

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2020

Department of the Treasury
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

A For the 2020 calendar year, or tax year beginning and ending

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
 VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.
Doing business as
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
 20 W. STOW ROAD 8
 City or town, state or province, country, and ZIP or foreign postal code
 MARLTON, NJ 08053-3427

D Employer identification number
 21-0634532

E Telephone number
 856 355-0620

F Name and address of principal officer: DENNIS W. PULLIN
 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053

G Gross receipts \$ 896,732,454.

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. See instructions

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: WWW.VIRTUA.ORG

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1885 **M State of legal domicile:** NJ

H(c) Group exemption number ▶

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: OUR MISSION IS TO HELP THE COMMUNITY TO BE WELL, GET WELL AND STAY WELL		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	18
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	16
	5 Total number of individuals employed in calendar year 2020 (Part V, line 2a)	5	5030
	6 Total number of volunteers (estimate if necessary)	6	697
	7 a Total unrelated business revenue from Part VIII, column (C), line 12	7a	1,001,847.
b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	184,945.	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	857,817.	49,024,919.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	726,562,099.	711,520,679.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	70,128,757.	22,756,410.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	45,567,851.	36,804,665.
		843,116,524.	820,106,673.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	277,037,418.	276,812,965.
	16 a Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	0.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	448,733,833.	448,681,164.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	725,771,251.	725,494,129.	
19 Revenue less expenses. Subtract line 18 from line 12	117,345,273.	94,612,544.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	2,351,734,292.	2,675,853,208.
	22 Net assets or fund balances. Subtract line 21 from line 20	921,252,831.	1,133,448,890.
	1,430,481,461.	1,542,404,318.	

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here
 Signature of officer: *[Signature]* Date: _____
 DENNIS W. PULLIN, PRESIDENT/CEO
 Type or print name and title

Preparer
 Print/Type preparer's name: RUSLEE ARMSTRONG
 Preparer's signature: *[Signature]* Date: 11/3/21
 Check if self-employed PTIN: P00288383

Use Only
 Firm's name: GRANT THORNTON LLP
 Firm's address: 2001 MARKET ST., STE. 700 PHILADELPHIA, PA 19103
 Firm's EIN: 36-6055558
 Phone no.: 215-561-4200

May the IRS discuss this return with the preparer shown above? See instructions Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

X

1 Briefly describe the organization's mission: WE ARE DEDICATED TO PROVIDING EACH PATIENT AND THEIR FAMILY WITH AN OUTSTANDING EXPERIENCE AND ENSURING THE HIGHEST QUALITY HEALTHCARE FOR THE COMMUNITY. WE ARE COMMITTED TO PROVIDING OUR HEALTHCARE TEAM WITH RESOURCES, TECHNOLOGY AND TRAINING, AS WELL AS WITH OPPORTUNITIES FOR

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? X Yes No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? No Yes X No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 120,930,792. including grants of \$) (Revenue \$ 66,974,685.) UNREIMBURSED MEDICAID - VIRTUA PROVIDED CARE TO MANY COMMUNITY MEMBERS THAT ARE INSURED UNDER MEDICAL ASSISTANCE PROGRAMS, INCLUDING THE STATE ADMINISTERED MEDICAID PROGRAM. REIMBURSEMENT FOR THESE PROGRAMS IS LESS THAN THE COST OF THE SERVICES PROVIDED BY APPROXIMATELY \$54 MILLION, AS ESTIMATED BY MANAGEMENT. SERVICES ARE PROVIDED ON BOTH AN INPATIENT AND OUTPATIENT BASIS, INCLUDING THROUGH EMERGENCY DEPARTMENTS AND CLINICS.

4b (Code:) (Expenses \$ 11,399,761. including grants of \$) (Revenue \$ 471,549.) CHARITY CARE - UNDER THE GUIDANCE OF ITS COMMUNITY BASED BOARD OF TRUSTEES AND THE SUPPORT OF THE PHYSICIANS ON ITS OPEN MEDICAL STAFF, VIRTUA- WEST JERSEY, A MULTI-HOSPITAL HEALTHCARE SYSTEM, PROVIDES MEDICALLY NECESSARY SERVICES TO INDIVIDUALS IRRESPECTIVE OF THEIR ABILITY TO PAY. PROGRAMS ARE IN PLACE TO IDENTIFY AND PROVIDE FINANCIAL ASSISTANCE TO THOSE IN NEED. SOME PATIENTS WILL QUALIFY FOR CHARITY CARE ASSISTANCE UNDER STATE OF NEW JERSEY DEFINED ELIGIBILITY CRITERIA. VIRTUA- WEST JERSEY AUGMENTS THE STATE'S PROGRAM WITH ITS OWN ASSISTANCE PROGRAM FOR WHICH THE CRITERIA IS LESS RESTRICTIVE THAN THAT OF THE STATE PROGRAM, PROVIDING ASSISTANCE TO INDIVIDUALS EARNING UP TO 500% OF THE FEDERAL POVERTY GUIDELINES. MANAGEMENT ESTIMATES THE TOTAL COST OF CHARITY CARE PROVIDED DURING 2020 TO BE APPROXIMATELY

4c (Code:) (Expenses \$ 20,225,794. including grants of \$) (Revenue \$ 15,206,811.) SUBSIDIED HEALTH SERVICES - VIRTUA IMPROVES COMMUNITY PUBLIC HEALTH THROUGH CONTINUING EDUCATION PROGRAMS DELIVERED BY EXPERIENCED MEDICAL PROFESSIONALS. VIRTUA PROVIDED TRAINING AND CERTIFICATION IN CARDIOPULMONARY RESUSCITATION, BASIC AND ADVANCED EMERGENCY MEDICAL CARE, TRAUMA CARE, AND LIFESAVING MEDICATION ADMINISTRATION. VIRTUA PROVIDES MEDICAL DIRECTION AND TRAINING TO EMS AGENCIES THAT PROVIDE MEDICAL CARE TO CAMDEN AND BURLINGTON COUNTIES.

4d Other program services (Describe on Schedule O.) (Expenses \$ 461,550,396. including grants of \$) (Revenue \$ 662,756,774.)

4e Total program service expenses 614,106,743.

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Yes, No. Rows include questions 1 through 21 regarding organizational requirements and reporting.

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	X	
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable		
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		
	2a 5030		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <i>Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)</i>	X	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	X	
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	X	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		
7 Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		N/A
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		N/A
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? N/A		
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966? N/A		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? N/A		
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12 N/A	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders N/A	11a	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year N/A	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? N/A <i>Note: See the instructions for additional information the organization must report on Schedule O.</i>	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?	15	X
	If "Yes," see instructions and file Form 4720, Schedule N.		
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16	X
	If "Yes," complete Form 4720, Schedule O.		

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

X

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year; 1b Enter the number of voting members included on line 1a, above, who are independent; 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?; 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?; 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?; 5 Did the organization become aware during the year of a significant diversion of the organization's assets?; 6 Did the organization have members or stockholders?; 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? b Each committee with authority to act on behalf of the governing body?; 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates?; 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?; 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done; 13 Did the organization have a written whistleblower policy?; 14 Did the organization have a written document retention and destruction policy?; 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? a The organization's CEO, Executive Director, or top management official; b Other officers or key employees of the organization; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?; 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed NJ
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. Own website Another's website X Upon request Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records ROBERT M. SEGIN - 856-355-0620 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) ROBERT M. SEGIN TREASURER - EVP/CFO	1.00 41.00			X				0.	2,407,572.	47,339.
(2) DENNIS W. PULLIN PRESIDENT/CEO	1.00 42.00	X		X				0.	2,109,278.	55,625.
(3) JOHN M. MATSINGER EVP/COO	1.00 40.00				X			0.	1,073,047.	48,068.
(4) ALLEN SALM MEDICAL DIRECTOR	40.00 1.00					X		621,812.	49,230.	35,803.
(5) LAUREN ROWINSKI SECRETARY - SVP & GENERAL COUNSEL	1.00 41.00			X				0.	636,207.	39,858.
(6) ALFRED CAMPANELLA (END 01/31/19) FORMER EVP/COO	0.00 0.00						X	0.	648,447.	0.
(7) SHAILEN SHAH, MD TRUSTEE	1.00 41.00	X						0.	584,086.	55,396.
(8) PAUL E. MINNICK SVP & COO OF VOORHEES HOSPITAL	40.00 0.00				X			444,534.	0.	28,627.
(9) ERIK N. DELUE MEDICAL DIRECTOR	40.00 1.00					X		417,670.	0.	15,959.
(10) LISA C. FERRARO SVP - INTEGRATED OPERATION	19.00 21.00				X			0.	379,947.	37,481.
(11) HEIDI BAUR VP PATIENT CARE	40.00 0.00				X			327,456.	0.	26,085.
(12) JAMES NEWMAN AVP-EMERGENCY MEDICAL SVCS	40.00 0.00					X		231,131.	0.	39,123.
(13) EUGENIE L. BRUCE REGISTERED NURSE (RN)-JNES	40.00 0.00					X		240,917.	0.	14,431.
(14) JOSEPH V. ABAT REGISTERED NURSE (RN)-JNES	40.00 0.00					X		245,569.	0.	1,051.
(15) DAVID KINDLICK CHAIRMAN	1.00 2.00	X		X				0.	0.	0.
(16) EDWARD B. CLOUES VICE CHAIRMAN	1.00 1.00	X		X				0.	0.	0.
(17) PATRICIA CODEY TRUSTEE	1.00 1.00	X						0.	0.	0.

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) DENNIS FLANAGAN TRUSTEE	1.00	X						0.	0.	0.
(19) RAKESH GUPTA, MD TRUSTEE	1.00	X						0.	0.	0.
(20) GRAYLING JOHNSON TRUSTEE	1.00	X						0.	0.	0.
(21) SANIAH JOHNSON TRUSTEE	1.00	X						0.	0.	0.
(22) PRATAP KHEDKAR TRUSTEE	1.00	X						0.	0.	0.
(23) GEORGE LYNN TRUSTEE	1.00	X						0.	0.	0.
(24) FAYE MELOY TRUSTEE	1.00	X						0.	0.	0.
(25) JEFFREY MORRIS, MD TRUSTEE	1.00	X						0.	0.	0.
(26) JOHN PARKER TRUSTEE	1.00	X						0.	0.	0.
1b Subtotal								2,529,089.	7,887,814.	444,846.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								2,529,089.	7,887,814.	444,846.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 511

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual	X	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
CENTER FOR FAMILY GUIDANCE PO BOX 306, MARLTON, NJ 08053	HEALTH SERVICES	7,444,332.
ROWAN UNIVERSITY 201 MULLICA HILL ROAD, GLASSBORO, NJ 08028	RESIDENCE FEES & MISC	6,035,537.
SOUTH JERSEY RADIOLOGY ASSOCIATES, 1307 WHITE HORSE RD A 102, VOORHEES, NJ 08043	HEALTH SERVICES	5,893,653.
STRIVE PHYSICAL THERAPY SPORTS REHAB LLC 224 STRAWBRIDGE DRIVE, MOORESTOWN, NJ 08057	PHYSICAL THERAPY SERVICES	3,647,229.
ENCORE REHABILITATION SERVICES PO BOX 933195, CLEVELAND, OH 44193	HEALTH SERVICES	2,347,204.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 133

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VII		Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees <i>(continued)</i>								
(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) STACEY ROBINSON TRUSTEE	1.00 1.00	X						0.	0.	0.
(28) MARVIN SAMSON TRUSTEE	1.00 1.00	X						0.	0.	0.
(29) ROBERT SILCOX (DECEASED 9/29/20) TRUSTEE	1.00 1.00	X						0.	0.	0.
(30) JOHN SWEENEY TRUSTEE	1.00 1.00	X						0.	0.	0.
(31) CHARLES VILA TRUSTEE	1.00 1.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns					
	1 b	Membership dues					
	1 c	Fundraising events					
	1 d	Related organizations	120,651.				
	1 e	Government grants (contributions)	48,808,620.				
	1 f	All other contributions, gifts, grants, and similar amounts not included above	95,648.				
	1 g	Noncash contributions included in lines 1a-1f	\$				
	h	Total. Add lines 1a-1f		49,024,919.			
Program Service Revenue	2 a	NET PATIENT REV	Business Code 624100	708,273,306.	708,273,306.		
	2 b	CORONAVIRUS CLAIM	524298	1,000,000.	1,000,000.		
	2 c	PHYSICAL THERAPY	621300	725,426.	725,176.	250.	
	2 d	BPCI - BUNDLED PAYMENT	524114	639,739.	639,739.		
	2 e	LAB SERVICES	621500	353,486.	2,810.	350,676.	
	2 f	All other program service revenue	624100	528,722.	528,722.		
	g	Total. Add lines 2a-2f		711,520,679.			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		1,354,133.		1,354,133.	
	4	Income from investment of tax-exempt bond proceeds		33,117.		33,117.	
	5	Royalties					
	6 a	Gross rents	(i) Real	4,933,184.			
			(ii) Personal				
			6a	4,933,184.			
	6 b	Less: rental expenses	6b	4,777,999.			
	6 c	Rental income or (loss)	6c	155,185.			
	d	Net rental income or (loss)		155,185.		155,185.	
	7 a	Gross amount from sales of assets other than inventory	(i) Securities	93,134,665.			
			(ii) Other				
			7a	93,134,665.			
			7 b	Less: cost or other basis and sales expenses	7b	71,752,966.	12,539.
7 c	Gain or (loss)	7c	21,381,699.	-12,539.			
d	Net gain or (loss)		21,369,160.		9,179.	21,359,981.	
8 a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a					
8 b	Less: direct expenses	8b					
c	Net income or (loss) from fundraising events						
9 a	Gross income from gaming activities. See Part IV, line 19	9a					
9 b	Less: direct expenses	9b					
c	Net income or (loss) from gaming activities						
10 a	Gross sales of inventory, less returns and allowances	10a	28,926.				
10 b	Less: cost of goods sold	10b	82,277.				
c	Net income or (loss) from sales of inventory		-53,351.	-53,351.			
Miscellaneous Revenue	11 a	JOINT VENTURE INCOME	Business Code 621990	29,241,227.	29,241,227.		
	11 b	CAFETERIA	722210	1,922,857.		1,922,857.	
	11 c	MANAGEMENT FEE - VAIS	561000	1,374,146.	1,374,146.		
	11 d	All other revenue	624100	4,164,601.	3,678,044.	486,557.	
	e	Total. Add lines 11a-11d		36,702,831.			
12	Total revenue. See instructions		820,106,673.	745,409,819.	1,001,847.	24,670,088.	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	826,702.	661,362.	165,340.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	222,089,041.	176,339,166.	45,749,875.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	8,439,540.	6,751,632.	1,687,908.	
9 Other employee benefits	29,178,703.	22,892,134.	6,286,569.	
10 Payroll taxes	16,278,979.	12,924,881.	3,354,098.	
11 Fees for services (nonemployees):				
a Management	8,341,108.	8,341,108.		
b Legal				
c Accounting	600.	600.		
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	4,211,529.	3,369,223.	842,306.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	51,284,255.	50,282,520.	1,001,735.	
12 Advertising and promotion	91,973.	91,640.	333.	
13 Office expenses	16,478,547.	14,351,871.	2,126,676.	
14 Information technology				
15 Royalties				
16 Occupancy	21,565,479.	21,105,237.	460,242.	
17 Travel	369,266.	367,672.	1,594.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	10,155.	9,685.	470.	
20 Interest	11,333,189.	11,333,189.		
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	72,714,193.	58,171,354.	14,542,839.	
23 Insurance	13,005.	13,005.		
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a VIRTUA HEALTH ALLOCATIO	149,736,307.	119,789,046.	29,947,261.	
b UBI TAX	246,221.		246,221.	
c MEDICAL SUPPLIES	95,895,969.	95,895,969.		
d PLANT MAINTENANCE	5,212,284.	5,212,284.		
e All other expenses	11,177,084.	6,203,165.	4,973,919.	
25 Total functional expenses. Add lines 1 through 24e	725,494,129.	614,106,743.	111,387,386.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year	
Assets	1	Cash - non-interest-bearing	1,270,168.	1	679,529.
	2	Savings and temporary cash investments	61,717,547.	2	299,470,401.
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	77,462,963.	4	81,533,160.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use	3,064,572.	8	5,493,388.
	9	Prepaid expenses and deferred charges	4,288,521.	9	4,913,740.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 1,521,687,153.		
	b	Less: accumulated depreciation	10b 888,189,234.	10c	633,497,919.
	11	Investments - publicly traded securities		11	
	12	Investments - other securities. See Part IV, line 11	1,197,101,724.	12	1,410,827,769.
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11	351,931,226.	15	239,437,302.
16	Total assets. Add lines 1 through 15 (must equal line 33)	2,351,734,292.	16	2,675,853,208.	
Liabilities	17	Accounts payable and accrued expenses	82,700,664.	17	88,895,057.
	18	Grants payable		18	
	19	Deferred revenue		19	1,122,181.
	20	Tax-exempt bond liabilities	546,651,328.	20	534,863,762.
	21	Escrow or custodial account liability. Complete Part IV of Schedule D	70,922.	21	70,922.
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	291,829,917.	25	508,496,968.
	26	Total liabilities. Add lines 17 through 25	921,252,831.	26	1,133,448,890.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.				
	27	Net assets without donor restrictions	1,427,753,369.	27	1,539,714,425.
	28	Net assets with donor restrictions	2,728,092.	28	2,689,893.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
32	Total net assets or fund balances	1,430,481,461.	32	1,542,404,318.	
33	Total liabilities and net assets/fund balances	2,351,734,292.	33	2,675,853,208.	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	820,106,673.
2	Total expenses (must equal Part IX, column (A), line 25)	2	725,494,129.
3	Revenue less expenses. Subtract line 2 from line 1	3	94,612,544.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,430,481,461.
5	Net unrealized gains (losses) on investments	5	111,921,258.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	-94,610,945.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	1,542,404,318.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other		
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant?		X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:		
<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
b Were the organization's financial statements audited by an independent accountant?	X	
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:		
<input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	X	
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits		

Form 990 (2020)

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2020 (line 6, column (f), divided by line 11, column (f))	14		%
15 Public support percentage from 2019 Schedule A, Part II, line 14	15		%
16a 33 1/3% support test - 2020. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
b 33 1/3% support test - 2019. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2020. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2019. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization			<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions			<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2016	(b) 2017	(c) 2018	(d) 2019	(e) 2020	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here

Section C. Computation of Public Support Percentage

15 Public support percentage for 2020 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2019 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2020 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2019 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2020. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2019. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described in line 11a above?		
c A 35% controlled entity of a person described in line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described in line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2 Activities Test. Answer lines 2a and 2b below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
b Did the activities described in line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). See instructions.
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	

7 Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2020 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2020	(iii) Distributable Amount for 2020
1	Distributable amount for 2020 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2020 (reasonable cause required - explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2020		
a	From 2015		
b	From 2016		
c	From 2017		
d	From 2018		
e	From 2019		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2020 distributable amount		
i	Carryover from 2015 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2020 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2020 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2020. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2021. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2016		
b	Excess from 2017		
c	Excess from 2018		
d	Excess from 2019		
e	Excess from 2020		

Schedule A (Form 990 or 990-EZ) 2020

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Multiple horizontal lines for supplemental information.

Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

Name of the organization

Employer identification number

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

21-0634532

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ▶ \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2020

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?, 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year. 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year. 4 Number of states where property subject to conservation easement is located. 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year. 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year. 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items. 1b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1 (ii) Assets included in Form 990, Part X 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items: a Revenue included on Form 990, Part VIII, line 1 b Assets included in Form 990, Part X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2020

032051 12-01-20

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment %
 - b Permanent endowment %
 - c Term endowment %
- The percentages on lines 2a, 2b, and 2c should equal 100%.

- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|---|--------|----|
| (i) Unrelated organizations | 3a(i) | |
| (ii) Related organizations | 3a(ii) | |
| b If "Yes" on line 3a(i), are the related organizations listed as required on Schedule R? | 3b | |

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		73,069,958.		73,069,958.
b Buildings		547,019,345.	280,385,327.	266,634,018.
c Leasehold improvements		28,715,879.	16,471,509.	12,244,370.
d Equipment		833,909,212.	591,332,398.	242,576,814.
e Other		38,972,759.		38,972,759.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				633,497,919.

Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) PRIVATE PLACEMENT FUND	1,410,827,769.	END-OF-YEAR MARKET VALUE
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)	1,410,827,769.	

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.)		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) INVESTMENT IN SUBSIDIARY	132,812,096.
(2) DUE FROM AFFILIATES	75,470,998.
(3) RIGHT OF USE ASSETS	19,091,108.
(4) GOODWILL, NET	7,386,554.
(5) OTHER ACCOUNTS RECEIVABLE	4,676,546.
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	239,437,302.

Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO AFFILIATES, NON CURRENT	409,908,414.
(3) EST STLMTS DUE TO 3RD PTY PYR	72,338,341.
(4) LEASE LIABILITY	17,701,698.
(5) LONG TERM LIABILITIES - FICA DEFERMENT	5,310,015.
(6) LONG TERM LIABILITIES - EST	3,005,905.
(7) OTHER LIABILITIES	232,595.
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	508,496,968.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements		1
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements		1
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART IV, LINE 2B:

TENANT ESCROW ACCOUNT FOR SECURITY DEPOSIT

**SCHEDULE H
(Form 990)**

Hospitals

OMB No. 1545-0047

2020

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, question 20.**
▶ **Attach to Form 990.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Name of the organization **VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.** Employer identification number **21-0634532**

Part I Financial Assistance and Certain Other Community Benefits at Cost

	Yes	No
1a Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a	X	
b If "Yes," was it a written policy?	X	
2 If the organization had multiple hospital facilities, indicate which of the following best describes application of the financial assistance policy to its various hospital facilities during the tax year: <input checked="" type="checkbox"/> Applied uniformly to all hospital facilities <input type="checkbox"/> Applied uniformly to most hospital facilities <input type="checkbox"/> Generally tailored to individual hospital facilities		
3 Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year: a Did the organization use Federal Poverty Guidelines (FPG) as a factor in determining eligibility for providing free care? If "Yes," indicate which of the following was the FPG family income limit for eligibility for free care: <input type="checkbox"/> 100% <input type="checkbox"/> 150% <input checked="" type="checkbox"/> 200% <input type="checkbox"/> Other _____ %	X	
b Did the organization use FPG as a factor in determining eligibility for providing discounted care? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care: <input type="checkbox"/> 200% <input type="checkbox"/> 250% <input type="checkbox"/> 300% <input type="checkbox"/> 350% <input type="checkbox"/> 400% <input checked="" type="checkbox"/> Other <u>500</u> %	X	
c If the organization used factors other than FPG in determining eligibility, describe in Part VI the criteria used for determining eligibility for free or discounted care. Include in the description whether the organization used an asset test or other threshold, regardless of income, as a factor in determining eligibility for free or discounted care.		
4 Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"?	X	
5a Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?		X
b If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?		
c If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care?		
6a Did the organization prepare a community benefit report during the tax year?	X	
b If "Yes," did the organization make it available to the public?	X	

Complete the following table using the worksheets provided in the Schedule H instructions. Do not submit these worksheets with the Schedule H.

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
7 Financial Assistance and Certain Other Community Benefits at Cost						
Means-Tested Government Programs						
a Financial Assistance at cost (from Worksheet 1)			11,399,761.	471,549.	10,928,212.	1.51%
b Medicaid (from Worksheet 3, column a)			120,930,792.	66,974,685.	53,956,107.	7.44%
c Costs of other means-tested government programs (from Worksheet 3, column b)			0.	0.		
d Total. Financial Assistance and Means-Tested Government Programs			132,330,553.	67,446,234.	64,884,319.	8.95%
Other Benefits						
e Community health improvement services and community benefit operations (from Worksheet 4)			1,378,992.	58,945.	1,320,047.	.18%
f Health professions education (from Worksheet 5)			7,156,415.	2,236,844.	4,919,571.	.68%
g Subsidized health services (from Worksheet 6)			24,123,853.	15,641,672.	8,482,181.	1.17%
h Research (from Worksheet 7)			266,067.	28,792.	237,275.	.03%
i Cash and in-kind contributions for community benefit (from Worksheet 8)			151,747.	387.	151,360.	.02%
j Total. Other Benefits			33,077,074.	17,966,640.	15,110,434.	2.08%
k Total. Add lines 7d and 7j			165,407,627.	85,412,874.	79,994,753.	11.03%

Part II Community Building Activities Complete this table if the organization conducted any community building activities during the tax year, and describe in Part VI how its community building activities promoted the health of the communities it serves.

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
1 Physical improvements and housing						
2 Economic development						
3 Community support			515,708.	285,667.	230,041.	.03%
4 Environmental improvements						
5 Leadership development and training for community members						
6 Coalition building						
7 Community health improvement advocacy						
8 Workforce development						
9 Other						
10 Total			515,708.	285,667.	230,041.	.03%

Part III Bad Debt, Medicare, & Collection Practices

Section A. Bad Debt Expense

	Yes	No
1 Did the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15?	X	
2 Enter the amount of the organization's bad debt expense. Explain in Part VI the methodology used by the organization to estimate this amount		
3 Enter the estimated amount of the organization's bad debt expense attributable to patients eligible under the organization's financial assistance policy. Explain in Part VI the methodology used by the organization to estimate this amount and the rationale, if any, for including this portion of bad debt as community benefit		
4 Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense or the page number on which this footnote is contained in the attached financial statements.		

Section B. Medicare

5 Enter total revenue received from Medicare (including DSH and IME)	130,584,893.
6 Enter Medicare allowable costs of care relating to payments on line 5	167,421,691.
7 Subtract line 6 from line 5. This is the surplus (or shortfall)	-36,836,798.
8 Describe in Part VI the extent to which any shortfall reported on line 7 should be treated as community benefit. Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6. Check the box that describes the method used: <input type="checkbox"/> Cost accounting system <input type="checkbox"/> Cost to charge ratio <input checked="" type="checkbox"/> Other	

Section C. Collection Practices

	Yes	No
9a Did the organization have a written debt collection policy during the tax year?	X	
b If "Yes," did the organization's collection policy that applied to the largest number of its patients during the tax year contain provisions on the collection practices to be followed for patients who are known to qualify for financial assistance? Describe in Part VI	X	

Part IV Management Companies and Joint Ventures (owned 10% or more by officers, directors, trustees, key employees, and physicians - see instructions)

(a) Name of entity	(b) Description of primary activity of entity	(c) Organization's profit % or stock ownership %	(d) Officers, directors, trustees, or key employees' profit % or stock ownership %	(e) Physicians' profit % or stock ownership %

Part V Facility Information (continued)

Section B. Facility Policies and Practices

(complete a separate Section B for each of the hospital facilities or facility reporting groups listed in Part V, Section A)

Name of hospital facility or letter of facility reporting group FACILITY REPORTING GROUP A

Line number of hospital facility, or line numbers of hospital facilities in a facility reporting group (from Part V, Section A): 1, 2

	Yes	No
Community Health Needs Assessment		
1 Was the hospital facility first licensed, registered, or similarly recognized by a state as a hospital facility in the current tax year or the immediately preceding tax year?		X
2 Was the hospital facility acquired or placed into service as a tax-exempt hospital in the current tax year or the immediately preceding tax year? If "Yes," provide details of the acquisition in Section C		X
3 During the tax year or either of the two immediately preceding tax years, did the hospital facility conduct a community health needs assessment (CHNA)? If "No," skip to line 12	X	
If "Yes," indicate what the CHNA report describes (check all that apply):		
a <input checked="" type="checkbox"/> A definition of the community served by the hospital facility		
b <input checked="" type="checkbox"/> Demographics of the community		
c <input checked="" type="checkbox"/> Existing health care facilities and resources within the community that are available to respond to the health needs of the community		
d <input checked="" type="checkbox"/> How data was obtained		
e <input checked="" type="checkbox"/> The significant health needs of the community		
f <input checked="" type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups		
g <input checked="" type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs		
h <input checked="" type="checkbox"/> The process for consulting with persons representing the community's interests		
i <input checked="" type="checkbox"/> The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA(s)		
j <input type="checkbox"/> Other (describe in Section C)		
4 Indicate the tax year the hospital facility last conducted a CHNA: <u>20 19</u>		
5 In conducting its most recent CHNA, did the hospital facility take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health? If "Yes," describe in Section C how the hospital facility took into account input from persons who represent the community, and identify the persons the hospital facility consulted	X	
6a Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C	X	
b Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities? If "Yes," list the other organizations in Section C	X	
7 Did the hospital facility make its CHNA report widely available to the public?	X	
If "Yes," indicate how the CHNA report was made widely available (check all that apply):		
a <input checked="" type="checkbox"/> Hospital facility's website (list url): <u>WWW.VIRTUA.ORG/ABOUT/COMMUNITY</u>		
b <input checked="" type="checkbox"/> Other website (list url): <u>SEE PART V, PAGE 8</u>		
c <input checked="" type="checkbox"/> Made a paper copy available for public inspection without charge at the hospital facility		
d <input type="checkbox"/> Other (describe in Section C)		
8 Did the hospital facility adopt an implementation strategy to meet the significant community health needs identified through its most recently conducted CHNA? If "No," skip to line 11	X	
9 Indicate the tax year the hospital facility last adopted an implementation strategy: <u>20 20</u>		
10 Is the hospital facility's most recently adopted implementation strategy posted on a website?	X	
a If "Yes," (list url): <u>WWW.VIRTUA.ORG/ABOUT/COMMUNITY-ACTION-PLAN</u>		
b If "No," is the hospital facility's most recently adopted implementation strategy attached to this return?		
11 Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed.		
12a Did the organization incur an excise tax under section 4959 for the hospital facility's failure to conduct a CHNA as required by section 501(r)(3)?		X
b If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax?		
c If "Yes" to line 12b, what is the total amount of section 4959 excise tax the organization reported on Form 4720 for all of its hospital facilities? \$		

Part V Facility Information (continued)

Financial Assistance Policy (FAP)

Name of hospital facility or letter of facility reporting group FACILITY REPORTING GROUP A

		Yes	No
Did the hospital facility have in place during the tax year a written financial assistance policy that:			
13	Explained eligibility criteria for financial assistance, and whether such assistance included free or discounted care?	X	
If "Yes," indicate the eligibility criteria explained in the FAP:			
a	<input checked="" type="checkbox"/> Federal poverty guidelines (FPG), with FPG family income limit for eligibility for free care of <u>200</u> % and FPG family income limit for eligibility for discounted care of <u>500</u> %		
b	<input type="checkbox"/> Income level other than FPG (describe in Section C)		
c	<input type="checkbox"/> Asset level		
d	<input checked="" type="checkbox"/> Medical indigency		
e	<input checked="" type="checkbox"/> Insurance status		
f	<input checked="" type="checkbox"/> Underinsurance status		
g	<input checked="" type="checkbox"/> Residency		
h	<input type="checkbox"/> Other (describe in Section C)		
14	Explained the basis for calculating amounts charged to patients?	X	
15	Explained the method for applying for financial assistance?	X	
If "Yes," indicate how the hospital facility's FAP or FAP application form (including accompanying instructions) explained the method for applying for financial assistance (check all that apply):			
a	<input checked="" type="checkbox"/> Described the information the hospital facility may require an individual to provide as part of his or her application		
b	<input checked="" type="checkbox"/> Described the supporting documentation the hospital facility may require an individual to submit as part of his or her application		
c	<input checked="" type="checkbox"/> Provided the contact information of hospital facility staff who can provide an individual with information about the FAP and FAP application process		
d	<input type="checkbox"/> Provided the contact information of nonprofit organizations or government agencies that may be sources of assistance with FAP applications		
e	<input type="checkbox"/> Other (describe in Section C)		
16	Was widely publicized within the community served by the hospital facility?	X	
If "Yes," indicate how the hospital facility publicized the policy (check all that apply):			
a	<input checked="" type="checkbox"/> The FAP was widely available on a website (list url): <u>SEE PART V, PAGE 8</u>		
b	<input checked="" type="checkbox"/> The FAP application form was widely available on a website (list url): <u>SEE PART V, PAGE 8</u>		
c	<input checked="" type="checkbox"/> A plain language summary of the FAP was widely available on a website (list url): <u>SEE PART V, PAGE 8</u>		
d	<input checked="" type="checkbox"/> The FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
e	<input checked="" type="checkbox"/> The FAP application form was available upon request and without charge (in public locations in the hospital facility and by mail)		
f	<input checked="" type="checkbox"/> A plain language summary of the FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
g	<input checked="" type="checkbox"/> Individuals were notified about the FAP by being offered a paper copy of the plain language summary of the FAP, by receiving a conspicuous written notice about the FAP on their billing statements, and via conspicuous public displays or other measures reasonably calculated to attract patients' attention		
h	<input checked="" type="checkbox"/> Notified members of the community who are most likely to require financial assistance about availability of the FAP		
i	<input checked="" type="checkbox"/> The FAP, FAP application form, and plain language summary of the FAP were translated into the primary language(s) spoken by Limited English Proficiency (LEP) populations		
j	<input type="checkbox"/> Other (describe in Section C)		

Part V Facility Information (continued)

Billing and Collections

Name of hospital facility or letter of facility reporting group FACILITY REPORTING GROUP A

	Yes	No
17 Did the hospital facility have in place during the tax year a separate billing and collections policy, or a written financial assistance policy (FAP) that explained all of the actions the hospital facility or other authorized party may take upon nonpayment?	x	
18 Check all of the following actions against an individual that were permitted under the hospital facility's policies during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP:		
a <input type="checkbox"/> Reporting to credit agency(ies)		
b <input type="checkbox"/> Selling an individual's debt to another party		
c <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d <input type="checkbox"/> Actions that require a legal or judicial process		
e <input type="checkbox"/> Other similar actions (describe in Section C)		
f <input checked="" type="checkbox"/> None of these actions or other similar actions were permitted		
19 Did the hospital facility or other authorized party perform any of the following actions during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP?		x
If "Yes," check all actions in which the hospital facility or a third party engaged:		
a <input type="checkbox"/> Reporting to credit agency(ies)		
b <input type="checkbox"/> Selling an individual's debt to another party		
c <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d <input type="checkbox"/> Actions that require a legal or judicial process		
e <input type="checkbox"/> Other similar actions (describe in Section C)		
20 Indicate which efforts the hospital facility or other authorized party made before initiating any of the actions listed (whether or not checked) in line 19 (check all that apply):		
a <input checked="" type="checkbox"/> Provided a written notice about upcoming ECAs (Extraordinary Collection Action) and a plain language summary of the FAP at least 30 days before initiating those ECAs (if not, describe in Section C)		
b <input checked="" type="checkbox"/> Made a reasonable effort to orally notify individuals about the FAP and FAP application process (if not, describe in Section C)		
c <input checked="" type="checkbox"/> Processed incomplete and complete FAP applications (if not, describe in Section C)		
d <input checked="" type="checkbox"/> Made presumptive eligibility determinations (if not, describe in Section C)		
e <input type="checkbox"/> Other (describe in Section C)		
f <input type="checkbox"/> None of these efforts were made		

