

Return of Organization Exempt From Income Tax

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

2022

Do not enter social security numbers on this form as it may be made public.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

A For the **2022** calendar year, or tax year beginning and ending

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.		D Employer identification number 21-0634532
	Doing business as		E Telephone number 856 355-0620
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 1,081,516,323.
	406 LIPPINCOTT DR.	J	
City or town, state or province, country, and ZIP or foreign postal code MARLTON, NJ 08053-3427		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
F Name and address of principal officer: DENNIS W. PULLIN 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		If "No," attach a list. See instructions	
J Website: WWW.VIRTUA.ORG		H(c) Group exemption number	
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: 1885	M State of legal domicile: NJ

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 20
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4 18
	5 Total number of individuals employed in calendar year 2022 (Part V, line 2a)	5 5408
	6 Total number of volunteers (estimate if necessary)	6 358
	7 a Total unrelated business revenue from Part VIII, column (C), line 12	7a 853,503.
b Net unrelated business taxable income from Form 990-T, Part I, line 11	7b 0.	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 5,444,866. Current Year 3,656,341.
	9 Program service revenue (Part VIII, line 2g)	907,811,007. 962,671,369.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	34,245,379. 13,367,596.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	53,307,231. 54,742,401.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,000,808,483. 1,034,437,707.
	Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)
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)		323,685,683. 362,817,807.
16a Professional fundraising fees (Part IX, column (A), line 11e)		0. 0.
b Total fundraising expenses (Part IX, column (D), line 25)		0. 0.
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)		493,819,810. 515,276,851.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	817,505,493. 878,094,658.	
19 Revenue less expenses. Subtract line 18 from line 12	183,302,990. 156,343,049.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 2,706,789,713. End of Year 2,427,863,351.
	21 Total liabilities (Part X, line 26)	951,723,751. 802,031,297.
	22 Net assets or fund balances. Subtract line 21 from line 20	1,755,065,962. 1,625,832,054.

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	Date 11/13/23			
	DENNIS W. PULLIN, PRESIDENT/CEO Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name RUSSLEE ARMSTRONG	Preparer's signature 	Date 10/31/2023	Check <input type="checkbox"/> if self-employed	PTIN P00288383
	Firm's name GRANT THORNTON LLP	Firm's EIN 36-6055558	Firm's address 2001 MARKET ST., STE. 700 PHILADELPHIA, PA 19103	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? [] 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 \$ 149,218,214. including grants of \$) (Revenue \$ 96,382,470.) 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 \$52 MILLION, AS ESTIMATED BY MANAGEMENT. SERVICES ARE PROVIDED ON BOTH AN INPATIENT AND OUTPATIENT BASIS, INCLUDING THROUGH EMERGENCY DEPARTMENTS AND CLINICS.

4b (Code:) (Expenses \$ 25,162,688. including grants of \$) (Revenue \$ 17,123,601.) VIRTUA PROVIDES A WIDE RANGE OF OUTPATIENT SERVICES TO MEET COMMUNITY NEEDS, INCLUDING PRIMARY AND SPECIALTY CARE FOR INFANTS, CHILDREN, TEENS AND ADULTS. VIRTUA SUBSIDIZES WOMEN'S CLINICS FOR GYNECOLOGICAL AND OBSTETRICAL CARE, CHILDREN'S AND NEONATAL INTENSIVE CARE, AS WELL AS BEHAVIORAL HEALTH AND EMERGENCY SERVICES. THE COSTS RELATED TO THESE SERVICES ARE IN EXCESS OF REIMBURSEMENTS TO VIRTUA.

4c (Code:) (Expenses \$ 12,310,941. including grants of \$) (Revenue \$ 3,026,363.) IN SUPPORT OF ITS COMMITMENT TO ENSURING THE CONTINUING EDUCATION AND DEVELOPMENT OF MEDICAL PROFESSIONALS, VIRTUA - WEST JERSEY HAS ITS OWN RESIDENCY PROGRAMS AND PARTICIPATES IN PROGRAMS SPONSORED BY OTHER INSTITUTIONS. VIRTUA -WEST JERSEY SPECIFICALLY OFFERS RESIDENCY PROGRAMS TO DEVELOP PHYSICIANS IN FAMILY PRACTICE, DENTAL MEDICINE AND PODIATRIC MEDICINE. VIRTUA -WEST JERSEY PARTICIPATES IN RESIDENCIES THAT SUPPORT THE DEVELOPMENT OF PHYSICIANS PRACTICING OBSTETRICS AND GYNECOLOGY, EMERGENCY MEDICINE, AND SURGERY.

4d Other program services (Describe on Schedule O.) (Expenses \$ 563,710,896. including grants of \$) (Revenue \$ 897,515,049.)

4e Total program service expenses 750,402,739.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	X	
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	X	
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	X	
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	X	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	X	
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	X	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X

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 the 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 line 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 on Schedule O for Part VI, lines 11b and 19?	X	

Note: All Form 990 filers are required to complete Schedule O

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 on 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)

Table with columns for question number, description, and Yes/No columns. Includes questions 2a through 17 regarding employee reporting, tax returns, unrelated business income, foreign accounts, prohibited tax shelter transactions, and charitable contributions.

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 (20); 1b Enter the number of voting members included on line 1a, above, who are independent (18); 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? (X); 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? (X); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (X); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (X); 6 Did the organization have members or stockholders? (X); 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? (X); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (X); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? (X); b Each committee with authority to act on behalf of the governing body? (X); 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 (X).

