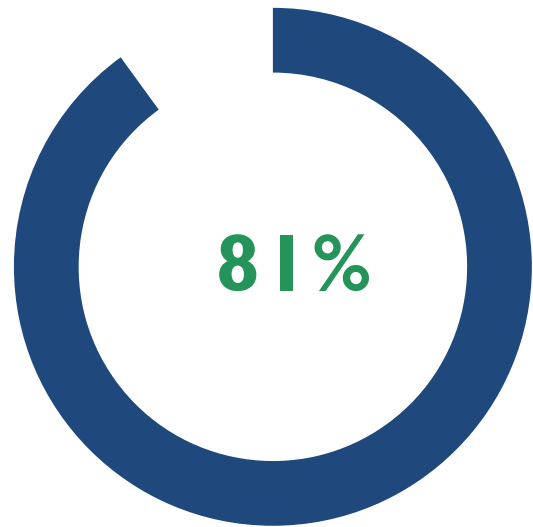
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Inova was ranked high among respondents' philanthropic priorities, and many said now is the time to move forward with a campaign, especially considering Inova's significant vision, Dr. Stephen Jones' leadership, and healthcare being top of minds due to COVID-19.

Participants who considered Inova as their "highest" or as a "high" philanthropic priority:

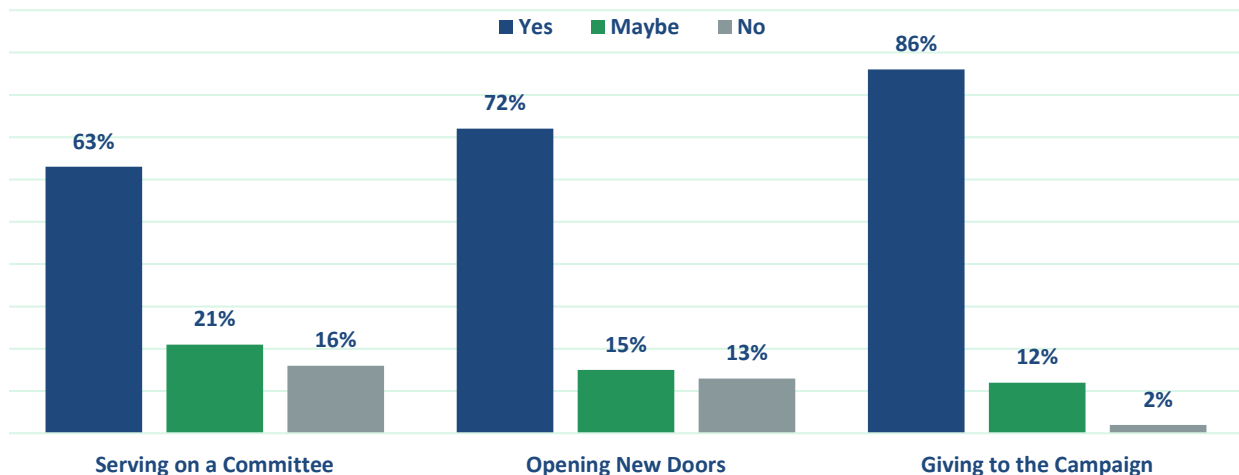


Participants who said now is the time for Inova to embark on the proposed campaign:



Willingness to serve in a leadership and volunteer capacity was encouraging and core data points met or exceeded CCS Study benchmarks.

In the campaign, respondents were willing to consider:



RECOMMENDATIONS | APRIL 2021

CCS offered Inova's leaders detailed recommendations on the Case for Support, volunteer leaders, financial prospects, and a preliminary Campaign Plan, including:

I. Case for Support Recommendations

- Enhance the Case by developing a cohesive vision and further defining patient impact.
- Detail the role of philanthropy in supporting Inova's mission, vision, and values.
- Provide additional details for the Case for Support.
- Develop a story telling narrative that demonstrates the My Inova theme.

II. Leadership Recommendations

- Engage a CEO's Council to design the campaign.
- Recruit a Campaign Executive Committee to lead the effort.
- Support, orient, and empower all volunteers.

III. Financial Prospect Recommendations

- Proceed with a preliminary minimum goal of \$300,000,000+ (inclusive of annual fundraising for five years) with revised Case priority allocations to reflect the preliminary goal.
- Use Predictive Modeling (Analytics) exercise to review new prospects to build the pipeline.
- Implement Moves Management practices, with a particular focus on building a stronger Grateful Patient pipeline.
- Engage prospects - personally and strategically.
- Approach donors with preparation, cultivation, and a highly tailored strategy.
- Build momentum with Planned Giving.

IV. Campaign Plan Recommendations

- Plan for a five-year comprehensive campaign, to include five years of annual fundraising.
- Implement a parallel awareness track.
- Develop an operational budget.

V. Campaign Readiness Phase Recommendations

- Create a 5-year fundraising plan.
- Evaluate staffing needs to ensure Inova Health Foundation is fully staffed to support the effort.
- Orient and engage Board members across Inova's Foundation boards.
- Enhance an internal culture of philanthropy at Inova.
- Build brand awareness with external stakeholders.

Thank you to everyone who shared their thoughts and perspectives during the study process. We are grateful for your time, guidance, and help in this important planning endeavor.