Policy Relating to Emergency Medical Care

21 Did the hospital facility have in place during the tax year a written policy relating to emergency medical care that required the hospital facility to provide, without discrimination, care for emergency medical conditions to individuals regardless of their eligibility under the hospital facility's financial assistance policy?	x	
If "No," indicate why:		
a <input type="checkbox"/> The hospital facility did not provide care for any emergency medical conditions		
b <input type="checkbox"/> The hospital facility's policy was not in writing		
c <input type="checkbox"/> The hospital facility limited who was eligible to receive care for emergency medical conditions (describe in Section C)		
d <input type="checkbox"/> Other (describe in Section C)		

Part V Facility Information *(continued)*

Charges to Individuals Eligible for Assistance Under the FAP (FAP-Eligible Individuals)

Name of hospital facility or letter of facility reporting group FACILITY REPORTING GROUP A

	Yes	No
22 Indicate how the hospital facility determined, during the tax year, the maximum amounts that can be charged to FAP-eligible individuals for emergency or other medically necessary care.		
a <input type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service during a prior 12-month period		
b <input checked="" type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period		
c <input type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicaid, either alone or in combination with Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period		
d <input type="checkbox"/> The hospital facility used a prospective Medicare or Medicaid method		
23 During the tax year, did the hospital facility charge any FAP-eligible individual to whom the hospital facility provided emergency or other medically necessary services more than the amounts generally billed to individuals who had insurance covering such care? If "Yes," explain in Section C.	23	X
24 During the tax year, did the hospital facility charge any FAP-eligible individual an amount equal to the gross charge for any service provided to that individual? If "Yes," explain in Section C.	24	X

Schedule H (Form 990) 2020

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

PART V, LINE 16A, FAP WEBSITE:

WWW.VIRTUA.ORG/PATIENT-TOOLS/FINANCIAL-ASSISTANCE-POLICY

PART V, LINE 16B, FAP APPLICATION WEBSITE:

WWW.VIRTUA.ORG/PATIENT-TOOLS/FINANCIAL-ASSISTANCE-POLICY

PART V, LINE 16C, FAP PLAIN LANGUAGE SUMMARY WEBSITE:

WWW.VIRTUA.ORG/PATIENT-TOOLS/FINANCIAL-ASSISTANCE-POLICY

PART V, SECTION B, LINE 5 CHNA COMMUNITY ENGAGEMENT

WE CONDUCTED THE CHNA WITH ONE MAIN GOAL: TO CAREFULLY CHARACTERIZE COMMUNITY MEMBERS' VIEWS ON THE HEALTH NEEDS IN THEIR COMMUNITIES. FOR THE PURPOSE OF THIS ASSESSMENT, COMMUNITY IS DEFINED AS THE THREE COUNTIES THAT COMPRISE THE SOUTH JERSEY HEALTH COLLABORATIVE (SJHC) SERVICE AREAS (BURLINGTON, CAMDEN, AND GLOUCESTER COUNTIES). TO ACHIEVE THE GOAL OF OBTAINING LOCALLY ACTIONABLE INFORMATION FOR IMPROVING HEALTH, THIS CHNA EMPLOYED A MIXED-METHODS ITERATIVE STRATEGY OF DATA COLLECTION THAT COMBINED QUANTITATIVE AND QUALITATIVE ANALYSIS OF PRIMARY DATA COLLECTED FROM COMMUNITY MEMBERS AND STAKEHOLDERS WITH QUANTITATIVE ANALYSIS OF SECONDARY DATA. THE TWO FUNDAMENTALS OF OUR APPROACH ARE RIGOROUS DATA ANALYSIS AND COMMUNITY VOICE. TO THAT END, WE USED A VARIETY OF METHODS AND TOOLS TO ANALYZE THE DATA WE COLLECTED BOTH FROM COMMUNITY MEMBERS AND OTHER SOURCES WE IDENTIFIED THROUGH CONSULTATION WITH TRUSTED COMMUNITY PARTNERS IN EACH COUNTY.

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

WE CONDUCTED A TOTAL OF 23 FOCUS GROUPS ACROSS BURLINGTON, CAMDEN, AND

GLOUCESTER COUNTIES. OF THESE, 11 WERE WITH COMMUNITY MEMBERS AND 12

WERE WITH STAKEHOLDERS (LEADERS AND STAFF OF RELEVANT ORGANIZATIONS).

OUR MAIN OBJECTIVE WAS TO GATHER THE THOUGHTS OF COMMUNITY MEMBERS AND

STAKEHOLDERS ON HEALTH ISSUES (SUCH AS ACCESS TO CARE, HEALTH

EDUCATION, AND COMMUNICATION) AND ANY BARRIERS RESIDENTS MAY CONFRONT

IN OBTAINING CARE. ADDITIONAL AREAS OF INQUIRY INCLUDED THE STRENGTHS

AND WEAKNESSES OF THE HEALTH CARE DELIVERY SYSTEM, AS WELL POTENTIAL

AREAS OF IMPROVEMENT. THE FOCUS GROUP FORMAT ALLOWED PARTICIPANTS TO

EXPRESS THEIR OPINIONS, SUGGESTIONS, AND RECOMMENDATIONS IN A

CONFIDENTIAL FORMAT. BECAUSE THEY LIVE AND WORK WITHIN THE SJHC SERVICE

AREA, COMMUNITY MEMBER AND STAKEHOLDER INPUT WAS CRUCIAL TO THE

COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS. OUR FOCUS GROUPS UTILIZED A

SEMI-STRUCTURED RESEARCH INSTRUMENT. FOCUS GROUPS RANGED IN SIZE FROM

TWO TO 17 PARTICIPANTS. INFORMED CONSENT WAS OBTAINED AFTER THE PURPOSE

OF THE FOCUS GROUP WAS EXPLAINED AND PRIOR TO THE DATA COLLECTION

PROCESS, FOLLOWING THE APPROVED IRB PROTOCOL. ONE RESEARCH TEAM MEMBER

FACILITATED THE FOCUS GROUP AND ONE TO TWO ADDITIONAL RESEARCH TEAM

MEMBERS TOOK DETAILED NOTES. FOLLOWING EACH FOCUS GROUP, THE RESEARCH

TEAM COMPILED A REPORT INCLUDING NOTES AND A SUMMARY OF THE FOCUS

GROUP.

WE CONDUCTED FIVE INTERVIEWS WITH KEY STAKEHOLDERS IN THE COUNTIES WHO

WERE IDENTIFIED BY SJHC. THE INTERVIEWS WERE COMPLETED USING A

SEMI-STRUCTURED RESEARCH INSTRUMENT, AND THE GOALS OF THE INTERVIEW

WERE SIMILAR TO THOSE OF THE FOCUS GROUPS. THE PURPOSE OF THE RESEARCH

PROJECT WAS EXPLAINED TO POTENTIAL PARTICIPANTS AND INFORMED CONSENT

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

WAS OBTAINED PRIOR TO THE DATA COLLECTION PROCESS, FOLLOWING THE

APPROVED IRB PROTOCOL. INTERVIEWS WERE CONDUCTED IN A PRIVATE SETTING.

RESEARCH TEAM MEMBERS TOOK NOTES, AND SOME INTERVIEWS WERE ALSO

AUDIO-RECORDED. INTERVIEW PARTICIPANTS WERE ASKED TO THINK ABOUT AND

SHARE THEIR PERSPECTIVES ON ACCESS TO CARE, HEALTH EDUCATION AND

COMMUNICATION, AS WELL AS THE BARRIERS RESIDENTS FACE IN OBTAINING

CARE. OTHER AREAS OF INQUIRY INCLUDED THE STRENGTHS AND WEAKNESSES OF

THE HEALTH CARE DELIVERY SYSTEM AS WELL POTENTIAL AREAS OF IMPROVEMENT.

BOTH THE RESEARCH INSTRUMENT AND THE PROTOCOL FOR THE INTERVIEW WERE

DEVELOPED BASED ON THE GROUNDED THEORY APPROACH WITHIN THE QUALITATIVE

RESEARCH FRAMEWORK. THIS METHOD PERMITS RESEARCH STUDY PARTICIPANTS TO

ANSWER THE QUESTIONS IN THE WAY THAT THEY FEEL COMFORTABLE.

FURTHERMORE, THIS METHOD ALLOWS A FREE FLOWING CONVERSATION BETWEEN THE

INTERVIEWER AND INTERVIEWEE AND ALLOWS THE PARTICIPANT TO DETAIL AND

EXPLAIN VARIOUS VIEWPOINTS THROUGHOUT THE INTERVIEW. ANOTHER BENEFIT IS

THAT THE INTERVIEWER IS NOT CONSTRAINED TO THE QUESTIONS ON THE

INSTRUMENT AND IS PERMITTED TO ASK APPROPRIATE FOLLOW-UP QUESTIONS, FOR

INSTANCE, WHEN CLARITY IS NEEDED.

A LIST OF ALL LOCATIONS, PARTICIPATION NUMBERS AND PARTICIPATING

AGENCIES IS INCLUDED AS APPENDICES IN CHNA REPORT.

PART V, SECTION B, LINE 6A CHNA COOPERATING HOSPITALS

LIST OF OTHER HOSPITAL FACILITIES:

- COOPER UNIVERSITY HEALTH CARE
- JEFFERSON HEALTH
- LOURDES HEALTH SYSTEM (NOW VIRTUA HEALTH)

Part V Facility Information (continued)

Section C. Supplemental information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

- VIRTUA HEALTH

PART V, SECTION B, LINE 6B CHNA NON-HOSPITAL COOPERATING ORGANIZATIONS

- BURLINGTON COUNTY HEALTH DEPARTMENT,

- CAMDEN COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES, AND

- GLOUCESTER COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES.

PART V, SECTION B, LINE 11 CHNA ASSESSMENT

THE CHNA REVEALED THE COMMUNITIES' KEY ISSUES AND AREAS OF OPPORTUNITY.

THE ASSESSMENT CONTRIBUTES SUPPORTING DATA AND ENABLES VIRTUA HEALTH TO

TAKE AN IN-DEPTH LOOK AT ITS GREATER COMMUNITY AND TO DEVELOP

INNOVATIVE AND EVIDENCE BASED IMPLEMENTATION STRATEGIES. SIGNIFICANT

RESULTS FROM THE CHNA ARE INTEGRATED INTO THE PROCESS OF PRIORITIZATION

OF HEALTH NEEDS AND THE DEVELOPMENT OF A HEALTH SYSTEM IMPLEMENTATION

PLAN.

BASED ON COMMUNITY NEEDS, FOUR AREAS HAVE BEEN IDENTIFIED AS CRITICAL

COMMUNITY NEEDS AND ARE ADDRESSED IN THIS IMPLEMENTATION PLAN:

BEHAVIORAL HEALTH AND SUBSTANCE ABUSE, ACCESSING CARE, COMMUNICATIONS

AND RELATIONSHIPS, AND OBESITY.

VIRTUA HEALTH, AS A COMPREHENSIVE HEALTHCARE SYSTEM WITH A MISSION TO

HELP THE SOUTH JERSEY COMMUNITY TO BE WELL, GET WELL, AND STAY WELL,

EMBRACES THE OPPORTUNITY TO UTILIZE ITS RESOURCES TO ASSIST ITS SJHC

PARTNERS IN ADDRESSING THESE PRIORITY AREAS. THE CHNA TEAM

COLLABORATED WITH COLLEAGUES ACROSS THE VIRTUA SYSTEM TO IDENTIFY

RESOURCES THAT COULD BE LEVERAGED TO PROVIDE SOLUTIONS TO THE PROBLEMS

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

AND GAPS IDENTIFIED BY SOUTH JERSEY RESIDENTS. THIS COLLABORATION REVEALED BOTH THE VAST AMOUNT OF WORK ALREADY UNDERWAY WITHIN VIRTUA AND THE OPPORTUNITY TO COORDINATE THIS WORK TO BEST ADDRESS THE NEEDS IDENTIFIED IN THE 2019 CHNA. FOLLOWING A SERIES OF MEETINGS INVOLVING A MULTI-DISCIPLINARY GROUP OF VIRTUA LEADERS, THE FOLLOWING GOALS, OBJECTIVES, STRATEGIES WERE DEVELOPED AS PART OF THE COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP) FOR 2020-2022 PERIOD.

1. BEHAVIORAL HEALTH: MENTAL HEALTH AND SUBSTANCE ABUSE

BRIEF DESCRIPTION OF NEED: BEHAVIORAL HEALTH DESCRIBES THE CONNECTION BETWEEN A PERSON'S BEHAVIORS AND THE HEALTH AND WELL-BEING OF THE BODY AND MIND. IT INCLUDES STRATEGIES AIMED AT PROMOTING AND IMPROVING MENTAL HEALTH, AS WELL AS STRATEGIES AIMED AT PREVENTING OR INTERVENING IN ADDICTIONS. BROADLY, COMMUNITY MEMBERS DESCRIBED THE PREVALENCE OF NEEDS RELATED TO BEHAVIORAL HEALTH, THE LINKS BETWEEN MENTAL HEALTH AND SUBSTANCE ABUSE, THE INADEQUACY OF RESOURCES, AND SPECIFIC POPULATIONS THAT ARE PARTICULARLY AT RISK FOR BEHAVIORAL HEALTH CHALLENGES.

GOAL: OFFER A RANGE OF ACCESSIBLE BEHAVIORAL HEALTH PREVENTION AND TREATMENT OPTIONS THAT FIT THE NEEDS OF INDIVIDUALS.

OBJECTIVES:

INCREASE SCREENINGS FOR BEHAVIORAL HEALTH NEEDS IN A VARIETY OF HEALTH CARE SETTINGS, INCREASE THE NUMBER OF INDIVIDUALS WHO RECEIVE TREATMENT FOR MENTAL HEALTH AND/OR SUBSTANCE ABUSE.

STRATEGIES:

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

PROVIDE SUICIDE SCREENINGS TO EMERGENCY DEPARTMENT PATIENTS AND REFER FOR TREATMENT AS NEEDED

- SUICIDE SEVERITY RATING SCALE IN EMERGENCY DEPARTMENTS

PROVIDE DEPRESSION SCREENINGS IN PRIMARY CARE AND URGENT CARE

- PHQ SCREENING TOOLS

EXPLORE IMPLEMENTATION OF ALCOHOL AND SUBSTANCE USE SCREENING TOOL IN

PRIMARY CARE

PROVIDE MEDICATION ASSISTED TREATMENT (MAT) IN INPATIENT AND

OUTPATIENT CARE SETTING

- MAT INITIATION IN INPATIENT SETTING- VIRTUA MEMORIAL BEHAVIORAL

HEALTH UNIT

- MAT OFFERED IN OUTPATIENT SETTING- VIRTUA BERLIN

PROMOTE AWARENESS ABOUT VIRTUA HEALTH'S ONLINE BEHAVIORAL HEALTH

RESOURCES

- EDUCATE STAFF ON ONLINE BEHAVIORAL HEALTH RESOURCE DIRECTORY

INCREASE COMMUNITY AWARENESS AND UNDERSTANDING ABOUT MENTAL HEALTH

ISSUES

- MENTAL HEALTH EDUCATION AT COMMUNITY HEALTH EVENTS

2. ACCESSING CARE

BRIEF DESCRIPTION OF NEED: COMMUNITY MEMBERS' CONCERNS ABOUT ACCESSING

CARE TOOK SEVERAL FORMS, INCLUDING THE COSTS OF CARE AND INSURANCE, THE

TIME INVOLVED IN GETTING CARE, DIFFICULTY NAVIGATING THE HEALTH CARE

SYSTEM AND TREATMENT PLANS, AND TRANSPORTATION. LACK OF PROVIDERS

GENERALLY WAS NOT SEEN AS A MAJOR BARRIER TO HEALTH CARE. DESPITE THIS,

A LACK OF SPECIALISTS AND POPULATION-SPECIFIC NEEDS MADE PROVIDERS AN

IMPORTANT NEED.

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

GOAL: OFFER SUPPORTIVE SERVICES THAT ASSIST THE COMMUNITY WITH
ACHIEVING ACCESSIBLE HEALTH CARE.

OBJECTIVES:

REDUCE TRANSPORTATION BARRIERS FOR RESIDENTS TO RECEIVE CARE.

IMPROVE NAVIGATION OF HEALTH CARE SERVICES TO LINK INDIVIDUALS TO

APPROPRIATE, TRANSPARENT, AND COST-EFFECTIVE CARE.

STRATEGIES:

IMPROVE ACCESS TO SERVICES AND RESOURCES IN VIRTUA AND THE COMMUNITY

- MOBILE PEDIATRIC VAN- FLU SHOTS, BLOOD LEAD LEVEL SCREENINGS

- MOBILE MAMMOGRAPHY PROGRAM

- COMPREHENSIVE PRIMARY CARE PSYCHOTHERAPY PROGRAM

CONTINUE TO PROVIDE TRANSPORTATION SERVICES FOR PATIENTS EXPERIENCING

TRANSPORTATION BARRIERS

- RIDES FOR ELIGIBLE PATIENTS TO PRIMARY AND SPECIALTY CARE

APPOINTMENTS

IMPROVE ACCESS TO VIRTUA SERVICES BY ENHANCING HOW WE CONNECT AND

SUPPORT OUR COMMUNITY.

- DIGITAL ACCESS THROUGH "CHAT SESSIONS"

- "MY CHART" PROMOTION TO INCREASE SPECIALIST APPOINTMENTS

- SUPPORT CHERRY HILL FREE CLINIC REFERRALS

3. COMMUNICATIONS AND RELATIONSHIPS

BRIEF DESCRIPTION OF NEED: COMMUNITY MEMBERS REPORTED THAT

COMMUNICATION AROUND HEALTH CARE WAS A BARRIER TO CARE. RUSHED OR

UNCLEAR COMMUNICATION BETWEEN PATIENTS AND PROVIDERS LEFT COMMUNITY

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

MEMBERS FEELING UNCERTAIN ABOUT THEIR DIAGNOSES AND TREATMENT PLANS.