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? (X); 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? (X); 11b Describe on 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 (X); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (X); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done (X); 13 Did the organization have a written whistleblower policy? (X); 14 Did the organization have a written document retention and destruction policy? (X); 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 (X); b Other officers or key employees of the organization (X); 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? (X); 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 the 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, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) 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 the 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/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(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) DENNIS W. PULLIN PRESIDENT/CEO	0.20 42.09	X		X				0.	3,045,242.	51,109.
(2) JOHN M. MATSINGER EVP/COO	15.00 25.50				X			0.	1,410,413.	50,840.
(3) ROBERT M. SEGIN TREASURER - EVP/CFO	0.18 42.16			X				0.	1,175,768.	40,915.
(4) LAUREN ROWINSKI SECRETARY-SVP & CHIEF LEGAL OFFICER	0.18 41.72			X				0.	791,678.	40,884.
(5) HAFEZA SHAIKH TRUSTEE - PHYSICIAN (START 3/22/22)	0.12 41.08	X						0.	646,422.	53,560.
(6) LING QI PAN REGISTERED NURSE (RN)-JNES	40.00 0.00					X		580,373.	0.	9,771.
(7) PAUL E. MINNICK SVP & COO - VOORHEES HOSP	40.00 0.00				X			506,062.	0.	40,394.
(8) LISA C. FERRARO SVP-CHIEF QUALITY SFTY RISK OFF.	19.00 21.00				X			0.	438,310.	35,943.
(9) ERIK N. DELUE VP CMO - VOORHEES & MARLTON HOSPITAL	40.00 0.00					X		459,520.	0.	14,601.
(10) YING PANG REGISTERED NURSE (RN)-JNES	40.00 0.00					X		422,985.	0.	63.
(11) RICHARD PALUZZI MEDICAL DIRECTOR	40.00 0.00					X		387,476.	0.	11,046.
(12) HEIDI BAUR VP CNO - VOORHEES & MARLTON HOSPITAL	40.00 0.00				X			361,604.	0.	25,977.
(13) JOSEPH V. ABAT REGISTERED NURSE (RN)-JNES	40.00 0.00					X		380,104.	0.	1,115.
(14) EDWARD B. CLOUES CHAIRMAN	0.16 1.44	X		X				0.	0.	0.
(15) JAMES DWYER, DO VICE CHAIR	0.14 1.51	X		X				0.	0.	0.
(16) PATRICIA CODEY TRUSTEE	0.12 1.08	X						0.	0.	0.
(17) ELAINE DAMM TRUSTEE	0.12 1.08	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/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(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) LESLIE DONATO TRUSTEE (START 5/11/22)	0.11 0.99	X						0.	0.	0.
(19) GRAYLING JOHNSON TRUSTEE	0.13 1.17	X						0.	0.	0.
(20) SANIAH JOHNSON TRUSTEE	0.12 1.08	X						0.	0.	0.
(21) PRATAP KHEDKAR TRUSTEE	0.12 1.08	X						0.	0.	0.
(22) DAVID KINDLICK TRUSTEE	0.14 1.26	X						0.	0.	0.
(23) GEORGE LYNN TRUSTEE	0.14 1.26	X						0.	0.	0.
(24) FAYE MELOY TRUSTEE	0.14 1.26	X						0.	0.	0.
(25) SHAHRAM JAY MIRMANESH, MD TRUSTEE (START 1/1/22)	0.12 1.08	X						0.	0.	0.
(26) JOHN PARKER TRUSTEE	0.19 1.71	X						0.	0.	0.
1b Subtotal								3,098,124.	7,507,833.	376,218.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								3,098,124.	7,507,833.	376,218.

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 915

	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
CARDINAL HEALTH 110 LLC, 5303 COLLECTION CENTER DR, CHICAGO, IL 60693	HEALTHCARE SERVICES	58,274,269.
FASTAFF LLC PO BOX 911452, DENVER, CO 80291-1452	STAFFING	30,797,750.
MORRISON MGMT SPECIALIST INC PO BOX 102289, ATLANTA, GA 30368	MANAGEMENT SERVICES	14,875,804.
AON RISK SERVICES CENTRAL INC, P.O. BOX 7247-7376, PHILADELPHIA, PA 19170-7376	RISK MANAGEMENT	12,788,268.
TURNER CONSTRUCTION CO, 1500 SPRING GARDEN ST STE 220, PHILADELPHIA, PA 19130	CONTRACTOR	9,829,285.

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 354

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VIII Statement of Revenue

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d	312,567.			
	e Government grants (contributions)	1e	3,343,774.			
	f All other contributions, gifts, grants, and similar amounts not included above	1f				
	g Noncash contributions included in lines 1a-1f	1g \$				
	h Total. Add lines 1a-1f		3,656,341.			
Program Service Revenue	2 a NET PATIENT REV	Business Code 624100	958,434,181.	958,092,002.	342,179.	
	b BPCI - BUNDLED PAYMENT	524114	2,809,544.	2,809,544.		
	c PHYSICAL THERAPY	621300	1,044,993.	1,044,993.		
	d PEDIATRIC IMAGING CTR.	624100	232,595.	232,595.		
	e MICU	621910	15,278.	15,278.		
	f All other program service revenue	624100	134,778.	134,778.		
	g Total. Add lines 2a-2f		962,671,369.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		1,428,309.		1,428,309.	
	4 Income from investment of tax-exempt bond proceeds		45,728.		45,728.	
	5 Royalties					
	6 a Gross rents	6a	(i) Real	5,976,892.		
			(ii) Personal			
			6b Less: rental expenses	5,743,960.		
	c Rental income or (loss)	6c	232,932.			
	d Net rental income or (loss)		232,932.		232,932.	
	7 a Gross amount from sales of assets other than inventory	7a	(i) Securities	52,837,296.	102,388.	
			(ii) Other			
			7b Less: cost or other basis and sales expenses	40,422,453.	623,672.	
	c Gain or (loss)	7c	12,414,843.	-521,284.		
	d Net gain or (loss)		11,893,559.		11,893,559.	
8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
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					
b Less: direct expenses	9b					
c Net income or (loss) from gaming activities						
10 a Gross sales of inventory, less returns and allowances	10a	153,368.				
b Less: cost of goods sold	10b	288,531.				
c Net income or (loss) from sales of inventory		-135,163.	-160,295.	25,132.		
Miscellaneous Revenue	11 a JOINT VENTURE INCOME	Business Code 621990	44,107,111.	44,107,111.		
	b CAFETERIA	722514	2,596,899.		2,596,899.	
	c MEDICAL FITNESS CENTER	624100	1,599,510.	1,599,510.		
	d All other revenue	624100	6,341,112.	5,829,788.	511,324.	
	e Total. Add lines 11a-11d		54,644,632.			
12 Total revenue. See instructions		1,034,437,707.	1,013,705,304.	853,503.	16,222,559.	