COMMUNITY MEMBERS AND STAKEHOLDERS ALIKE WORRIED THAT STIGMA ASSOCIATED

WITH IDENTITY OR DIAGNOSES IMPACTED EFFECTIVE COMMUNICATION BETWEEN

PATIENTS AND PROVIDERS. STAKEHOLDERS WORRIED THAT POOR COMMUNICATION

BETWEEN AGENCIES RESULTED IN DUPLICATE SERVICES AND KEPT PATIENTS FROM

RECEIVING AVAILABLE SERVICES. COMMUNITY MEMBERS AND STAKEHOLDERS

MENTIONED A NEED FOR BETTER COMMUNICATION BETWEEN HEALTH SYSTEMS AND

THE PUBLIC. IN MANY CASES, DESPITE ACTIVE PROMOTION BY HEALTH SYSTEMS,

COMMUNITY MEMBERS WERE NOT AWARE OF PROGRAMS AND SERVICES PROVIDED BY

THE HEALTH SYSTEMS. FINALLY, COMMUNITY MEMBERS AND STAKEHOLDERS

MENTIONED THE NEED TO HAVE POPULATION-SPECIFIC COMMUNICATIONS

STRATEGIES.

GOAL: IMPROVE COMMUNICATION AND COORDINATION ACROSS THE HEALTH CARE

CONTINUUM, INCLUSIVE OF PATIENTS, PROVIDERS, AND OTHER COMMUNITY

ORGANIZATIONS.

OBJECTIVES:

IMPROVE COMMUNICATION BETWEEN PROVIDERS AND PATIENTS TO ESTABLISH

CLEARER PATIENT UNDERSTANDING OF THE CARE PLAN.

ASSIST PATIENTS IN OBTAINING AND UNDERSTANDING INFORMATION REGARDING

THEIR HEALTH CARE.

IMPROVE COMMUNICATION BETWEEN HEALTH CARE AGENCIES.

STRATEGIES:

EDUCATE STAFF AND PROVIDERS TO REDUCE IMPLICIT BIAS AND INCREASE

CULTURAL COMPETENCY

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

- UNCONSCIOUS BIAS CONTENT INCLUDED IN COMPLIANCE TRAINING

ASSIST PATIENTS IN OBTAINING AND UNDERSTANDING INFORMATION REGARDING THEIR HEALTH CARE

- "MYCHART" PROMOTION AND UTILIZATION

IMPROVE COMMUNICATION BETWEEN PROVIDERS AND PATIENTS TO ESTABLISH CLEARER PATIENT UNDERSTANDING OF THE CARE PLAN

- PATIENT SATISFACTION SURVEY ANALYSIS

CONTINUE TO PROMOTE VIRTUA HEALTH SERVICES AND PROGRAMS IN THE COMMUNITY

- CRM DATA MINING FOR CUSTOMIZED MARKETING CAMPAIGNS OF VIRTUA

PROGRAMS AND SERVICES

IMPROVE COMMUNICATION BETWEEN HEALTH CARE AGENCIES

- PARTICIPATION IN LOCAL COUNTY BOARDS OF HEALTH AND MOBILIZING ACTION

BY PLANNING AND PROMOTION (MAPP) MEETINGS

4. OBESITY

BRIEF DESCRIPTION OF NEED: COMMUNITY MEMBERS RANKED OBESITY AS A TOP

HEALTH ISSUE IN THEIR COMMUNITIES. WHEN ASKED TO IDENTIFY HEALTH ISSUES

FACING THEIR COMMUNITIES, OVER 1/3 OF ALL RESPONSES WERE DIRECTLY

RELATED TO OBESITY, THE CAUSES OF OBESITY, AND THE CHRONIC DISEASES

THAT ARE ASSOCIATED WITH OBESITY. ACROSS THE BURLINGTON, CAMDEN, AND

GLOUCESTER COUNTIES, JUST OVER HALF OF COMMUNITY MEMBERS IDENTIFIED

ADULT OBESITY AS AN ISSUE FACING THEIR COMMUNITY. COMMUNITY MEMBERS

SELECTED AS IMPORTANT HEALTH ISSUES BOTH THE CAUSES OF OBESITY AND ITS

CONSEQUENCES.

GOAL: INCREASE ACCESS TO EDUCATION, HEALTHY FOOD OPTIONS, AND

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

PARTICIPATION IN PHYSICAL ACTIVITY.

OBJECTIVES:

- PROVIDE ASSISTANCE SO INDIVIDUALS CAN REDUCE UNHEALTHY FOOD CHOICES.

- INCREASE ENGAGEMENT IN PROGRAMMING THAT PROMOTES A HEALTHY

LIFESTYLE.

STRATEGIES:

- INCREASE ACCESS TO HEALTHY FOOD OPTIONS

- VIRTUA MOBILE FARMERS MARKET

- FOOD AS MEDICINE PROGRAM

- INCREASE ACCESS TO EDUCATION AROUND HEALTHY LIFESTYLE

- HEALTHY LIFESTYLE EDUCATION VIA SOCIAL MEDIA PLATFORMS

- COOKING DEMOS AT NUTRITION AND WEIGHT LOSS PROGRAMS

- INCREASE ACCESS TO PHYSICAL ACTIVITY

- EXERCISE AND FITNESS CLASSES

OVER THE NEXT THREE YEARS, VIRTUA HEALTH, IN COLLABORATION WITH OUR

COMMUNITY PARTNERS AND LOCAL PUBLIC HEALTH AGENCIES WILL WORK TOWARD

IMPLEMENTING THESE STRATEGIES TO ADDRESS THE CONCERNS IDENTIFIED BY OUR

COMMUNITY. WE EMBRACE THE CHALLENGE OF CONFRONTING THE NEEDS IDENTIFIED

BY OUR COMMUNITY AND PROVIDING THE RESOURCES TO BE WELL, GET WELL, AND

STAY WELL.

PART V, SECTION B, FINANCIAL ASSISTANCE POLICY ADDITIONAL DISCLOSURE:

VIRTUA'S FINANCIAL ASSISTANCE POLICY ("FAP") IS DESIGNED TO ASSIST

THOSE WHO DO NOT HAVE ADEQUATE FINANCIAL RESOURCES OR HEALTH INSURANCE

TO PAY FOR THE CARE THAT THEY, OR SOMEONE FOR WHOM THEY ARE

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

RESPONSIBLE, RECEIVED. THE POLICY AND RELATED ACTIONS HAVE BEEN

STRUCTURED TO COMPLY WITH SECTION 501(R) OF THE IRS CODE. VIRTUA'S FAP

PERTAINS TO THE PROVISION OF EMERGENCY AND OTHER MEDICALLY NECESSARY

CARE. THE FAP LISTS AND EXPLAINS THE PROGRAMS AND REGULATIONS UNDER

WHICH FINANCIAL ASSISTANCE IS AVAILABLE, AS FOLLOWS:

A) GOVERNMENT PROGRAMS SUCH AS MEDICAID AND SOCIAL SECURITY

B) THE STATE OF NEW JERSEY'S HOSPITAL CARE PAYMENT ASSISTANCE PROGRAM

C) NEW JERSEY UNINSURED DISCOUNT (PUBLIC LAW 2008, CHAPTER 60)

D) NJ FAMILYCARE

E) NEW JERSEY CANCER EDUCATION AND EARLY DETECTION

F) THE CATASTROPHIC ILLNESS IN CHILDREN RELIEF FUND

G) NEW JERSEY VICTIMS OF CRIME COMPENSATION OFFICE

H) AMOUNTS GENERALLY BILLED (AGB) TO INDIVIDUALS WHO HAVE INSURANCE

I) VIRTUA'S CHARITY ASSISTANCE PROGRAM ("CAP")

VIRTUA HAS SET UP CONSPICUOUS DISPLAYS IN ITS PUBLIC HOSPITAL LOCATIONS

TO NOTIFY AND INFORM OUR PATIENTS AND MEMBERS OF THE COMMUNITY OF THE

FINANCIAL ASSISTANCE AVAILABLE. VIRTUA WILL PROVIDE PATIENTS WITH A

COPY OF A PLAIN LANGUAGE SUMMARY ("PLS") OF ITS FAP. THE FAP,

APPLICATIONS, AND PLS ARE AVAILABLE ON VIRTUA'S WEBSITE OR IN PAPER

COPY FORM IN LOCATIONS WITHIN VIRTUA'S HOSPITAL FACILITIES SUCH AS THE

EMERGENCY DEPARTMENTS AND PATIENT REGISTRATION AREAS. THE FAP,

APPLICATIONS, AND PLS ARE ALL AVAILABLE IN ENGLISH AND IN THE PRIMARY

LANGUAGE OF POPULATIONS WITH LIMITED PROFICIENCY IN ENGLISH ("LEP")

THAT CONSTITUTE THE LESSER OF 1,000 INDIVIDUALS OR 5% OF THE COMMUNITY

SERVED BY VIRTUA. VIRTUA'S AGB CALCULATIONS ARE AVAILABLE UPON REQUEST

Part V Facility Information *(continued)*

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

THROUGH VIRTUA'S CUSTOMER SERVICE BUREAU. AN INDIVIDUAL DETERMINED TO

BE FAP-ELIGIBLE WILL NOT BE CHARGED MORE THAN AGB FOR EMERGENCY AND

OTHER MEDICALLY NECESSARY HEALTHCARE SERVICES PURSUANT TO IRC SECTION

501(R)(5). VIRTUA, AND ANY THIRD PARTIES ACTING ON ITS BEHALF, WILL

WORK WITH RESPONSIBLE INDIVIDUAL PARTIES AND WILL SUSPEND EXTRAORDINARY

COLLECTION ACTIONS TO OBTAIN PAYMENT FOR A REASONABLE AMOUNT OF TIME,

VIRTUA COMPLIES WITH ALL FEDERAL AND STATE REGULATIONS AND CONTRACTUAL

PROVISIONS WITH REGARDS TO ITS BILLING AND COLLECTION PRACTICES. FOR

UNINSURED PATIENTS OR THOSE WITHOUT SECONDARY INSURANCE COVERAGE FOR A

RESIDUAL BALANCE, VIRTUA WILL NOT ENGAGE IN EXTRAORDINARY COLLECTION

ACTIONS ("ECAS") AGAINST AN INDIVIDUAL UNTIL REASONABLE EFFORTS CAN BE

MADE TO DETERMINE WHETHER THE INDIVIDUAL IS ELIGIBLE FOR ASSISTANCE

UNDER VIRTUA'S FAP. THE ACCOUNTS OF PATIENTS FOR WHICH THERE IS NO

IDENTIFIED THIRD PARTY HEALTH INSURANCE COVERAGE WILL FOLLOW THE

DEFINED SELF-PAY COLLECTION CYCLE, WITH THE RESPONSIBLE PARTY BEING

MADE AWARE OF THE AVAILABILITY OF DISCOUNTS OFFERED UNDER THE FAP. IF

A COMPLETED FAP APPLICATION IS RECEIVED, VIRTUA (AND ANY THIRD PARTIES

ACTING ON VIRTUA'S BEHALF) WILL SUSPEND ANY ECAS AGAINST THE INDIVIDUAL

UNTIL A QUALIFICATION DETERMINATION IS MADE.

FOR UNPAID ACCOUNTS THAT HAVE REACHED THE END OF THE COLLECTION CYCLE

WITHOUT BEING IN THE PROCESS OF MAKING PAYMENT ARRANGEMENTS OR APPROVED

FOR FINANCIAL ASSISTANCE, AN ESTIMATION OF THE RESPONSIBLE PARTY'S

ANNUAL INCOME MAY BE OBTAINED FROM AN OUTSIDE CREDIT AGENCY TO

DETERMINE IF THE INDIVIDUAL WOULD LIKELY BE FAP-ELIGIBLE. IF SO, A

REDUCTION TO CHARGES WILL BE APPLIED PRIOR TO TRANSFERRING THE ACCOUNT

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

BALANCE TO A THIRD PARTY FOR COLLECTION. VIRTUA WILL NOTIFY THE

INDIVIDUAL REGARDING THE BASIS FOR THE PRESUMPTIVE FAP-ELIGIBILITY

DETERMINATION. VIRTUA WILL ENSURE REASONABLE EFFORTS HAVE BEEN TAKEN

TO DETERMINE WHETHER AN INDIVIDUAL IS ELIGIBLE FOR FINANCIAL ASSISTANCE

UNDER THE FAP PRIOR TO INITIATING ECAS. EMERGENT, URGENT, AND LABOR

AND DELIVERY SERVICES COVERED UNDER EMTALA (EMERGENCY MEDICAL TREATMENT

AND ACTIVE LABOR ACT) ARE NOT SUBJECT TO PRIOR PAYMENT. VIRTUA WILL NOT

ENGAGE IN ANY ACTIONS THAT DISCOURAGE INDIVIDUALS FROM SEEKING

EMERGENCY MEDICAL CARE.

PATIENTS WHOM RECEIVE EMERGENCY OR OTHER MEDICALLY NECESSARY CARE AT

VIRTUA ARE COMMONLY ALSO SEEN BY PRIVATE PHYSICIAN GROUPS OR OTHER

THIRD PARTY HEALTH CARE PROVIDERS WHILE BEING CARED FOR BY VIRTUA.

WITHIN ITS POLICY, VIRTUA MAINTAINS A LIST OF PROVIDERS WITHIN OUR

HOSPITAL FACILITIES THAT PROVIDE EMERGENCY OR OTHER MEDICALLY NECESSARY

HEALTH CARE SERVICES. THE POLICY SPECIFIES WHICH PROVIDERS ARE COVERED

UNDER THIS FAP AND WHICH ARE NOT.

PART V, SECTION B, LINE 7B

[HTTPS://WWW.VIRTUA.ORG/-/MEDIA/FILES/VIRTUA ENTERPRISE/VIRTUA](https://www.virtua.org/-/media/files/virtua_enterprise/virtua)

[CORPORATE/VIRTUA/PDF/CHNA/CHNA](#)

[REPORT VIRTUA FINAL090319-SMALL.ASHX?LA=EN](#)

FACILITY REPORTING GROUP A CONSISTS OF:

- FACILITY 1: VIRTUA - VOORHEES

- FACILITY 2: VIRTUA - MARLTON

Part V Facility Information *(continued)*

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

Multiple horizontal lines for providing supplemental information.

Part VI Supplemental Information

Provide the following information.

- 1 **Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8 and 9b.
- 2 **Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 **Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 **Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 **Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 **Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 **State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

PART I, LINE 3C:

NOT APPLICABLE

PART I, LINE 6A, COMMUNITY BENEFIT REPORT

THE COMMUNITY BENEFIT PROVIDED BY THE ORGANIZATION IS INCLUDED IN THE
 REPORT PREPARED BY A RELATED ORGANIZATION, VIRTUA HEALTH, INC. THIS
 REPORT IS MADE AVAILABLE TO THE PUBLIC VIA VIRTUA HEALTH'S WEBSITE,
 WWW.VIRTUA.ORG.

PART I, LINE 7, FINANCIAL ASSISTANCE AND OTHER COMMUNITY BENEFITS AT COST

A COST ACCOUNTING SYSTEM THAT ADDRESSED ALL PATIENT SEGMENTS WAS USED
 TO CALCULATE THE FINANCIAL ASSISTANCE, MEANS-TESTED GOVERNMENT PROGRAMS
 (ITEMS 7A THROUGH 7D) AND SUBSIDIZED HEALTH SERVICES (ITEM 7G) COST.
 THE CALCULATION OF COST FOR ALL OTHER BENEFITS (ITEMS 7E, 7F, 7H, AND
 7I) IS BASED ON ACTUAL COST.

PART II, COMMUNITY BUILDING ACTIVITIES:

032100 12-02-20

Part VI Supplemental Information (Continuation)

DESCRIPTION OF COMMUNITY BUILDING ACTIVITIES:

VIRTUA COMMITS EXTENSIVE RESOURCES TO THE COMMUNITIES IT SERVES THROUGH DIRECT FINANCIAL CONTRIBUTIONS AS WELL AS IN HEALTH/COMMUNITY-IMPROVEMENT PROGRAMMING AND PROFESSIONAL TIME AND EXPERTISE. VIRTUA FOCUSES ITS RESOURCES ON PROGRAMS THAT WILL HAVE THE MOST SIGNIFICANT IMPACT ON HEALTH IMPROVEMENT. SOCIAL DETERMINANTS OF HEALTH LIKE ACCESS TO GOOD MEDICAL CARE AND NUTRITIOUS FOOD ARE A CENTERPIECE OF VIRTUA'S COMMUNITY HEALTH IMPROVEMENT EFFORTS. VIRTUA ADDED A NEW YEAR-ROUND, WEEKLY MOBILE FARMERS MARKET SITE AT THE CAMDEN CAMPUS, WHICH INCREASED HEALTHY FOOD ACCESS AND PURCHASES THROUGH THE SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP). FOOD DRIVES WERE ORGANIZED TO SUPPORT VIRTUA'S FOOD ACCESS PROGRAMS, WHICH INCLUDE TWO FOOD PANTRIES THAT PROVIDE AND NON-PERISHABLES TO PATIENTS WHO SCREEN POSITIVE FOR FOOD INSECURITY AT NO COST. THE 2020 ANNUAL TURKEY AND PRODUCE GIVEAWAY PROVIDED COMPLETE HOLIDAY MEALS, INCLUDING A WHOLE TURKEY, FOR MORE THAN 1,500 FAMILIES IN CAMDEN CITY AND WILLINGBORO, NJ. VIRTUA HEALTH ORGANIZED, OR COLLABORATED WITH COMMUNITY STAKEHOLDERS, PARTICIPATION IN DOZENS OF COMMUNITY ENGAGEMENT AND BUILDING EVENTS. A SAMPLING INCLUDES, NUMEROUS DISEASE-SPECIFIC SUPPORT GROUPS, VARIOUS HEALTH AND WELLNESS FAIRS, COMMUNITY/SCHOOL CLEAN-UPS, AND EDUCATIONAL EVENTS ON A VARIETY OF HEALTH SERVICES TOPICS. VIRTUA'S MOBILE FARMERS MARKET, HOSPITAL-BASED FOOD PANTRIES, AND MOBILE UNITS FOR PEDIATRICS AND MAMMOGRAPHY HAVE PROVIDED A CRITICAL SAFETY NET IN COMMUNITIES WITH THE GREATEST NEED.