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	934,037.	747,230.	186,807.	
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	297,214,021.	236,135,602.	61,078,419.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	10,027,854.	8,022,283.	2,005,571.	
9 Other employee benefits	32,876,843.	25,911,957.	6,964,886.	
10 Payroll taxes	21,765,052.	17,289,740.	4,475,312.	
11 Fees for services (nonemployees):				
a Management	9,437,097.	9,437,097.		
b Legal				
c Accounting	998.	998.		
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	4,478,436.	3,582,749.	895,687.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	89,223,538.	87,905,244.	1,318,294.	
12 Advertising and promotion	124,762.	124,762.		
13 Office expenses	13,118,541.	10,756,520.	2,362,021.	
14 Information technology				
15 Royalties				
16 Occupancy	20,995,772.	15,862,158.	5,133,614.	
17 Travel	581,404.	572,042.	9,362.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,311,882.	1,307,679.	4,203.	
20 Interest	12,493,102.	12,493,102.		
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	71,241,666.	56,993,333.	14,248,333.	
23 Insurance	4,884.	4,884.		
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	144,123,336.	115,298,669.	28,824,667.	
b MEDICAL SUPPLIES	119,437,331.	119,437,331.		
c UBI TAX	82,402.		82,402.	
d STATE ASSESSMENTS	17,138,388.	17,138,388.		
e All other expenses	11,483,312.	11,380,971.	102,341.	
25 Total functional expenses. Add lines 1 through 24e	878,094,658.	750,402,739.	127,691,919.	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 <input type="checkbox"/> 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	42,669,416.	1	3,826,143.
	2	Savings and temporary cash investments	106,966,332.	2	20,219,078.
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	102,002,122.	4	91,716,514.
	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	6,918,617.	8	5,079,120.
	9	Prepaid expenses and deferred charges	5,198,946.	9	6,718,726.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 1,602,374,025.		
	b	Less: accumulated depreciation	10b 1,029,298,080.	10c	573,075,945.
	11	Investments - publicly traded securities		11	
	12	Investments - other securities. See Part IV, line 11	1,667,073,088.	12	1,483,989,806.
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets	7,386,554.	14	7,386,554.
	15	Other assets. See Part IV, line 11	161,623,322.	15	235,851,465.
16	Total assets. Add lines 1 through 15 (must equal line 33)	2,706,789,713.	16	2,427,863,351.	
Liabilities	17	Accounts payable and accrued expenses	91,679,195.	17	92,905,236.
	18	Grants payable		18	
	19	Deferred revenue	4,447,399.	19	3,505,990.
	20	Tax-exempt bond liabilities	522,010,613.	20	509,802,294.
	21	Escrow or custodial account liability. Complete Part IV of Schedule D	123,277.	21	123,277.
	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	333,463,267.	25	195,694,500.
	26	Total liabilities. Add lines 17 through 25	951,723,751.	26	802,031,297.
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	1,752,480,354.	27	1,623,011,504.
	28	Net assets with donor restrictions	2,585,608.	28	2,820,550.
	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	1,755,065,962.	32	1,625,832,054.	
33	Total liabilities and net assets/fund balances	2,706,789,713.	33	2,427,863,351.	

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	1,034,437,707.
2	Total expenses (must equal Part IX, column (A), line 25)	2	878,094,658.
3	Revenue less expenses. Subtract line 2 from line 1	3	156,343,049.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,755,065,962.
5	Net unrealized gains (losses) on investments	5	-231,309,724.
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	-54,267,233.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	1,625,832,054.

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 on 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 Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	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	X	

Form 990 (2022)

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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(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 2022 (line 6, column (f), divided by line 11, column (f))	14	%
15 Public support percentage from 2021 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test - 2022. 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 - 2021. 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 - 2022. 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 - 2021. 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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(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) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(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 on 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 2022 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2021 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2022 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2021 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2022. 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 - 2021. 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 on line 12 of 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

Table with 3 columns: Question, Yes, No. Rows include questions 1 through 10b regarding supported organizations, including their designation, IRS status, and support usage.

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 on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i>		
11c		

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>		
1		
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>		
2		

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>		
1		

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?		
1		
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>		
2		
3 By reason of the relationship described on 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>		
3		

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>			
2a			
b Did the activities described on 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>			
2b			
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>			
3a			
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>			
3b			

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 (<i>explain in detail in Part VI</i>):		
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 - <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). 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 (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2022 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-2022	(iii) Distributable Amount for 2022
1	Distributable amount for 2022 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2022 (reasonable cause required - <i>explain in Part VI</i>). See instructions.		
3	Excess distributions carryover, if any, to 2022		
a	From 2017		
b	From 2018		
c	From 2019		
d	From 2020		
e	From 2021		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2022 distributable amount		
i	Carryover from 2017 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2022 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2022 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
6	Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
7	Excess distributions carryover to 2023. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2018		
b	Excess from 2019		
c	Excess from 2020		
d	Excess from 2021		
e	Excess from 2022		

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.)

Lined area for supplemental information.

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

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

OMB No. 1545-0047

2022

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

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), 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), 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).

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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.

OMB No. 1545-0047

2022

Open to Public
Inspection

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.

	(a) Donor advised funds	(b) Funds and other accounts
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? Yes No

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? Yes No

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).

Preservation of land for public use (for example, recreation or education) Preservation of a historically important land area

Protection of natural habitat Preservation of a certified historic structure

Preservation of open space

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.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

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? Yes No

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)? Yes No

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.

b 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) 2022

232051 09-01-22

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(ii), 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		72,915,345.		72,915,345.
b Buildings		568,982,635.	320,481,527.	248,501,108.
c Leasehold improvements		32,990,138.	22,539,969.	10,450,169.
d Equipment		883,957,607.	686,276,584.	197,681,023.
e Other		43,528,300.		43,528,300.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				573,075,945.

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	1,483,989,806.	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.)	1,483,989,806.	

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	143,362,540.
(2) OTHER ACCOUNTS RECEIVABLE	15,363,529.
(3) RIGHT OF USE ASSETS	44,244,638.
(4) DUE FROM AFFILIATES, NONCURRENT	32,880,758.
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	235,851,465.