VIRTUA COLLABORATES WITH OTHER TRUSTED COMMUNITY ORGANIZATIONS, SCHOOLS, NON-PROFIT FOUNDATIONS, AND FAITH-BASED ORGANIZATIONS TO REACH AS MANY AREA RESIDENTS AS POSSIBLE. VIRTUA WORKS WITH THESE PARTNERS TO EDUCATE THE PUBLIC, PROMOTE HEALTH SERVICES AND WELLNESS ACTIVITIES, AND BRING VIRTUA SERVICES DIRECTLY TO THE PEOPLE WHO LIVE THERE. THE RIDE HEALTH

Part VI Supplemental Information (Continuation)

TRANSPORTATION ASSISTANCE PROGRAM, WHICH PROVIDES FREE NON-EMERGENCY
 MEDICAL TRANSPORTATION FOR ESTABLISHED PATIENTS WHO FACE BARRIERS TO
 ACCESSING HEALTHCARE SERVICES, IS ANOTHER DIRECT WAY VIRTUA HELPS THEIR
 PATIENTS ON A DAILY BASIS.

OUR FACILITIES PROVIDED FREE MEETING SPACE FOR A WIDE RANGE OF COMMUNITY
 GROUPS, AND OUR EMERGENCY SERVICES EXPERTS SUPPORT AN EXTENSIVE NETWORK OF
 DISASTER PLANNING ORGANIZATIONS THROUGHOUT THE STATE OF NEW JERSEY TO
 ENSURE COMMUNITY READINESS IN THE EVENT OF A MAJOR EMERGENCY. VIRTUA'S
 EMERGENCY SERVICES STAFF ALSO PROVIDE FREE SUPPORT AND EDUCATION AT
 COMMUNITY EVENTS THROUGHOUT THE YEAR.

AS THE REGION'S LEADING PROVIDER OF MATERNITY AND WOMEN'S HEALTH SERVICES,
 VIRTUA PROVIDES EXPANSIVE PROGRAMMING, INCLUDING BREAST-FEEDING SUPPORT,
 FREE SCREENINGS FOR POST-PARTUM DEPRESSION AND SUPPORT FOR FAMILIES
 FOLLOWING THE LOSS OF AN INFANT.

VIRTUA PROVIDES A WIDE RANGE OF FREE SERVICES FOR THE ENTIRE COMMUNITY AND
 HEALTH PROFESSIONALS, FROM SUPPORT GROUPS FOR THOSE AFFECTED BY CANCER AND
 DIABETES, TO TEEN SELF-ESTEEM, TO HEALTH EDUCATION, SCREENING, AND FREE
 LAB WORK TO THOSE WHO CANNOT AFFORD TO PAY. VIRTUA IS ALSO A SUPPORTER OF
 THE CHERRY HILL FREE CLINIC, WHICH PROVIDES CARE TO THE WORKING POOR -
 RESIDENTS WHO ARE UNINSURED BUT NOT ELIGIBLE FOR PUBLIC ASSISTANCE SUCH AS
 MEDICAID.

MULTIPLE EVENTS ARE HELD TO INSPIRE YOUNG TEENS TO CONSIDER CAREERS IN
 HEALTH SCIENCES, PROMOTE LEADERSHIP, AND IMPROVE COMMUNICATION. THESE
 EVENTS INCLUDE GIRL TALK, WHICH IMPROVES COMMUNICATION BETWEEN PARENT AND
 DAUGHTER ABOUT CHANGES DURING PUBERTY AND SELF-CARE, AS WELL AS FUELING
 THE FUTURE, WHICH PROVIDES LEADERSHIP COACHING THROUGH POSITIVE MALE
 FIGURES FOR CAMDEN CITY TEENAGE BOY, FROM INTERNSHIPS TO CAREER GUIDANCE,
 VIRTUA CAMDEN SUPPORTS YOUNG ADULTS IN THEIR QUEST FOR A BETTER FUTURE.

Part VI Supplemental Information (Continuation)

VIRTUA ALSO PROVIDED EDUCATION AND TRAINING TO OVER 100 ALLIED HEALTH STUDENTS.

VIRTUA MANAGERS DONATE THEIR TIME AND SKILL TO A WIDE RANGE OF COMMUNITY ORGANIZATIONS, SUCH AS THE FOOD BANK OF SOUTH JERSEY AND CATHEDRAL

KITCHEN. VIRTUA MANAGERS GIVE HUNDREDS OF HOURS OF THEIR TIME EACH YEAR TO PROVIDE HEALTH EDUCATION AND SUPPORT TO SCHOOL-AGE CHILDREN IN CAMDEN.

PROJECTS INCLUDED PACKING NUTRITIOUS MEALS THAT ARE DELIVERED TO AT-RISK SENIORS AS WELL AS COOKING AND SERVING MEALS TO INDIVIDUALS WHO ARE HOMELESS, LOW-INCOME RESIDENTS, AND LOCAL FAMILIES.

PART III, LINE 2:

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC. ADOPTED ASU 2014-09 (ASC TOPIC 606) AS OF JANUARY 1, 2018. UNDER THE PROVISIONS OF ASU 2014-09, THE ESTIMATED UNCOLLECTIBLE AMOUNTS OF ACCOUNTS RECEIVABLE ARE GENERALLY CONSIDERED IMPLICIT PRICE CONCESSIONS THAT ARE A DIRECT REDUCTION TO PATIENT ACCOUNTS RECEIVABLE AND NET PATIENT SERVICE REVENUE, RATHER THAN AN ALLOWANCE FOR DOUBTFUL ACCOUNTS AND BAD DEBT EXPENSE. VIRTUA ESTIMATES IMPLICIT PRICE CONCESSIONS BY EVALUATING THE COLLECTABILITY OF PATIENT ACCOUNTS RECEIVABLE, ANALYZING HISTORICAL DATA AND IDENTIFYING TRENDS FOR EACH OF ITS MAJOR PAYER SOURCES OF REVENUE.

PART III, LINE 3:

NOT APPLICABLE

PART III, LINE 4:

THE FOOTNOTE REGARDING BAD DEBT EXPENSE, OR IMPLICIT PRICE CONCESSIONS AS DEFINED BY ASU 2014-09, CAN BE FOUND ON PAGE 14 OF THE ATTACHED FINANCIAL STATEMENTS.

Part VI Supplemental Information (Continuation)

PART III, LINE 8 COMMUNITY BENEFIT SHORTFALL

VIRTUA BELIEVES THAT IT IS APPROPRIATE TO RECOGNIZE THE MEDICARE REVENUE SHORTFALL AS COMMUNITY BENEFIT. IT HAS BEEN WIDELY RECOGNIZED THAT MEDICARE PAYMENT RATES IN AGGREGATE HAVE BEEN SET AT A LEVEL THAT DOES NOT COVER THE TOTAL COST OF CARE. BY BEARING THE REIMBURSEMENT SHORTFALL RESULTING FROM THE BELOW COST MEDICARE PAYMENT LEVEL, VIRTUA AND OTHER HOSPITALS ARE ALLEVIATING THE GOVERNMENT'S BURDEN WHICH PROMOTES THE CHARITABLE PURPOSE OF THE ORGANIZATION.

THE FILED MEDICARE COST REPORT IS THE BASIS FOR THE ALLOWABLE COST REPORTED ON LINE 6.

PART III, LINE 9B, COLLECTION POLICY

VIRTUA IS DEDICATED TO PROVIDING THE HIGHEST QUALITY HEALTHCARE FOR OUR COMMUNITY, REGARDLESS OF ABILITY TO PAY. WE RECOGNIZE THAT THE COST OF HEALTH CARE CAN BE AN EXCESSIVE FINANCIAL BURDEN FOR OUR UNINSURED PATIENTS. FOR OUR UNINSURED PATIENTS WHO WERE INELIGIBLE FOR STATE OR FEDERAL ASSISTANCE (E.G., HEALTHCARE FOR THE UNINSURED, CHARITY CARE, MEDICAID), THERE IS AN OPPORTUNITY FOR FINANCIAL RELIEF UNDER THE VIRTUA CHARITY ASSISTANCE PROGRAM.

IF YOU MEET THE FOLLOWING CRITERIA, YOU CAN BE ELIGIBLE FOR A SIGNIFICANT REDUCTION TO YOUR HOSPITAL BILL:

YOU HAVE NO INSURANCE COVERAGE.

YOU ARE NOT ELIGIBLE FOR MEDICAID.

YOU ARE NOT ELIGIBLE FOR A 100% ADJUSTMENT UNDER THE STATE OF NEW JERSEY CHARITY CARE PROGRAM.

Part VI Supplemental Information (Continuation)

YOU ARE NOT ELIGIBLE FOR REIMBURSEMENT FROM ANY THIRD PARTY (E.G.,
LAWUIT, EMPLOYER, SCHOOL, CHURCH).

THE GROSS ANNUAL INCOME FOR YOUR HOUSEHOLD IS LESS THAN \$211,900.

THE HEALTH SYSTEM REGULARLY MONITORS ALL APPLICABLE POLICIES FOR
COMPLIANCE WITH 501R REGULATIONS, AND HAS MADE ANY NECESSARY CHANGES.

PART VI, LINE 2:

DESCRIPTION OF NEEDS ASSESSMENT: VIRTUA HAS BEEN AN ACTIVE PARTICIPANT IN
INITIATIVES UNDERTAKEN BY THE THREE COUNTIES THAT COMPRISE ITS PRIMARY
SERVICE AREA IN SOUTHERN NEW JERSEY: BURLINGTON COUNTY, CAMDEN COUNTY, AND
GLOUCESTER COUNTY. INDIVIDUALLY THESE COUNTIES HAVE ASSESSED THE HEALTH
CARE NEEDS OF THEIR RESIDENTS, WHICH HAVE RESULTED IN THE CREATION OF
THREE DISTINCT REPORTS: THE BURLINGTON COUNTY COMMUNITY HEALTH IMPROVEMENT
PLAN, THE CAMDEN COUNTY MOBILIZING FOR ACTION THROUGH PLANNING AND
PARTNERSHIP (MAPP) COALITION COMMUNITY HEALTH IMPROVEMENT PLAN, AND
ACHIEVING A HEALTHIER GLOUCESTER COUNTY. BURLINGTON COUNTY HAS IDENTIFIED
AS PRIORITIES EMERGENCY PREPAREDNESS, NUTRITION AND PHYSICAL ACTIVITY,
PREVENTATIVE HEALTH CARE, ENVIRONMENTAL HEALTH, PEACE AND WELL-BEING
INCLUDING ALCOHOL AND DRUG ABUSE REDUCTION, AND PARENTING. CAMDEN COUNTY
PRIORITIES INCLUDE OBESITY AND NUTRITION, CARDIOVASCULAR HEALTH, CANCER,
ENVIRONMENTAL HEALTH, AND MENTAL HEALTH. IN THE GLOUCESTER COUNTY
ASSESSMENT, PRIORITY AREAS INCLUDE INCREASING AWARENESS OF EXISTING
SERVICES (HEALTH EDUCATION), ENCOURAGING REGULAR SCREENINGS AND CHECK-UPS
(ESPECIALLY FOR HEART, CANCER, DIABETES, SEXUALLY TRANSMITTED DISEASES),
AND PROMOTING HEALTHY BEHAVIORS (ESPECIALLY DIET AND EXERCISE).
VIRTUA ALSO IS INVOLVED WITH THE CAMDEN CITY HEALTHY FUTURES COMMITTEE,
WHICH HAS CONDUCTED A HEALTH NEEDS ASSESSMENT OF THE CITY AND HAS PUT

Part VI Supplemental Information (Continuation)

ACTION PLANS IN PLACE FOR EACH OF THE TOP HEALTH PRIORITIES IDENTIFIED.

PRIORITIES HAVE BEEN SET RELATIVE TO OBESITY (HEART DISEASE, DIABETES, AND

STROKE), ACCESS TO CARE, THE HIGH CANCER MORTALITY RATE, MENTAL HEALTH,

VIOLENCE AND SAFETY, ENVIRONMENTAL HEALTH (LEAD POISONING AND ASTHMA) AND

FAMILY HEALTH (SPECIFICALLY TEEN PREGNANCY AND ACCESS TO DENTAL CARE).

VIRTUA ALSO WORKS WITH THE CAMDEN COUNTY CANCER COALITION, A GROUP THAT

HAS COMPLETED A CANCER NEEDS ASSESSMENT FOR THE COUNTY. CAMDEN COUNTY'S

MAJOR STRATEGY FOR ELIMINATING DISPARITIES IN CANCER CARE IS THE CANCER

EDUCATION AND EARLY DETECTION (CEED) PROGRAMS. THERE ARE CEED PROGRAMS

BASED AT VIRTUA AND THEY ARE THE FORCE BEHIND THE PLANS TO INCREASE

MINORITY SCREENING RATES, INCREASE PROSTATE CANCER SCREENING RATES, AND

REDUCE SMOKING.

VIRTUA PARTICIPATES ON DISASTER AND FLU PLANNING GROUPS IN BOTH BURLINGTON

COUNTY AND CAMDEN COUNTY, AS WELL AS THEIR PUBLIC HEALTH PLANNING

COMMITTEES. PART OF THE MISSION IS TO IDENTIFY AND DETERMINE HOW TO

ADDRESS COMMUNITY PUBLIC HEALTH NEEDS. VIRTUA HAS IMPLEMENTED A RISK

ASSESSMENT AND SCREENING PROCESS FOR ADMITTED HOSPITALIZED IN-PATIENTS

WITH A MULTI-DRUG RESISTANT ORGANISM, BASED ON PREVALENCE STUDIES WITHIN

THE HOSPITALS AND COMMUNITY EVALUATION. THESE EFFORTS HAVE RESULTED IN

PATIENT SCREENING AND ISOLATION PROTOCOLS. THROUGH PARTICIPATION IN

VARIOUS COMMUNITY MEETINGS AND FORUMS, VIRTUA RECEIVES INPUT FROM ITS

SERVICE AREA RELATIVE TO COMMUNITY HEALTH NEEDS. VIRTUA ALSO MONITORS

COMMUNITY NEEDS SPECIFIC TO ITS SERVICE LINES AND IDENTIFIES AVAILABLE

RESOURCES IT CAN CALL UPON TO ADDRESS THEM.

THE COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) WAS CONDUCTED BY THE WALTER

RAND INSTITUTE FOR PUBLIC AFFAIRS AT RUTGERS UNIVERSITY-CAMDEN (WRI) ON

BEHALF OF THE SOUTH JERSEY HEALTH COLLABORATIVE (SJHC). THE SJHC CONSISTS

OF COOPER UNIVERSITY HEALTH CARE, JEFFERSON HEALTH, LOURDES HEALTH SYSTEM

Part VI Supplemental Information (Continuation)

(NOW VIRTUA HEALTH), AND VIRTUA HEALTH. TO ACHIEVE THE GOAL OF OBTAINING
 LOCALLY ACTIONABLE INFORMATION FOR IMPROVING HEALTH, THIS CHNA EMPLOYED A
 MIXED-METHODS ITERATIVE STRATEGY OF DATA COLLECTION THAT COMBINED
 QUANTITATIVE AND QUALITATIVE ANALYSIS OF PRIMARY DATA COLLECTED FROM
 COMMUNITY MEMBERS AND STAKEHOLDERS WITH QUANTITATIVE ANALYSIS OF SECONDARY
 DATA. THE TWO FUNDAMENTALS OF OUR APPROACH ARE RIGOROUS DATA ANALYSIS AND
 COMMUNITY VOICE. TO THAT END, WE USED A VARIETY OF METHODS AND TOOLS TO
 ANALYZE THE DATA WE COLLECTED BOTH FROM COMMUNITY MEMBERS AND OTHER
 SOURCES WE IDENTIFIED THROUGH CONSULTATION WITH TRUSTED COMMUNITY PARTNERS
 IN EACH OF THE THREE COUNTIES- CAMDEN, BURLINGTON, AND GLOUCESTER. PRIMARY
 DATA IS CONSIDERED DATA COLLECTED AND ANALYZED BY THE WRI RESEARCH TEAM,
 AND SECONDARY DATA IS DATA COLLECTED BY OTHER ENTITIES AND ANALYZED BY THE
 WRI RESEARCH TEAM.

PART VI, LINE 3:

DESCRIPTION OF PATIENT EDUCATION OF ELIGIBILITY FOR ASSISTANCE: THE
 AVAILABILITY OF FINANCIAL ASSISTANCE IS COMMUNICATED IN ENGLISH AND
 SEVERAL OTHER LANGUAGES. FINANCIAL ASSISTANCE INFORMATION IS PROVIDED BY
 REGISTRATION STAFF AND IS COVERED IN FINANCIAL COUNSELING APPOINTMENTS.
 BROCHURES ARE DISTRIBUTED AND ALSO MADE AVAILABLE IN THE PATIENT/FAMILY
 WAITING AREAS. BILINGUAL SIGNAGE IS POSTED THROUGHOUT THE HOSPITAL,
 INCLUDING IN THE EMERGENCY DEPARTMENTS AND OUTPATIENT REGISTRATION AREAS.
 THE ADMISSION BOOKLET AND HANDOUTS PROVIDED AT REGISTRATION/ADMISSION
 CONTAIN INFORMATION ABOUT FINANCIAL COUNSELING AND GUIDANCE SHOULD THE
 PATIENT HAVE DIFFICULTY IN PAYING THEIR HOSPITAL BILL. AVAILABILITY OF
 CHARITY CARE ASSISTANCE IS ALSO INDICATED ON ALL STATEMENTS AND LETTERS
 SENT TO PATIENTS. VIRTUA'S WEBSITE CONTAINS INFORMATION ON CHARITY CARE
 ASSISTANCE ALONG WITH THE APPLICATION. THE HEALTH SYSTEM REGULARLY

Part VI Supplemental Information (Continuation)

MONITORS ALL APPLICABLE POLICIES FOR COMPLIANCE WITH 501R REGULATIONS, AND

HAS MADE ANY NECESSARY CHANGES.

ON A ONE-TO-ONE BASIS, FINANCIAL COUNSELING SERVICES ARE PROVIDED TO

PATIENTS THAT ARE UNINSURED OR UNDERINSURED. SUPPORT IS PROVIDED TO HELP

PATIENTS COMPLETE RELEVANT APPLICATIONS FOR ASSISTANCE UNDER THE STATE OF

NEW JERSEY CHARITY CARE PROGRAM GUIDELINES, THE STATE OF NEW JERSEY

MEDICAID PROGRAM, VIRTUA'S OWN CHARITY CARE PROGRAM, AND ANY OTHER

ASSISTANCE FOR WHICH THEY MAY BE ELIGIBLE. COMPLETION OF APPLICATIONS IS

CONDUCTED THROUGH BEDSIDE INTERVIEWS WITH ADMITTED PATIENTS, AND VIA

LETTERS, PHONE CALLS, AND FIELD SERVICE VISITS TO PATIENT HOMES, WHEN

APPROPRIATE. BILINGUAL STAFF ARE AVAILABLE ON-SITE AND INTERPRETATION

SERVICES ARE AVAILABLE OVER THE PHONE.

PART VI, LINE 4:

THE COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) WAS CONDUCTED BY THE WALTER

RAND INSTITUTE ON BEHALF OF THE SOUTH JERSEY HEALTH COLLABORATIVE (SJHC).

THE SOUTH JERSEY HEALTH COLLABORATIVE CONSISTS OF COOPER UNIVERSITY HEALTH

CARE, JEFFERSON HEALTH, LOURDES HEALTH SYSTEM (NOW VIRTUA HEALTH), AND

VIRTUA HEALTH. FOR THE PURPOSE OF THIS ASSESSMENT, COMMUNITY IS DEFINED AS

THE THREE COUNTIES THAT COMPRISE THE SJHC SERVICE AREAS (BURLINGTON,

CAMDEN, AND GLOUCESTER COUNTIES).

THE SJHC SERVICE AREA REPRESENTS A DIVERSE POPULATION. BURLINGTON AND

GLOUCESTER COUNTIES ARE PRIMARILY WHITE COMMUNITIES WITH SIMILAR OR BETTER

SOCIOECONOMIC INDICATORS COMPARED TO THE STATE. CAMDEN COUNTY IS THE MOST

RACIALLY AND ETHNICALLY DIVERSE OF THE THREE COUNTIES, AND THE MOST

IMPACTED BY POORER SOCIAL DETERMINANTS OF HEALTH. ACROSS THE SJHC SERVICE

AREA, DATA SHOWS THAT BLACK/AFRICAN AMERICAN AND HISPANIC/LATINO RESIDENTS

Part VI Supplemental Information (Continuation)

ARE IMPACTED BY POORER SOCIAL DETERMINANTS OF HEALTH AND HEALTHY
DISPARITY.

POPULATION SNAPSHOTS

BURLINGTON COUNTY

- PRIMARILY WHITE, AND SLIGHTLY OLDER
- 34% MINORITY POPULATION
- HIGHEST MEDIAN INCOME; LOWEST POVERTY RATES
- 5.7% OF THE POPULATION IS BELOW THE POVERTY LINE
- LOWEST UNEMPLOYMENT RATE
- HIGHEST EDUCATIONAL ATTAINMENT
- 37.2% WITHOUT ACCESS TO A LARGE GROCERY STORE
- 1.5X THE NATIONAL AVERAGE OF OVERDOSE DEATHS
- HIGHEST PROPORTION OF VETERANS

CAMDEN COUNTY

- MOST RACIALLY/ETHNICALLY DIVERSE
- 44% MINORITY POPULATION
- 2.5X MORE SPANISH SPEAKERS THAN BURLINGTON AND GLOUCESTER COUNTIES
- LOWEST MEDIAN INCOME; HIGHEST POVERTY RATES
- 11% BELOW POVERTY, 8% UNINSURED, 12.3% ON FOOD STAMPS/SNAP, 5% WITHOUT

CAR ACCESS

- ONLY COUNTY WITH FOOD ENVIRONMENT INDEX SCORE (8.4) LOWER THAN STATE

SCORE (9.4)

- HIGHEST UNEMPLOYMENT RATE
- LOWEST EDUCATIONAL ATTAINMENT
- GREATEST SOCIOECONOMIC DISPARITY AMONG RACIAL/ETHNIC POPULATIONS
- SMOKING RATE, POOR MENTAL HEALTH DAYS, AND ADULTS IN POOR/FAIR GENERAL

Part VI Supplemental Information (Continuation)

HEALTH ALL HIGHER THAN STATE.

- 1.5X THE NATIONAL AVERAGE OF OVERDOSE DEATHS.

GLOUCESTER COUNTY

- SIMILAR ECONOMIC INDICATORS TO THE STATE

- PRIMARILY WHITE AND OLDEST POPULATION IN NJ

- 22% MINORITY POPULATION

- SECOND LOWEST MEDIAN INCOME; LOWER UNEMPLOYMENT AND POVERTY RATES THAN

THE STATE

- NEARLY 50% DO NOT HAVE ACCESS TO LARGE GROCERY STORE

- OVERDOSE DEATHS ARE 2X NATIONAL AVERAGE

- 7.8% OF POPULATION IS BELOW FEDERAL POVERTY LEVEL

- LEAST LIKELY TO ATTAIN HIGHER EDUCATION; MORE LIKELY TO HAVE A HIGH

SCHOOL DIPLOMA

PART VI, LINE 5:

DESCRIPTION OF PROMOTING THE HEALTH OF THE COMMUNITY: VIRTUA'S ACCOUNTABLE

CARE ORGANIZATION (ACO) OVERSEES SPECIFIC PATIENT POPULATIONS UNDER

AGREEMENTS WITH MEDICARE AND MAJOR MANAGED CARE INSURERS IN ITS REGION.

THE OBJECTIVE OF THE ACO IS TO MANAGE THE HEALTH OF THE PATIENT

POPULATIONS INCLUDED IN THE PROGRAM, ADVANCING PROPER MANAGEMENT OF

CHRONIC HEALTH CONDITIONS, AND PROMOTING OVERALL HEALTH AND WELLNESS. DONE

EFFECTIVELY, THESE WILL ALSO HAVE THE RELATED BENEFIT OF REDUCING THE

COSTS OF HEALTH CARE. THE ACO'S SCOPE IS EXPECTED TO EXPAND MOVING FORWARD

IN TERMS OF THE NUMBER OF COMMUNITY MEMBERS FOR WHICH VIRTUA IS

RESPONSIBLE FOR THEIR HEALTH AND WELLNESS.

VIRTUA OFFERS TRANSPORTATION ASSISTANCE TO PATIENTS WHO QUALIFY BASED ON

MEDICAL NEEDS, TRANSPORTATION NEEDS, AND/OR FINANCIAL CONSIDERATIONS.

VIRTUA PROVIDES TRANSPORTATION ASSISTANCE TO NEEDY PATIENTS AS A PART OF

Part VI Supplemental Information (Continuation)

COMMUNITY BENEFIT INITIATIVE UNDER THE "RIDE HEALTH PROGRAM," DURING 2020,

VIRTUA PROVIDED 6100 FREE RIDES TO NEEDED PATIENTS FOR THEIR MEDICAL

APPOINTMENTS AND HOSPITAL DISCHARGES.

VIRTUA'S CLINICIANS AND STAFF PROVIDE HEALTH EDUCATION TO THOUSANDS OF

COMMUNITY MEMBERS AT HUNDREDS OF EVENTS. INCLUDED WITHIN THESE ARE

DIABETES SCREENING AND EDUCATION, FREE DIAGNOSTIC TESTING, CANCER-SPECIFIC

EDUCATION, PARAMEDIC SAFETY EDUCATION, FREE CAR SEAT SAFETY CHECKS,

CLINICS FOR CHILDREN TO HELP DISPEL FEAR OF HOSPITALS, AND OTHER FREE

CLASSES ATTENDED BY THOUSANDS OF COMMUNITY MEMBERS. VIRTUA CLINICIANS ALSO

ATTEND AND PARTICIPATE IN MANY EVENTS SPONSORED BY THE LOCAL COMMUNITIES.

VIRTUA IS ALSO AN ACTIVE SPONSOR IN MANY COMMUNITY WELLNESS EVENTS, SUCH

AS FITNESS RUNS. THE MEMBERS OF VIRTUA'S BOARD OF TRUSTEES ARE ALMOST

ENTIRELY FROM THE LOCAL COMMUNITIES, MANY OF WHICH HAVE SPENT MOST OR ALL

OF THEIR LIVES RESIDING IN. THEY ARE INDIVIDUALS WITH VARYING PROFESSIONAL

BACKGROUNDS, INCLUDING SOME PHYSICIANS. BECAUSE OF THEIR EXPERIENCES FROM

LIVING IN THE HOSPITAL'S PRIMARY SERVICE AREA, THEY ARE TRUE ADVOCATES FOR

THE COMMUNITY. VIRTUA HAS UTILIZED ITS FINANCIAL RESOURCES TO INVEST IN

PROJECTS, TECHNOLOGIES, AND PROGRAMS THAT WILL CONTRIBUTE TO IMPROVED

HEALTH STATUS FOR ITS COMMUNITY MEMBERS. WITHIN THE LAST FIVE YEARS,

VIRTUA HAS INVESTED IN CONSTRUCTING A NEW STATE-OF-THE-ART HOSPITAL AND

OUTPATIENT CENTERS THAT PROVIDE EASY ACCESS TO A WIDE VARIETY OF

COMPREHENSIVE SERVICES. THE ORGANIZATION HAS AN OPEN MEDICAL STAFF THAT

PROVIDES PRIVILEGES TO QUALIFIED PHYSICIANS FROM WITHIN THE COMMUNITY.

VIRTUA HEALTH PROVIDES COMPREHENSIVE HEALTHCARE SERVICES AND FOOD ACCESS

PROGRAMS IN ORDER TO ADDRESS THE CONNECTION BETWEEN DIET AND CHRONIC

DISEASE. VIRTUA HEALTH IS COMMITTED TO OUR MISSION TO HELP OUR COMMUNITIES

"BE WELL, GET WELL, AND STAY WELL". AS PART OF VIRTUA HEALTH'S MISSION,

OUR GOAL IS TO IMPROVE HEALTH AND ENSURE GOOD NUTRITION IN THE UNDERSERVED

Part VI Supplemental Information (Continuation)

AREAS OF CAMDEN AND BURLINGTON COUNTIES, WHICH HAVE BEEN IDENTIFIED AS

FOOD DESERTS. FOOD DESERTS ARE THOSE AREAS DEFINED AS LACKING IN RELIABLE

ACCESS TO SUFFICIENT, AFFORDABLE, NUTRITIOUS FOOD.

OUR PROGRAMS PROVIDE INTEGRATED INTERVENTIONS THROUGH THE FOOD AS MEDICINE

FOOD PANTRY, MOBILE FARMERS MARKET (MFM). VIRTUA HEALTH ALSO PROVIDES

WRAP-AROUND SOCIAL SERVICES, HEALTH EDUCATION, AND NUTRITION LITERACY. IT

IS OUR GOAL FOR THESE PROGRAMS TO HAVE A MEASURABLE HEALTH IMPROVEMENT

IMPACT IN THE COMMUNITIES WE SERVE.

IN 2020, THE FOOD FARMACIES DISTRIBUTED 59,267 POUNDS OF FRESH PRODUCE AND

HEALTHY NON-PERISHABLES THROUGH OUR CHOICE PANTRIES. THAT SAME YEAR, 427

UNIQUE PATIENTS ENROLLED IN THE FREE, 6-MONTH VOLUNTARY PROGRAM AND

COMPLETED A TOTAL OF 1,790 APPOINTMENTS. ON AVERAGE, PATIENTS ENROLLED

GREATER THAN 3 MONTHS HAD A 33% INCREASE IN FRUIT AND VEGETABLE

CONSUMPTION, 0.4 POINT DECREASE IN A1C, AND 5.7 AND 3.9 RESPECTIVE

DECREASE IN SYSTOLIC AND DIASTOLIC BLOOD PRESSURE. IN 2020, VIRTUA'S MFM

100,936 POUNDS OF HIGH-QUALITY PRODUCE, INCLUDING LOCAL PRODUCTS SOURCED

FROM BLACK-OWNED FARM. OVER 13,000 RESIDENTS WERE SERVED BY MFM AND 16,519

BAGS OF FREE FOOD WERE DISTRIBUTED DURING THE HEIGHT OF COVID-19. SHOPPERS

SERVED BY THE MFM REPORTED A SIGNIFICANT DECREASE IN OBSTACLES TO

OBTAINING FRESH FRUIT AND VEGETABLES. THEY ALSO DESCRIBED A 52%

IMPROVEMENT IN THE DISTANCE TRAVELED TO GET FRESH PRODUCE AS WELL AS A 33%

IMPROVEMENT IN THE AFFORDABILITY OF PRODUCE. THE MFM TYPICALLY PROVIDES

ACCESS TO A VARIETY OF HEALTHY PRODUCE FOUR DAYS A WEEK, YEAR ROUND. THIS

23-FOOT BUS IS BRIMMING WITH FRESH FRUITS AND VEGETABLES THAT ARE SOLD AT

SIGNIFICANTLY REDUCED PRICES IN COMMUNITIES THROUGHOUT BURLINGTON AND

CAMDEN COUNTIES.

VIRTUA'S FOOD ACCESS PROGRAMS ARE COMMITTED TO PROVIDING THE HIGHEST

QUALITY AND MOST NUTRITIOUS PRODUCE FOR OUR PATIENTS AND CUSTOMERS. OUR

Part VI Supplemental Information (Continuation)

PROGRAM DIETICIANS CURATE RECIPES AND OFFERINGS BASED ON CLIENT INPUT AND
 COMMUNITY VOICE, WHICH INCREASES OUR DIVERSITY IN VARIETY AND CULTURAL
 COMPETENCY. DOING SO OFFERS NEW OPPORTUNITIES TO MEET THE CLIENT WHERE
 THEY ARE IN THEIR NUTRITION JOURNEY AND ENCOURAGES INCORPORATING NEW AND
 HEALTHY FOODS INTO THEIR DIET. THE 1:1 NUTRITION EDUCATION ENSURES ADVICE
 IS TAILORED TO THE CLIENT AND NOT ONLY INCREASES ACCESS TO HEALTHY FOOD,
 BUT ALSO CREATES SUSTAINABLE BEHAVIOR CHANGES THAT PROMOTE LIFE-LONG
 HEALTHY EATING PATTERNS.

THE VIRTUA MOBILE FARM MARKET AND THE VIRTUA FOOD PANTRY ARE UPSTREAM
 COMMUNITY HEALTH PROGRAMS MANAGED BY THE VIRTUA COMMUNITY HEALTH INSTITUTE
 (CHI). CHI IS DEDICATED TO ERADICATING HEALTH DISPARITIES IN UNDERSERVED
 COMMUNITIES. THE INSTITUTE IS COMPRISED OF A WIDE RANGE OF HEALTH CARE,
 CLINICAL, AND PUBLIC HEALTH PROFESSIONALS WORKING TOGETHER, ALONG WITH
 COMMUNITY PARTNERS, TO ADVANCE HEALTH EQUITY. PARTNERS INCLUDE THE FOOD
 BANK OF SOUTH JERSEY, CAMDEN COUNTY HEALTH AND HUMAN SERVICES, BURLINGTON
 COUNTY HEALTH DEPARTMENT, GLOUCESTER COUNTY HEALTH DEPARTMENT, AND THE NJ
 CANCER EDUCATION AND EARLY DETECTION. VIRTUA ALSO WORKS CLOSELY WITH
 COMMUNITY-BASED ORGANIZATIONS, SUCH THE CAMDEN COALITION OF HEALTHCARE
 PROVIDERS AND PARKSIDE BUSINESS COALITION IN PARTNERSHIP TO ENGAGE
 RESIDENTS AND LOCAL STAKEHOLDERS. LASTLY, VIRTUA, IN PARTNERSHIP WITH
 LOCAL ORGANIZATIONS, CONVENES MONTHLY COMMUNITY LISTENING SESSIONS TO
 LEARN FROM RESIDENTS ON WHAT THEIR NEEDS ARE, WHERE GAPS IN SERVICES
 EXIST, AND HOW TO ADDRESS THOSE GAPS.