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) EST STLMTS DUE TO 3RD PTY PYR	7,562,895.
(3) DUE TO AFFILIATES, CURRENT	139,014,712.
(4) LEASE LIABILITY	45,567,253.
(5) LONG TERM LIABILITIES - EST	3,201,073.
(6) FINANCING LEASE	348,567.
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	195,694,500.

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.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and descriptions.

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.

Table with 5 main rows and sub-rows (a-e) for adjustments. Columns include line numbers and descriptions.

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)**

Department of the Treasury
Internal Revenue Service

Hospitals

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

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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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	1a	X	
b If "Yes," was it a written policy?	1b	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 _____ %	3a	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 500 %	3b	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"?	4	X	
5a Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?	5a		X
b If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?	5b		
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?	5c		
6a Did the organization prepare a community benefit report during the tax year?	6a	X	
b If "Yes," did the organization make it available to the public?	6b	X	

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

7 Financial Assistance and Certain Other Community Benefits at Cost	(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
Financial Assistance and Means-Tested Government Programs						
a Financial Assistance at cost (from Worksheet 1)			9,644,125.	1,944,484.	7,699,641.	.88%
b Medicaid (from Worksheet 3, column a)			149,218,214.	96,382,470.	52,835,744.	6.02%
c Costs of other means-tested government programs (from Worksheet 3, column b)			0.	0.		
d Total. Financial Assistance and Means-Tested Government Programs			158,862,339.	98,326,954.	60,535,385.	6.90%
Other Benefits						
e Community health improvement services and community benefit operations (from Worksheet 4)			4,706,127.	1,066,356.	3,639,771.	.41%
f Health professions education (from Worksheet 5)			12,310,941.	3,026,363.	9,284,578.	1.06%
g Subsidized health services (from Worksheet 6)			25,162,688.	17,123,601.	8,039,087.	.92%
h Research (from Worksheet 7)			305,902.	21,902.	284,000.	.03%
i Cash and in-kind contributions for community benefit (from Worksheet 8)			295,812.	1,346.	294,466.	.03%
j Total. Other Benefits			42,781,470.	21,239,568.	21,541,902.	2.45%
k Total. Add lines 7d and 7j			201,643,809.	119,566,522.	82,077,287.	9.35%

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			665,779.	404,326.	261,453.	.03%
4 Environmental improvements						
5 Leadership development and training for community members						
6 Coalition building						
7 Community health improvement advocacy						
8 Workforce development			88,745.	404.	88,341.	.01%
9 Other						
10 Total			754,524.	404,730.	349,794.	.04%

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?	1 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	2 45,264,278.	
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	3	
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)	5 147,528,239.
6 Enter Medicare allowable costs of care relating to payments on line 5	6 190,515,870.
7 Subtract line 6 from line 5. This is the surplus (or shortfall)	7 -42,987,631.
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

9a Did the organization have a written debt collection policy during the tax year?	9a 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	9b 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 %
6 MT LAUREL ENDOSCOPY CENTER				
L.P	OUTPATIENT CARE CENTER	51.92%		44.00%
7 SJV MANAGEMENT, LLC	RADIOLOGY	51.00%		41.16%

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?	1	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	2	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	3	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: 20 <u>22</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	5	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	6a	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	6b	X
7 Did the hospital facility make its CHNA report widely available to the public?	7	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 type="checkbox"/> Other website (list url):		
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	8	X
9 Indicate the tax year the hospital facility last adopted an implementation strategy: 20 <u>20</u>		
10 Is the hospital facility's most recently adopted implementation strategy posted on a website?	10	X
a If "Yes," (list url): <u>WWW.VIRTUA.ORG/ABOUT/COMMUNITY</u>		
b If "No," is the hospital facility's most recently adopted implementation strategy attached to this return?	10b	
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)?	12a	X
b If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax?	12b	
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

	Yes	No
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.		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.		X

Schedule H (Form 990) 2022

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.

SCHEDULE H, PART V, SECTION B, FACILITY REPORTING GROUP A

PART V, LINE 16A, FAP WEBSITE:

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

SCHEDULE H, PART V, SECTION B, FACILITY REPORTING GROUP A

PART V, LINE 16B, FAP APPLICATION WEBSITE:

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

SCHEDULE H, PART V, SECTION B, FACILITY REPORTING GROUP A

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

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

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

RESPONSIBLE, RECEIVED. THE POLICY AND RELATED ACTIONS HAVE BEEN

STRUCTURED TO COMPLY WITH SECTION 501(R) OF THE INTERNAL REVENUE 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)

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.

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

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 INTERNAL

REVENUE CODE SECTION 501(R)(5).

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

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.

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

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

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, 13n, 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 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 5 CHNA COMMUNITY ENGAGEMENT

THE 2022 CHNA WAS CONDUCTED FROM DECEMBER 2021 TO MAY 2022 AND INCLUDED

QUANTITATIVE AND QUALITATIVE RESEARCH METHODS TO DETERMINE HEALTH

TRENDS AND DISPARITIES IN BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES

AND THE CITY OF CAMDEN WHERE APPLICABLE. SECONDARY RESEARCH METHODS

WERE USED TO IDENTIFY AND ANALYZE STATISTICAL SOCIOECONOMIC AND HEALTH

INDICATORS. DATA WERE COMPARED ACROSS ZIP CODES AND NEIGHBORHOODS WHERE

AVAILABLE, AND COMPARED TO THE COUNTIES, NEW JERSEY STATE, AND NATIONAL

BENCHMARKS.

SECONDARY DATA, INCLUDING DEMOGRAPHIC, SOCIOECONOMIC, AND PUBLIC HEALTH

INDICATORS, WERE ANALYZED FOR BURLINGTON, CAMDEN, AND GLOUCESTER

COUNTIES IN NEW JERSEY (NJ) TO MEASURE KEY DATA TRENDS AND PRIORITY

HEALTH ISSUES, AND TO ASSESS EMERGING HEALTH NEEDS. DATA WERE COMPARED

TO STATE AND NATIONAL BENCHMARKS AND HEALTHY PEOPLE 2030 (HP2030)

GOALS, AS AVAILABLE, TO ASSESS AREAS OF STRENGTH AND OPPORTUNITY.

HEALTHY PEOPLE 2030 IS A US DEPARTMENT OF HEALTH AND HUMAN SERVICES

HEALTH PROMOTION AND DISEASE PREVENTION INITIATIVE THAT SETS

SCIENCE-BASED, 10-YEAR NATIONAL OBJECTIVES FOR IMPROVING THE HEALTH OF

ALL AMERICANS.

PRIMARY RESEARCH AND COMMUNITY ENGAGEMENT

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 COMPREHENSIVE VIEW OF STATISTICAL HEALTH INDICATORS AND
COMMUNITY STAKEHOLDER FEEDBACK, A PROFILE WAS CREATED OF HEALTH
INDICATORS AND SOCIOECONOMIC FACTORS THAT INFLUENCE THE HEALTH AND
WELL-BEING OF PEOPLE LIVING IN BURLINGTON, CAMDEN AND GLOUCESTER
COUNTIES. PRIMARY RESEARCH METHODS THEN USED TO SOLICIT INPUT FROM
PUBLIC HEALTH EXPERTS AND KEY COMMUNITY STAKEHOLDERS REPRESENTING THE
BROAD INTERESTS OF THE COMMUNITY UTILIZING INTERVIEWS, AN ONLINE KEY
INFORMANT SURVEY AND THROUGH FOCUS GROUPS. THESE FINDINGS WILL GUIDE
VIRTUA HEALTH, THE SOUTH JERSEY HEALTH COLLABORATIVE AND THEIR
COMMUNITY PARTNERS IN CREATING A COLLABORATIVE, COORDINATED EFFORT TO
ADDRESS COMMUNITY HEALTH NEEDS. THE 2022 CHNA PRIMARY RESEARCH AND
COMMUNITY ENGAGEMENT STUDY METHODS INCLUDE:

- AN ANALYSIS OF EXISTING SECONDARY DATA SOURCES, INCLUDING PUBLIC
HEALTH STATISTICS, DEMOGRAPHIC AND SOCIAL MEASURES, AND HEALTHCARE
UTILIZATION
- ONE ON ONE KEY INFORMANT INTERVIEWS WITH KEY INDIVIDUALS
REPRESENTING DIVERSE HEALTH, POLICY AND COMMUNITY PERSPECTIVES
- A KEY INFORMANT SURVEY COMPLETED BY 206 INDIVIDUALS THROUGHOUT THE
AREA WHO REPRESENT FIRST RESPONDERS, HEALTH CARE PROVIDERS, SOCIAL
SERVICES PROFESSIONALS, EDUCATORS, FAITH-BASED LEADERS AND COMMUNITY
LEADERS
- 14 FOCUS GROUPS WITH 74 INDIVIDUALS REPRESENTING DIVERSE,
UNDERSERVED, MINORITY AND HISTORICALLY DISADVANTAGED POPULATIONS
INCLUDING YOUTH
- AN ANALYSIS OF EMERGENCY DEPARTMENT UTILIZATION DATA FROM 2019, 2020
AND 2021

A LIST OF ALL LOCATIONS, PARTICIPATION NUMBERS AND PARTICIPATING

Part V Facility Information *(continued)*

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3, 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.

AGENCIES IS INCLUDED AS APPENDICES IN CHNA REPORT.

PART V, SECTION B, LINE 9

IN RESPONSE TO THE 2022 CHNA, VIRTUA ADOPTED AN IMPLEMENTATION STRATEGY

IN 2023, WHICH IS AFTER THE REPORTING PERIOD COVERED BY THIS RETURN.

PART V, SECTION B, LINE 11 CHNA ASSESSMENT

PROVIDING THE BEST POSSIBLE HEALTH CARE FOR THE COMMUNITY REQUIRES A

DEEP UNDERSTANDING OF THE INDIVIDUALS AND FAMILIES IN THE REGION AND

IDENTIFYING ANY BARRIERS THAT LIMIT THEM FROM LIVING THEIR

HEALTHIEST-POSSIBLE LIVES.

TO ADDRESS THIS, THE 2022 SOUTH JERSEY HEALTH COLLABORATIVE (SJHC) CHNA

REVIEWED HEALTH INDICATORS, HOSTED FOCUS GROUPS WITH DIVERSE

POPULATIONS, INCLUDING YOUTH, AND SOLICITED FEEDBACK THROUGH KEY

INFORMANT SURVEY AND STAKEHOLDER INTERVIEWS TO INTERPRET THE

QUANTITATIVE AND QUALITATIVE INFORMATION COLLECTED THROUGH A LENS OF

HEALTH EQUITY AND OPPORTUNITIES TO WORK TOWARD EQUITABLE OUTCOMES FOR

ALL PEOPLE. THE IMPACT OF THE INEQUITIES IN SOCIAL DETERMINANTS OF

HEALTH ARE MOST EVIDENT AMONG HEALTH OUTCOMES IN KEY AREAS: ACCESS TO

CARE, CHRONIC DISEASE, BEHAVIORAL HEALTH, MENTAL HEALTH AMONG YOUTH AND

MATERNAL AND CHILD HEALTH.

KEY FOCUS AREAS:

- ACCESS TO CARE

- CHRONIC DISEASE

- BEHAVIORAL HEALTH

- MATERNAL CHILD HEALTH

THE ALICE (ASSET LIMITED INCOME CONSTRAINED) INDEX MEASURES WORKING

Part V Facility Information (continued)

Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3, 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.

HOUSEHOLDS THAT DO NOT EARN ENOUGH TO MEET ALL OF THEIR NEEDS GIVEN THE

COST OF LIVING. 1 IN 4 SOUTH JERSEY HOUSEHOLDS MET THE ALICE THRESHOLD

BEFORE THE COVID-19 PANDEMIC, AND ALL SOUTH JERSEY COUNTIES HAD LOWER

LIFE EXPECTANCIES THAN NEW JERSEY AS A WHOLE. COVID-19 EXPOSED

LONG-STANDING INEQUITIES THAT TAUGHT US WE NEED A MORE EQUITABLE

HEALTHCARE RESPONSE. THE RAPID PACE OF SOCIETAL CHANGE DUE COVID-19 HAS

DRAMATICALLY EXPOSED AND WORSENERED THE UNDERLYING INEQUITIES THAT HAVE

EXISTED FOR GENERATIONS THAT CONTINUE TO FUEL DISPARITIES IN HEALTH

OUTCOMES.