PART VI, LINE 6:

DESCRIPTION OF PROMOTING THE HEALTH OF THE COMMUNITIES SERVED: VIRTUA WEST
 JERSEY HEALTH SYSTEM IS A CONTROLLED ENTITY OF A COMMUNITY-OWNED HEALTH
 SYSTEM, VIRTUA HEALTH, INC." VIRTUA IS COMMITTED TO HELPING THE PEOPLE OF

Part VI Supplemental Information (Continuation)

SOUTH JERSEY BE WELL, GET WELL, AND STAY WELL BY PROVIDING THE COMPLETE

SPECTRUM OF ADVANCED, ACCESSIBLE, AND TRUSTED HEALTH CARE SERVICES.

VIRTUA'S 15,880 COLLEAGUES PROVIDE TERTIARY CARE, INCLUDING A RENOWNED

CARDIOLOGY PROGRAM, COMPLEMENTED BY A COMMUNITY-BASED CARE PORTFOLIO. IN

ADDITION TO FIVE ACUTE CARE HOSPITALS, TWO SATELLITE EMERGENCY

DEPARTMENTS, AND MORE THAN 280 OTHER LOCATIONS, VIRTUA BRINGS HEALTH

SERVICES DIRECTLY INTO COMMUNITIES THROUGH HOME HEALTH, REHABILITATION,

MOBILE SCREENINGS, AND ITS PARAMEDIC PROGRAM. VIRTUA HAS 2,850 AFFILIATED

DOCTORS AND OTHER CLINICIANS, AND ITS SPECIALTIES INCLUDE ORTHOPEDICS,

ADVANCED SURGERY, AND MATERNITY. VIRTUA IS AFFILIATED WITH PENN MEDICINE

FOR CANCER AND NEUROSCIENCE, AND THE CHILDREN'S HOSPITAL OF PHILADELPHIA

FOR PEDIATRICS. AS A NOT-FOR-PROFIT, VIRTUA IS COMMITTED TO THE WELL-BEING

OF THE COMMUNITY AND PROVIDES INNOVATIVE OUTREACH PROGRAMS THAT ADDRESS

SOCIAL CHALLENGES AFFECTING HEALTH, FROM ADDICTION AND OTHER BEHAVIORAL

ISSUES TO LACK OF NUTRITIOUS FOOD AND STABLE HOUSING. A MAGNET-RECOGNIZED

HEALTH SYSTEM RANKED BY U.S. NEWS AND WORLD REPORT, VIRTUA HAS RECEIVED

MANY AWARDS FOR QUALITY, SAFETY, AND ITS OUTSTANDING WORK ENVIRONMENT. THE

INDIVIDUAL HOSPITALS DEVELOP, IMPLEMENT, AND FUND PROGRAMS SPECIFIC TO THE

NEEDS OF ITS LOCAL COMMUNITY. IN ADDITION, UNDER THE PARENT COMPANY'S

CENTRALIZED PROGRAM OF EXCELLENCE STRUCTURE, INITIATIVES ARE UNDERTAKEN

THAT HAVE IMPACT ACROSS ALL VIRTUA ENTITIES AND COMMUNITIES.

PART VI, LINE 7,

THE STATE OF NEW JERSEY DOES NOT REQUIRE FILING OF THE COMMUNITY

BENEFIT REPORT.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
 ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
 ▶ Attach to Form 990.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2020

Open to Public Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| <input type="checkbox"/> First-class or charter travel | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees |
| <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|--|
| <input type="checkbox"/> Compensation committee | <input type="checkbox"/> Written employment contract |
| <input type="checkbox"/> Independent compensation consultant | <input type="checkbox"/> Compensation survey or study |
| <input type="checkbox"/> Form 990 of other organizations | <input type="checkbox"/> Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a Receive a severance payment or change-of-control payment?
- b Participate in or receive payment from a supplemental nonqualified retirement plan?
- c Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a The organization?
- b Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a The organization?
- b Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1a		
1b		
2		
3		
4a	X	
4b	X	
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2020

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) ROBERT M. SEGIN	0.	0.	0.	0.	0.	0.	0.
TREASURER - EVP/CFO	686,974.	306,279.	1,414,319.	12,825.	34,514.	2,454,911.	0.
(2) DENNIS W. PULLIN	0.	0.	0.	0.	0.	0.	0.
PRESIDENT/CEO	1,396,649.	700,168.	12,461.	12,825.	42,800.	2,164,903.	0.
(3) JOHN M. MATSINGER	0.	0.	0.	0.	0.	0.	0.
EVP/COO	749,728.	301,785.	21,534.	12,825.	35,243.	1,121,115.	0.
(4) ALLEN SALM	259,455.	96,934.	265,423.	12,825.	18,538.	653,175.	0.
MEDICAL DIRECTOR	49,230.	0.	0.	0.	4,440.	53,670.	0.
(5) LAUREN ROWINSKI	0.	0.	0.	0.	0.	0.	0.
SECRETARY - SVP & GENERAL COUNSEL	467,184.	159,677.	9,346.	12,825.	27,033.	676,065.	0.
(6) ALFRED CAMPANELLA (END 01/31/19)	0.	0.	0.	0.	0.	0.	0.
FORMER EVP/COO	0.	0.	648,447.	0.	0.	648,447.	0.
(7) SHAILEN SHAH, MD	0.	0.	0.	0.	0.	0.	0.
TRUSTEE	533,476.	31,110.	19,500.	12,825.	42,571.	639,482.	0.
(8) PAUL E. MINNICK	360,635.	74,553.	9,346.	12,777.	15,850.	473,161.	0.
SVP & COO OF VOORHEES HOSPITAL	0.	0.	0.	0.	0.	0.	0.
(9) ERIK N. DELUE	334,821.	73,503.	9,346.	12,825.	3,134.	433,629.	0.
MEDICAL DIRECTOR	0.	0.	0.	0.	0.	0.	0.
(10) LISA C. FERRARO	0.	0.	0.	0.	0.	0.	0.
SVP - INTEGRATED OPERATION	293,034.	66,662.	20,251.	10,691.	26,790.	417,428.	0.
(11) HEIDI BAUR	261,626.	56,484.	9,346.	10,472.	15,613.	353,541.	0.
VP PATIENT CARE	0.	0.	0.	0.	0.	0.	0.
(12) JAMES NEWMAN	177,401.	29,376.	24,354.	5,516.	33,607.	270,254.	0.
AVP-EMERGENCY MEDICAL SVCS	0.	0.	0.	0.	0.	0.	0.
(13) EUGENIE L. BRUCE	235,766.	1,850.	3,301.	0.	14,431.	255,348.	0.
REGISTERED NURSE (RN)-JNES	0.	0.	0.	0.	0.	0.	0.
(14) JOSEPH V. ABAT	237,851.	1,850.	5,868.	0.	1,051.	246,620.	0.
REGISTERED NURSE (RN)-JNES	0.	0.	0.	0.	0.	0.	0.

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 3:

VIRTUA - WEST JERSEY HEALTH SYSTEMS, INC. ADOPTS THE POLICIES OF VIRTUA HEALTH, INC. REGARDING ESTABLISHING THE COMPENSATION OF THE ORGANIZATION'S CEO/EXECUTIVE DIRECTOR. THE POLICY USES THE FOLLOWING: COMPENSATION COMMITTEE, INDEPENDENT COMPENSATION CONSULTANT, WRITTEN EMPLOYMENT CONTRACT, COMPENSATION SURVEY OR STUDY, AND APPROVAL BY THE VIRTUA BOARD OR COMPENSATION COMMITTEE.

PART I, LINES 4A-B:

LINE 4A: VIRTUA - WEST JERSEY HEALTH SYSTEM, INC. PAID A SEVERANCE PAYMENT

TO:

ALLEN SALM: \$239,346

ALFRED CAMPANELLA: \$648,447

LINE 4B: VIRTUA HEALTH, INC. PROVIDES A SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN, A PLAN DESCRIBED IN SECTION 457(F), TO THE CEO, PRESIDENT, EXECUTIVE VICE PRESIDENT, AND ANY OTHER CORPORATE OFFICER, WITH THE APPROVAL BY THE COMPENSATION COMMITTEE OF THE BOARD. THE PLAN WAS

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

TERMINATED ON 6/30/2019, AND FINAL DISTRIBUTIONS WERE PAID TO THREE

EXECUTIVES IN JULY 2020. THESE DISTRIBUTIONS INCLUDED NON-TAXABLE EARNINGS

AND TAXABLE EARNINGS. THE TAXABLE EARNINGS WERE AS FOLLOWS:

ROBERT M. SEGIN: \$1,382,369

JOHN M. MATSINGER: \$8,154

THE NONQUALIFIED 457(F) RETIREMENT PLAN WAS REPLACED WITH A QUALIFIED

COLLATERAL ASSIGNMENT SPLIT DOLLAR PLAN, WHICH IS DESCRIBED IN SCHEDULE O.

PART I, LINE 7:

SOME OF THE INDIVIDUALS LISTED ON FORM 990, PART VII, SECTION A, LINE 1A

RECEIVED DISCRETIONARY NON-FIXED BONUS PAYMENTS FROM THE FILING

ORGANIZATION, AND SOME OF THE INDIVIDUALS RECEIVED DISCRETIONARY NON-FIXED

BONUS PAYMENTS FROM A RELATED ORGANIZATION, VIRTUA HEALTH, INC. (PARENT).

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

Open to Public
Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

PROFESSIONAL GROWTH.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

\$10.9 MILLION.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

ADDITIONAL COMMUNITY BENEFITS, SUCH AS:

COMMUNITY HEALTH IMPROVEMENT SERVICES: HELD EVENTS THROUGHOUT THE YEAR

TO BRING AWARENESS TO MANY MEDICAL ISSUES TO THE COMMUNITY.

EXPENSE OF \$1,378,992

REVENUE OF \$58,945

HEALTH PROFESSIONS EDUCATION:

EXPENSE OF \$7,156,415

REVENUE OF \$2,236,844

SUBSIDIZED HEALTH SERVICES: PROVIDED EMERGENCY MEDICAL TRANSPORT

SERVICES AS WELL AS FAMILY HEALTH, DENTAL, AND PODIATRY SERVICES WHEN

NEEDED.

EXPENSE OF \$3,898,059

REVENUE OF \$434,861

RESEARCH: PREFORMED ONCOLOGY CLINICAL RESEARCH STUDIES.

EXPENSE OF \$266,067

REVENUE OF \$28,792

FINANCIAL AND IN-KIND CONTRIBUTIONS: PROVIDED CONTRIBUTIONS TO

NON-PROFIT COMMUNITIES AND HEALTHCARE ORGANIZATIONS THROUGHOUT CAMDEN

AND GLOUCESTER COUNTIES. ALSO PROVIDED MEETING SPACES TO ORGANIZATIONS

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) 2020

032211 11-20-20

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
--	--

AND MEDICAL SUPPLIES TO FAMILIES IN NEED.

EXPENSE OF \$151,747

REVENUE OF \$387

COMMUNITY BUILDING ACTIVITIES: HELD EVENTS THROUGHOUT THE YEAR TO FEED

AND PROVIDE PRESENTS TO MANY FAMILIES IN NEED.

EXPENSE OF \$515,708

REVENUE OF \$285,667

PROVIDING FUNCTIONAL PATIENT SERVICES FOR THE HOSPITALS

EXPENSE OF \$448,183,408

REVENUE OF \$659,711,278

EXPENSES \$ 461,550,396. INCLUDING GRANTS OF \$ 0. REVENUE \$ 662,756,774.

FORM 990, PART III, LINE 2

THE WORLD HEALTH ORGANIZATION IN MARCH 2020 DECLARED COVID-19 A

PANDEMIC. AS A DIRECT RESULT OF THE SPREAD OF THE VIRUS, VIRTUA HEALTH

INCURRED SIGNIFICANT UNBUDGETED COSTS FOR TESTING, PERSONAL PROTECTIVE

EQUIPMENT, STAFFING, THIRD-PARTY CONTRACTED SERVICES, AND OTHER

OPERATING COSTS. EVERY EFFORT WAS MADE TO CARE FOR THOSE STRICKEN WITH

THE VIRUS TO ENABLE THEIR RECOVERY WHILE ENSURING EMPLOYEE AND PATIENT

SAFETY. VIRTUA STEWARDED ITS FINANCIAL RESOURCES SO AS TO ENSURE THAT

IT COULD MEET THE NEEDS OF THE COMMUNITIES THAT IT SERVES, AND WAS ABLE

TO RESPOND TO EACH RESURGENCE OF THE VIRUS. AS OF THIS TIME, THE

ULTIMATE AMOUNT OF GOVERNMENT FUNDING TO BE RETAINED OR RECEIVED TO

OFFSET BOTH THE INCREMENTAL UNBUDGETED COSTS, AS WELL AS THE LOSS OF

REVENUE THAT RESULTED FROM THE DISRUPTION TO THE NORMAL PROVISION OF

HEALTHCARE SERVICES, IS YET TO BE DETERMINED.

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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FORM 990, PART VI, SECTION A, LINE 6:

VIRTUA HEALTH, INC. IS THE SOLE CORPORATE MEMBER.

FORM 990, PART VI, SECTION A, LINE 7A:

THE VIRTUA - WEST JERSEY HEALTH SYSTEMS, INC. GOVERNANCE COMMITTEE OF THE BOARD OF TRUSTEES MAKES RECOMMENDATIONS FOR NEW MEMBERSHIP AND THE VIRTUA HEALTH, INC. BOARD OF TRUSTEES GIVES THE FINAL APPROVAL.

FORM 990, PART VI, SECTION A, LINE 7B:

THE CHAIRS OF THE VARIOUS COMMITTEES OF VIRTUA-WEST JERSEY HEALTH SYSTEMS, INC. PRESENT THEIR RECOMMENDATIONS ON SIGNIFICANT MATTERS TO THE FULL VIRTUA HEALTH, INC. BOARD OF TRUSTEES FOR THEIR APPROVAL.

FORM 990, PART VI, SECTION B, LINE 11B:

THE FORM 990 IS REVIEWED BY IN-HOUSE COUNSEL, EXTERNAL TAX CONSULTANTS, AND THE BOARD OF TRUSTEES. A FINAL COPY OF FORM 990 IS PROVIDED TO THE VIRTUA BOARD PRIOR TO FILING.

FORM 990, PART VI, SECTION B, LINE 12C:

VIRTUA - WEST JERSEY HEALTH SYSTEMS, INC. ADOPTS THE POLICIES OF VIRTUA HEALTH, INC. REGARDING MONITORING AND ENFORCING A CONFLICT-OF-INTEREST POLICY. VIRTUA - WEST JERSEY HEALTH SYSTEMS, INC. REQUIRES EACH TRUSTEE, OFFICER, KEY EMPLOYEE AND MEMBER OF A COMMITTEE WITH BOARD-DELEGATED POWERS TO ANNUALLY SIGN A STATEMENT IN WHICH THEY AGREE TO COMPLY WITH THE CONFLICT-OF-INTEREST POLICY. THE BOARD OF TRUSTEES IS RESPONSIBLE FOR ENSURING THAT PERIODIC REVIEWS OF OPERATIONS ARE CONDUCTED SO THAT THE ORGANIZATION OPERATES IN A MANNER CONSISTENT WITH ITS CHARITABLE PURPOSES AND DOES NOT ENGAGE IN ACTIVITIES THAT COULD JEOPARDIZE ITS STATUS AS AN

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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ORGANIZATION EXEMPT FROM FEDERAL INCOME TAX, IN CONNECTION WITH ANY ACTUAL

OR POSSIBLE CONFLICT OF INTEREST, AN INTERESTED PERSON MUST DISCLOSE THE

EXISTENCE OF HIS OR HER FINANCIAL INTEREST AND MUST BE GIVEN THE

OPPORTUNITY TO DISCLOSE ALL MATERIAL FACTS TO THE TRUSTEES AND MEMBERS OF

COMMITTEES WITH BOARD-DELEGATED POWERS CONSIDERING THE PROPOSED TRANSACTION

OR ARRANGEMENT, AFTER DISCLOSURE OF THE FINANCIAL INTEREST AND ALL

MATERIAL FACTS, AND AFTER ANY DISCUSSION WITH THE INTERESTED PERSON, HE/SHE

SHALL LEAVE THE BOARD OR COMMITTEE MEETING WHILE THE DETERMINATION OF A

CONFLICT OF INTEREST IS DISCUSSED AND VOTED UPON, THE REMAINING TRUSTEES

OR COMMITTEE MEMBERS SHALL DECIDE IF A CONFLICT OF INTEREST EXISTS.

FORM 990, PART VI, SECTION B, LINE 15:

VIRTUA - WEST JERSEY HEALTH SYSTEMS, INC. DOES COMPENSATE SOME OF ITS

EXECUTIVES; BUT MAJORITY OF THE EXECUTIVES RECEIVE COMPENSATION FROM VIRTUA

HEALTH, INC. (EIN 22-3524939), A RELATED ENTITY. SEE SCHEDULE J, PART III

(REFERENCE TO SCHEDULE J, PART I, LINE 3) FOR A DESCRIPTION OF THE MANNER

IN WHICH VIRTUA HEALTH, INC. UTILIZES TO DETERMINE THE COMPENSATION PAID TO

THE EXECUTIVES.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION'S GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY WERE

NOT MADE AVAILABLE TO THE PUBLIC. FINANCIAL STATEMENTS ARE POSTED ON THE

VIRTUA HEALTH WEBSITE AT [HTTPS://WWW.VIRTUA.ORG/ABOUT/FINANCIAL-INFORMATION](https://www.virtua.org/about/financial-information)

AND ALSO ARE AVAILABLE THROUGH THE REPOSITORY WEBSITES EMMA (ELECTRONIC

MUNICIPAL MARKET ACCESS SYSTEM) AND DAC (DIGITAL ASSURANCE CERTIFICATION),

OR UPON REQUEST.