VIRTUA HEALTH, AS A COMPREHENSIVE NOT-FOR-PROFIT HEALTHCARE SYSTEM WITH

A MISSION TO HELP THE COMMUNITY TO BE WELL, GET WELL, AND STAY WELL,

EMBRACES THE OPPORTUNITY TO UTILIZE ITS RESOURCES TO ASSIST ITS SJHC

PARTNERS. THE CHNA TEAM COLLABORATED WITH COLLEAGUES AND LEADERS ACROSS

THE VIRTUA SYSTEM TO IDENTIFY RESOURCES THAT COULD BE LEVERAGED TO

ADDRESS SOME NEEDS IDENTIFIED BY SOUTH JERSEY RESIDENTS. THIS

COLLABORATION VALIDATED ONGOING WORK WITHIN VIRTUA AND THE OPPORTUNITY

TO COORDINATE AND ALIGN TO BEST ADDRESS THE NEEDS IDENTIFIED IN THE

LATEST CHNA. THE COMMUNITY HEALTH IMPROVEMENT PLANNING TEAM (CHIP

TEAM), COMPRISING OF MULTI-DISCIPLINARY GROUPS OF VIRTUA LEADERS,

DEVELOPED THE FOLLOWING GOALS, OBJECTIVES, STRATEGIES AS PART OF THE

COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP) FOR 2023-2025 PERIOD.

PRIORITIES FOR ACTION: BUILDING TRUST AND EQUITY

HEALTH EQUITY APPROACH:

- ACHIEVE EQUITABLE OUTCOMES FOR ALL RESIDENTS REGARDLESS OF RACE,

ETHNICITY, AGE, INSURANCE, ZIP CODE, INCOME, GENDER OR LANGUAGE BY

CHALLENGING STRUCTURAL AND INSTITUTIONAL INEQUITIES

- LEVERAGE COLLABORATION TO COUNTERACT SOCIAL DRIVERS OF 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.

- CHANGE PROCESSES AND POLICIES TO REDEFINE EQUITABLE DISTRIBUTION OF

SERVICES

ACCESS TO CARE

THE SOUTH JERSEY AREA HAS AN ABUNDANCE OF HIGH-QUALITY HEALTH AND

SOCIAL SERVICES, EDUCATION, AND BUSINESSES, WHICH CONTRIBUTE TO

CREATING A HEALTHY PLACE TO LIVE. HOWEVER, NOT EVERYONE HAS THE SAME

ACCESS TO THESE COMMUNITY RESOURCES. A CLOSER LOOK AT THE DATA SHOWS

DISPARITIES AMONG BLACK AND BROWN COMMUNITIES AND THOSE WITH LOWER

INCOMES IN RECEIVING THE SERVICES THEY NEED WHEN THEY NEED THEM. THE

BARRIERS THAT KEEP PEOPLE WHO NEED SERVICES FROM RECEIVING THEM ARE

VARIED AND MANY. WE KNOW THAT SOCIAL DETERMINANTS OF HEALTH, LACK OF

ACCESS TO A COMPUTER OR INTERNET CONNECTION, LIMITED ENGLISH LANGUAGE

CAPACITY, LACK OF CHILDCARE OR TRANSPORTATION, AND LACK OF HEALTH

INSURANCE PERSIST AS BARRIERS TO ACCESSING CARE. PREVENTIVE CARE, SUCH

AS PRENATAL CARE AND CANCER SCREENINGS, CAN DETECT SMALL PROBLEMS THAT

CAN BE TREATED MORE EASILY AND EFFECTIVELY THAN IF TREATMENT IS

DELAYED. WHILE THE PERCENT OF ALL POPULATIONS WITHOUT HEALTH INSURANCE

IS STEADILY DECREASING, MORE THAN 1 IN 10 PEOPLE IN THE CITY OF CAMDEN

LACK HEALTH INSURANCE.

GOAL: ACHIEVE EQUITABLE ACCESS TO SERVICES FOR ALL PEOPLE REGARDLESS OF

RACE, ETHNICITY, AGE, INSURANCE, ZIP CODE, INCOME, GENDER OR LANGUAGE.

OBJECTIVES:

- REDUCE TRANSPORTATION BARRIERS ADDRESSING THE AREAS OF MOST NEED

- MAINTAIN PREVENTATIVE HEALTH SCREENINGS AND SERVICES THROUGH MOBILE

FLEET AND ON-SITE SERVICES

- IMPROVE NAVIGATION OF HEALTHCARE AND SOCIAL SERVICES TO LINK

INDIVIDUALS TO APPROPRIATE, TRANSPARENT AND COST-EFFECTIVE CARE

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.

- COLLECT AND UTILIZE DATA TO DRIVE ACTION

STRATEGIES:

- CONTINUE TO PROVIDE TRANSPORTATION SERVICES FOR PATIENTS EXPERIENCING

TRANSPORTATION BARRIERS

- RIDE HEALTH PROGRAM: FREE RIDES FOR ELIGIBLE PATIENTS AT DISCHARGE

FROM HOSPITALS AND FOR MEDICAL APPOINTMENTS

- IMPROVE ACCESS TO SERVICES AND RESOURCES IN THE COMMUNITY VIA MOBILE

FLEET AND ON-SITE SERVICES

- EARLY INTERVENTION PROGRAM/PEDIATRIC MOBILE SERVICES: IMPROVE AND

INCREASE INFLUENZA VACCINATION; LEAD POISONING SCREENING; ORAL

PREVENTIVE HEALTHCARE; DEVELOPMENTAL SCREENINGS IN EARLY CHILDHOOD

- MOBILE HEALTH & CANCER SCREENING SERVICES: INCREASE THE NUMBER OF

INDIVIDUALS WHO ARE SCREENED FOR CANCER

- COMMUNITY CONNECTION: TRACK CONNECTION TO RESOURCES AND SERVICES

WITHIN THE COMMUNITY VIA FINDHELP APPLICATION

- INCREASE A UNIFORMED DATA COLLECTION AND VALIDATION FRAMEWORK TO

SYSTEMATICALLY DRIVE ACTION

- ENTERPRISE-WIDE REAL (RACE, ETHNICITY AND LANGUAGE), SGN (SEX,

GENDER, NAMING) AND SDOH (SOCIAL DETERMINANTS OF HEALTH) DATA

CHRONIC DISEASE AND LIFE EXPECTANCY

PRIOR TO 2020, THE TOP LEADING CAUSES OF DEATH AMONG ALL POPULATIONS IN

THE U.S. WERE CHRONIC DISEASES. ACROSS SOUTH JERSEY, IT IS CLEAR THAT

PREVENTIVE CARE, EARLY DIAGNOSIS, AND COMPREHENSIVE TREATMENT ARE

EFFECTIVE AT MANAGING DISEASE AND PROLONGING THE LENGTH AND QUALITY OF

LIFE. WHILE GREAT INNOVATIONS EXPANDED THE USE OF HOME-BASED MONITORING

OF CHRONIC CONDITIONS AND TELEHEALTH SERVICES HELPED CONNECT PEOPLE

WITH PROVIDERS MORE EASILY THAN BEFORE, THESE INTERVENTIONS WERE NOT

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.

EQUALLY ACCESSIBLE FOR ALL PEOPLE FOR A VARIETY OF REASONS. THE RESTRICTIONS PUT IN PLACE TO HELP PREVENT THE SPREAD OF COVID-19 MADE ACCESSING SCREENINGS AND MAINTENANCE CARE FOR MANY CHRONIC CONDITIONS MORE CHALLENGING. THE DATA REINFORCE THAT SOCIAL DETERMINANTS OF HEALTH DIRECTLY IMPACT HEALTH OUTCOMES FOR CHRONIC DISEASE, RESULTING IN INEQUITIES IN LIFE EXPECTANCY BY RACE AND NEIGHBORHOOD.

GOAL: ACHIEVE EQUITABLE LIFE EXPECTANCY FOR ALL PEOPLE REGARDLESS OF RACE, ETHNICITY, ZIP CODE, INSURANCE, INCOME, GENDER OR LANGUAGE.

OBJECTIVES:

- INCREASE CHRONIC DISEASE AND BEHAVIORAL HEALTH SCREENINGS
- IMPROVE CONTROL OF CHRONIC DISEASE
- IMPROVE COMMUNICATION WITH PATIENTS AND PROVIDERS TO ESTABLISH

CLEARER PATIENT UNDERSTANDING OF THEIR CARE PLAN

- INCREASE ACCESS TO CARE VIA MOBILE FLEET

STRATEGIES:

- INCREASE DIABETIC AND HYPERTENSION SCREENING AND CONTROL TARGETING

SPECIFIC PRIMARY CARE PRACTICES

- IMPROVEMENT IN DIABETIC SCREENING AND CONTROL; CONTROLLING

HYPERTENSION METRICS TRACKED AT CERTAIN PRIMARY CARE LOCATIONS

- ASSIST PATIENTS IN OBTAINING AND UNDERSTANDING INFORMATION REGARDING

THEIR HEALTHCARE FOCUSING ON THE MOST VULNERABLE POPULATION

- MY CHART: INCREASE UTILIZATION OF MY CHART AT PRIMARY CARE PRACTICES
- HEALTHY NEIGHBOR: ADVANCE ENROLLMENT INTO HEALTHY NEIGHBOR VIA

COMMUNITY HEALTH WORKERS PROVIDING AN INNOVATIVE APPROACH TO HOW HEALTH

CARE IS DELIVERED

- MOBILE OUTREACH; INCREASE OUTREACH OF VIRTUA MOBILE FLEET OF

COMMUNITY-HEALTH PROGRAMS IN UNDER-RESOURCED COMMUNITIES

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 INTEGRATED NETWORK- NJ QIP PROGRAM: QIP-NJ - PREVENTIVE CARE

AND SCREENING FOR DEPRESSION IN THE EMERGENCY DEPARTMENTS AND

IMPROVEMENTS IN CONNECTIONS TO BEHAVIORAL HEALTH SERVICES

POST-DISCHARGE

BEHAVIORAL HEALTH, TRAUMA AND ADVERSE CHILDHOOD EXPERIENCES

MENTAL AND BEHAVIORAL DISORDERS SPAN A WIDE RANGE OF DIAGNOSES,

INCLUDING ANXIETY DISORDERS, SCHIZOPHRENIA, AND OTHER DELUSIONAL

DISORDERS, AS WELL AS MOOD DISORDERS SUCH AS DEPRESSION OR PERSONALITY

DISORDERS. THE DISORDERS ARE NOT INDUCED BY ALCOHOL AND OTHER

PSYCHOACTIVE SUBSTANCES, BUT THEY MAY CO-OCCUR WITH OR BE EXACERBATED

BY SUBSTANCE USE DISORDER. HAVING HEALTH INSURANCE REDUCES SOME

BARRIERS TO ACCESSING CARE, BUT HAVING ENOUGH PROVIDERS AND CAPACITY

AMONG AVAILABLE PROVIDERS ARE ALSO CRITICAL COMPONENTS. UNDERLYING

INEQUITIES AND SOCIAL DETERMINANTS OF HEALTH HAVE A NOTABLE IMPACT ON

NEGATIVE OUTCOMES FROM MENTAL DISTRESS AND BEHAVIORAL HEALTH IMPACTS.

THE SOCIAL ISOLATION THAT STEMMED FROM THE EFFORTS TO REDUCE THE SPREAD

OF COVID-19 TOOK ITS TOLL ON THE EMOTIONAL WELL-BEING OF PEOPLE OF ALL

AGES. ACROSS THE SPECTRUM OF AGE, INCOME, AND NEIGHBORHOOD, RESPONDENTS

ACROSS SOUTH JERSEY REPORTED AN OVERALL INCREASE IN ANGER AS A COMMON

RESPONSE IN MANY SITUATIONS.