FORM 990, PART VII

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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ONE OR MORE OF THE OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES IN

PART VII HAD TRANSACTIONS RELATED TO THE 'COLLATERAL ASSIGNMENT SPLIT

DOLLAR' (CASD) PROGRAM OFFERED BY VIRTUA HEALTH, INC. ALL TRANSACTIONS

RELATED TO THIS PROGRAM WERE BETWEEN THE INDIVIDUAL AND VIRTUA HEALTH,

INC. (EIN 22-3524939). THEREFORE, ALL PART X AND SCHEDULE L REPORTING

RELATED TO THESE TRANSACTIONS WERE REPORTED ON VIRTUA HEALTH'S RETURN.

FORM 990, PART VII

IN PRIOR YEARS, CERTAIN INDIVIDUALS WERE LISTED AS KEY EMPLOYEES OF THE

FILING ENTITY; HOWEVER, FOR THE CURRENT YEAR, THEY ARE KEY EMPLOYEES OF

A RELATED FILING ENTITY. THESE INDIVIDUAL REMAIN DISCLOSED, AS

APPLICABLE, ON THE APPROPRIATE RETURN WHERE THEY MEET THE

CLASSIFICATION OF KEY EMPLOYEE.

FORM 990, PART VII, SECTION A, COLUMN B

MAJORITY OF THE OFFICERS ARE COMPENSATED BY VIRTUA HEALTH, INC. (EIN

22-3524939), A RELATED ORGANIZATION, AND EACH KEY EMPLOYEE IS

COMPENSATED BY BOTH VIRTUA HEALTH, INC. AND VIRTUA-WEST JERSEY HEALTH

SYSTEM, INC. SOME OFFICERS AND KEY EMPLOYEES DEVOTE 40 HOURS A WEEK TO

VIRTUA HEALTH, INC. THE AMOUNT OF TIME DEVOTED TO RELATED

ORGANIZATIONS IS DEPENDENT UPON THEIR INVOLVEMENT IN THOSE

ORGANIZATIONS. AS A RESULT, THE TOTAL AVERAGE HOURS PER WEEK FOR EACH

OFFICER AND KEY EMPLOYEES MAY VARY.

FORM 990, PART X, LINE 20

THE AMOUNT REPORTED ON LINE 20 IS THE ORGANIZATIONS' ALLOCATED AMOUNT

OF TOTAL BOND ISSUANCE. THE TOTAL BOND ISSUANCE IS REPORTED BY VIRTUA

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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HEALTH, INC. ON SCHEDULE K(TAX ID #22-3524939).

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

TRANSFER WITH AFFILIATES - NET	-94,610,945.
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PART XII, LINE 3A AND 3B

IN TAX YEAR 2020, THE FILING ENTITY RECEIVED AND RECORDED PROVIDER

RELIEF FUNDS FROM THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

(HHS) IN AN AMOUNT THAT WOULD REQUIRE A FEDERAL UNIFORM GUIDANCE AUDIT.

HOWEVER, HHS GUIDANCE STATES THAT THESE FUNDS SHOULD BE AUDITED AND

INCLUDED ON THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS IN YEARS

ENDING 6/30/2021 OR LATER.

Part II Continuation of Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization?	
						Yes	No
VIRTUA HEALTH AND REHABILITATION CENTER AT MOUNT HOLLY - 22-2394675, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	REHABILITATION CENTER AND NURSING HOME	NEW JERSEY	501 (C) (3)	10	VIRTUA HEALTH, INC.		X
VIRTUA HOME CARE - COMMUNITY NURSING SERVICES - 21-0679591, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	HOME CARE	NEW JERSEY	501 (C) (3)	10	VIRTUA HEALTH, INC.		X
SUMMIT HEALTH - VIRTUA - 52-1814579 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	HEALTH AND WELLNESS SERVICES	NEW JERSEY	501 (C) (3)	3	VIRTUA HEALTH, INC.		X
WEST JERSEY RENEW - 22-3580917 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	LOW INCOME HOUSING	NEW JERSEY	501 (C) (3)	10	VIRTUA HEALTH, INC.		X
MEMORIAL HOSPITAL OF BURLINGTON COUNTY FOUNDATION - 22-2337170, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	FUND RAISING FOUNDATION	NEW JERSEY	501 (C) (3)	7	VIRTUA HEALTH, INC.		X
WEST JERSEY HEALTH & HOSPITAL FOUNDATION - 23-7414388, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	FUND RAISING FOUNDATION	NEW JERSEY	501 (C) (3)	7	VIRTUA HEALTH, INC.		X
VIRTUA HEALTH FOUNDATION - 04-3722352 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	FUND RAISING FOUNDATION	NEW JERSEY	501 (C) (3)	7	VIRTUA HEALTH, INC.		X
VIRTUA MEDICAL GROUP - 27-1348772 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	PHYSICIAN SERVICES	NEW JERSEY	501 (C) (3)	10	N/A		X
WEST JERSEY HEALTH SYSTEM WORKERS COMP TRUST - 22-3142739, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	WORKERS COMP TRUST	NEW JERSEY	501 (C) (3)	12A	VIRTUA HEALTH, INC.		X
VIRTUA OUR LADY OF LOURDES HOSPITAL - 21-0635001, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	GENERAL ACUTE CARE HOSPITALS	NEW JERSEY	501 (C) (3)	3	OUR LADY OF LOURDES HEALTH CARE SERVICES, INC.		X
VIRTUA WILLINGBORO HOSPITAL - 22-3612265 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	GENERAL ACUTE CARE HOSPITALS	NEW JERSEY	501 (C) (3)	3	OUR LADY OF LOURDES HEALTH CARE SERVICES, INC.		X
LOURDES CARDIOLOGY SERVICES PC - 27-4357794 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	HEALTH CARE SERVICES	NEW JERSEY	501 (C) (3)	3	N/A		X

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?	(k) Percentage ownership
							Yes	No			
ACENTUS PRACTICE MANAGEMENT LLC - 81-4861192, 1040 N KINGS HIGHWAY, STE 701, CHERRY HILL, NJ 08034	COLLECTIONS SERVICE	NJ	N/A				X		N/A	X	
AMBULATORY SURGERY CENTER AT VIRTUA WASHINGTON TOWNSHIP LLC - 20-8643005, 239 HURFVILLE-CROSS KEYS RD, STE BURLINGTON CTY ENDO CTR LLC C/O PHYSICIANS ENDOSCOPY LLC - 20-8205206, 2500 YORK ROAD, SUITE 300, JAMISON, PA 18929	SURGICAL CENTER	NJ	N/A	RELATED	1,525,440.	3,531,412.	X		N/A	X	62.44%
CENTENNIAL SURGUNIT LLC - 22-3580847, 502 CENTENNIAL BLVD., SUITE 1, VOORHEES, NJ 08043	HEALTH CARE AMBULATORY HEALTH CARE SERVICES	NJ	N/A				X		N/A	X	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
VIRTUA ASSURANCE - 20-3025606 76 SAINT PAUL ST., SUITE 500 BURLINGTON, VT 05401	CAPTIVE INSURANCE COMPANY	VT	N/A	C CORP					X
VRI, INC. - 26-0247120 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	HEALTH AND WELLNESS	NJ	N/A	C CORP					X
HEALTH MANAGEMENT SERVICES ORGANIZATION, INC - 22-3366580, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	MEDICAL ADMINISTRATION	NJ	N/A	C CORP					X
LOURDES MEDICAL ASSOCIATES, P.A - 22-3361862 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	MEDICAL SERVICES	NJ	N/A	C CORP					X

Part III Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?	(k) Percentage ownership
							Yes	No			
CENTER FOR AMBULATORY AND MINIMALLY INVASIVE SURGERY LLC - 27-0907140, 234 INDUSTRIAL WAY BUILDING B, EMMAUS HOLDINGS LLC - 83-1806511, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209 FREEHOLD ENDOSCOPY ASSOCIATES LLC - 84-1634126, 222 SCHANCK ROAD SUITE 100, FREEHOLD, NJ 07728 FRESENIUS MEDICAL CARE MARLTON LLC - 47-2128074, 920 WINTER STREET, WALTHAM, MA 02451 GASTRO-SURGI CENTER OF NJ LLC - 22-3472632, 1132 SPRUCE DRIVE, MOUNTAINSIDE, NJ 07092 LOURDES SPECIALTY HOSPITAL OF SOUTHERN NJ LLC - 86-1139477, 10735 DAVID TAYLOR DRIVE, SUITE 200, CHARLOTTE, NC MEMORIAL AMBULATORY SURGERY CENTER LLC - 20-4941260, 160 MADISON AVENUE, MT. HOLLY, NJ 08060 MT LAUREL ENDOSCOPY CENTER L.P - 56-2350370, 15000 MIDLANTIC DR, SUITE 110, MT. LAUREL, NJ 08054 ROCKLAND SURGICAL PROJECT LLC RAMAPO VALLEY SURGICAL CENTER - 20-0580403, 500 NORTH FRANKLIN TURNPIKE, RAMSEY, NJ	N/A	NJ	N/A	RELATED	2,285,326.	12,712,145.	X		N/A	X	54.42%
	MEDICAL	AL	N/A				X		N/A	X	
	SURGICAL CENTER	NJ	N/A	RELATED	1,553,269.	411,433.	X		N/A	X	60.00%
	SURGICAL CENTER	NJ	N/A	RELATED	369,028.	514,081.	X		N/A	X	30.00%
	SURGICAL CENTER	NJ	N/A	RELATED	2,479,607.	1,380,278.	X		N/A	X	51.79%
	ACUTE CARE HOSPITAL	NC	N/A				X		N/A	X	
	SURGICAL CENTER	NJ	N/A				X		N/A	X	
	OUTPATIENT CARE CENTER	NJ	N/A	RELATED	204,110.	514,357.	X		N/A	X	51.00%
	SURGICAL CENTER	NJ	N/A	RELATED	1,453,241.	679,906.	X		N/A	X	52.46%

Part III Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or Managing Partner?	(k) Percentage ownership
							Yes	No			
SHORE AMBULATORY SURGERY CENTER LLC - 22-3778333, 405 BETHEL ROAD, SOMERS POINT, NJ 08244	SURGICAL CENTER	NJ	N/A	RELATED	1,146,067.	1,746,252.	X		N/A	X	53.57%
SOUTH JERSEY MUSCULOSKELETAL INSTITUTE LLC - 20-4481032, 556 EGG HARBOR ROAD, SEWELL, NJ 08080	SURGICAL CENTER	NJ	N/A	RELATED	3,212,929.	4,126,917.	X		N/A	X	55.34%
SUMMIT SURGICAL CENTER LLC - 73-1730859, 200 BOWMAN DRIVE, SUITE D160, VOORHEES, NJ 08043	SURGICAL CENTER	NJ	N/A	RELATED	431,642.	9,647,208.	X		N/A	X	62.37%
USRC GLOUCESTER LLC - 38-4117029, 5851 LEGACY CIRCLE, SUITE 900, PLANO, TX 75024	MEDICAL	TX	N/A	RELATED	-249,061.	443,840.	X		N/A	X	29.00%
VANTAGE SURGICAL CENTER LLC - 45-0516750, 180 ROUTE 70, MEDFORD, NJ 08055	SURGICAL CENTER	NJ	N/A				X		N/A	X	
VIRTUA ADULT IMAGING SERVICES AT VOORHEES LLC - 46-4055781, 303 LIPPINCOTT DRIVE, 4TH FLOOR, MARLTON, NJ 08053	IMAGING SERVICES	NJ	N/A	RELATED	3,025,117.	3,171,184.	X		N/A	X	50.00%
VIRTUA PENN RADIATION ONCOLOGY LEASING LLC - 83-1438811, 303 LIPPINCOTT DR., MARLTON, NJ 08053	LEASING SERVICES	NJ	N/A	RELATED	2,935,262.	5,400,019.	X		N/A	X	50.00%
VIRTUA PENN RADIATION ONCOLOGY PARTNERS LLC - 82-1947444, 200 BOWMAN DRIVE, SUITE D190, VOORHEES, NJ	RADIOLOGY SERVICES	NJ	N/A	RELATED	1,904,322.	22,027,593.	X		N/A	X	51.00%
VIRTUA-SCA HOLDINGS LLC - 47-3247166, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	AL	N/A				X		N/A	X	

Part III Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
VIRTUA-USP PRINCETON LLC - 81-3270494, 15305 DALLAS PKWY, STE 1600, LB 28, ADDISON, TX 75001	MEDICAL	NJ	N/A				X		N/A		X	
VOORHEES ENDOSCOPY HOLDING CO LLC - 47-4669710, 1A BURTON HILLS BLVD, NASHVILLE, TN 37215	MEDICAL	TN	VIRTUA WEST JERSEY HEALTH SYSTEMS, INC	RELATED	3,215,257.	5,599,883.	X		N/A	X		51.00%
SPECIALIZED SURGICAL CENTER OF CENTRAL NEW JERSEY LLC - 22-3296144, 562 EASTON AVE, SOMERSET, NJ 08873	SURGICAL CENTER	NJ	N/A	RELATED	52,192.	2,905,395.	X		N/A	X		
TYLER DIALYSIS LLC - 45-4079716, C/O TAX DEPT; P.O. BOX 4388, FEDERAL WAY, WA 98063	DIALYSIS	NJ	N/A				X		N/A		X	
VIRTUA - SCA HOLDINGS II LLC - 85-2278858, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	AL	N/A				X		N/A		X	
RIVER DRIVE HOLDING COMPANY LLC - 84-3655618, 303 LIPPINCOTT DR FL 4TH, MARLTON, NJ 08053	MEDICAL	NJ	VIRTUA WEST JERSEY HEALTH SYSTEMS, INC	RELATED	2,737,918.	24,280,831.	X		N/A	X		51.00%
ACCESS HOLDING COMPANY LLC - 85-0718604, 2500 YORK ROAD, SUITE 300, JAMISON, PA 18929	MEDICAL	PA	VIRTUA WEST JERSEY HEALTH SYSTEMS, INC	RELATED	228,391.	3,385,025.	X		N/A	X		56.53%

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity		X
b Gift, grant, or capital contribution to related organization(s)		X
c Gift, grant, or capital contribution from related organization(s)	X	
d Loans or loan guarantees to or for related organization(s)		X
e Loans or loan guarantees by related organization(s)		X
f Dividends from related organization(s)		X
g Sale of assets to related organization(s)		X
h Purchase of assets from related organization(s)		X
i Exchange of assets with related organization(s)		X
j Lease of facilities, equipment, or other assets to related organization(s)	X	
k Lease of facilities, equipment, or other assets from related organization(s)		X
l Performance of services or membership or fundraising solicitations for related organization(s)		X
m Performance of services or membership or fundraising solicitations by related organization(s)		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)		X
o Sharing of paid employees with related organization(s)	X	
p Reimbursement paid to related organization(s) for expenses	X	
q Reimbursement paid by related organization(s) for expenses	X	
r Other transfer of cash or property to related organization(s)		X
s Other transfer of cash or property from related organization(s)		X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) ACCESS HOLDING COMPANY, LLC	S	212,755.	FMV CASH DISTRIBUTIONS
(2) RIVER DRIVE HOLDING COMPANY, LLC	S	2,818,232.	FMV CASH DISTRIBUTIONS
(3) VOORHEES ENDOSCOPY HOLDING CO, LLC	S	3,308,137.	FMV CASH DISTRIBUTIONS
(4)			
(5)			
(6)			

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

PART II, IDENTIFICATION OF RELATED TAX-EXEMPT ORGANIZATIONS:

NAME OF RELATED ORGANIZATION:

VIRTUA OUR LADY OF LOURDES HOSPITAL

DIRECT CONTROLLING ENTITY: OUR LADY OF LOURDES HEALTH CARE SERVICES, INC

NAME OF RELATED ORGANIZATION:

VIRTUA WILLINGBORO HOSPITAL

DIRECT CONTROLLING ENTITY: OUR LADY OF LOURDES HEALTH CARE SERVICES, INC

NAME OF RELATED ORGANIZATION:

OUR LADY OF LOURDES FOUNDATION

DIRECT CONTROLLING ENTITY: OUR LADY OF LOURDES HEALTH CARE SERVICES, INC

NAME OF RELATED ORGANIZATION:

LOURDES ANCILLARY SERVICES

DIRECT CONTROLLING ENTITY: OUR LADY OF LOURDES HEALTH CARE SERVICES, INC

PART III, IDENTIFICATION OF RELATED ORGANIZATIONS TAXABLE AS PARTNERSHIP:

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

AMBULATORY SURGERY CENTER AT VIRTUA WASHINGTON TOWNSHIP LLC

EIN: 20-8643005

239 HURRFVILLE-CROSS KEYS RD, STE #180

SEWELL, NJ 08080

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

CENTER FOR AMBULATORY AND MINIMALLY INVASIVE SURGERY LLC

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

EIN: 27-0907140

234 INDUSTRIAL WAY BUILDING B

EATONTOWN, NJ 07724

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

LOURDES SPECIALTY HOSPITAL OF SOUTHERN NJ LLC

EIN: 86-1139477

10735 DAVID TAYLOR DRIVE, SUITE 200

CHARLOTTE, NC 28262

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

ROCKLAND SURGICAL PROJECT LLC RAMAPO VALLEY SURGICAL CENTER

EIN: 20-0580403

500 NORTH FRANKLIN TURNPIKE

RAMSEY, NJ 07446

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

VIRTUA PENN RADIATION ONCOLOGY PARTNERS LLC

EIN: 82-1947444

200 BOWMAN DRIVE, SUITE D190

VOORHEES, NJ 08043