PART V, SECTION B, LINE 11 CHNA ASSESSMENT (CONTINUE)

ALCOHOL USE DISORDER IS THE MOST PREVALENT ADDICTIVE SUBSTANCE AMONG

ADULTS. SUBSTANCE USE DISORDER IS BOTH A CAUSE OF AND OUTCOME FROM

ADVERSE CHILDHOOD EXPERIENCES (ACES). THEREFORE, THE PREVALENCE OF

SUBSTANCE USE DISORDER SUGGESTS THE OPPORTUNITY FOR INTERVENTIONS TO

BOTH ADDRESS CURRENT ISSUES AND UNDERLYING ACES TO BUILD RESILIENCE 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.

PREVENT TRAUMA THROUGH COMMUNITY-LEVEL INTERVENTIONS.

GOAL: FOSTER COMMUNITY BUILDING OPPORTUNITIES TO AMELIORATE THE IMPACT

OF TRAUMATIC EVENTS DESIGNED FOR ALL AGES.

OBJECTIVES:

- IMPROVE BEHAVIORAL HEALTH SCREENINGS AND ASSESSMENTS
- FOCUS ON BEHAVIORAL HEALTH CARE TRANSITIONS POST PATIENT DISCHARGE
- ADDRESS ACCESS TO BEHAVIORAL HEALTH CARE AND TREATMENT
- PROVIDE BEHAVIORAL HEALTH AND SUBSTANCE ABUSE TREATMENT SERVICES

STRATEGIES:

- PROVIDE SCREENINGS IN THE EMERGENCY DEPARTMENTS
- SCREENING FOR TOBACCO, DRUG, ALCOHOL USE AND SUICIDE IN ALL VIRTUA

EMERGENCY DEPARTMENTS

- CONNECT BEHAVIORAL HEALTH PATIENTS WITHIN 72 HOURS POST HOSPITAL

DISCHARGE

- VIRTUA INTEGRATED NETWORK- NJ QIP PROGRAM: INCREASE PATIENT FOLLOW-UP

CONNECTIONS POST-DISCHARGE BY IMPROVING CONNECTIONS TO BEHAVIORAL

HEALTH SERVICES

- INCREASE ACCESS TO BEHAVIORAL HEALTH TREATMENT IN PEDIATRICS
- CASTLE: IMPROVE ACCESS TO TREATMENT FOR VULNERABLE CHILDREN IN OUR

COMMUNITIES IN THE PARTIAL DAY PROGRAM FROM REFERRAL TO INTAKE

- INCREASE ACCESS TO SUBSTANCE USE TREATMENT
- VMG MEDICATION FOR ADDICTIONS TREATMENT (MAT): INCREASE TOTAL

OUTPATIENT SUBSTANCE USE VISITS ESPECIALLY IN VULNERABLE POPULATIONS

WITHIN OUR PRACTICES

- WOMEN AND CHILDREN'S HEALTH

HAVING A HEALTHY PREGNANCY IS THE BEST WAY TO HAVE A HEALTHY BIRTH.

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.

ACCORDING TO THE MARCH OF DIMES, INFANTS BORN TO MOTHERS WHO HAVE NOT

RECEIVED PRENATAL CARE HAVE AN INFANT DEATH RATE FIVE TIMES THE RATE OF

INFANTS BORN TO MOTHERS ACCESSING PRENATAL CARE STARTING IN THE FIRST

TRIMESTER OF PREGNANCY. THE HEALTHY PEOPLE 2030 TARGET IS 80.5% OF

PREGNANT MOTHERS ACCESSING PRENATAL CARE DURING THE FIRST TRIMESTER.

NONE OF THE SOUTH JERSEY COUNTIES HAVE MET THIS GOAL YET. WHEN BROKEN

DOWN BY RACE AND ETHNICITY, DIFFERENCES THROUGHOUT THE AREA REGARDING

PRENATAL CARE BECOME MORE EVIDENT.

INFANT MORTALITY IS WIDELY REGARDED AS AN IMPORTANT COMMUNITY HEALTH

INDICATOR BECAUSE IT IS PARTICULARLY SENSITIVE TO STRUCTURAL FACTORS

INCLUDING SOCIAL AND ECONOMIC FACTORS AND QUALITY OF LIFE CONDITIONS.

THE HIGH RATE OF INFANT DEATHS IN CAMDEN COUNTY, PARTICULARLY AMONG

BLACK/AFRICAN AMERICAN BABIES, REPRESENTS A SUBSTANTIAL INEQUITY THAT

RESULTS IN LIVES LOST, SUFFERING FOR FAMILIES, AND COMMUNITY ABSENCE

LASTING DECADES.

GOAL: TO REDUCE DISPARITIES RESULTING IN INCREASED EQUITABLE OUTCOMES

AND SUPPORT FOR ALL BABIES AND PEOPLE WHO GIVE BIRTH.

OBJECTIVES:

- IMPACT EQUITABLE ACCESS TO CARE BY IMPROVING THE RATE OF INITIATION

OF PRENATAL CARE IN PREGNANT PEOPLE

- IMPROVE CONTROL OF HYPERTENSION IN ALL PEOPLE WHO GIVE BIRTH

- IMPROVE NSTV C-SECTION RATES TO ALIGN WITH HEALTHY PEOPLE 2030 GOALS

STRATEGIES:

- IMPROVE PRENATAL CARE INITIATION

- VIRTUA INTEGRATED NETWORK (VIN) & CAMDEN COALITION PILOT- INCREASE

OUTREACH TO WOMEN WITH NO EVIDENCE OF PRENATAL CARE, INCREASE THE

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.

NUMBER OF WOMEN SUCCESSFULLY CONTACTED AND INCREASE THE NUMBER OF WOMEN

WHO ACCEPT PRENATAL CARE

- REDUCE DISPARITIES RESULTING IN INCREASED EQUITABLE OUTCOMES FOR ALL

BABIES AND PEOPLE WHO GIVE BIRTH THROUGH IMPROVED PRENATAL CARE AND

ACCESS TO PERINATAL SERVICES

- IMPROVE HYPERTENSION CONTROL: PROVIDE RECOMMENDED MEDICATION DURING

DELIVERY AND IMPROVE PRENATAL CARE AND SERVICES

- IMPROVE NSTV C SECTION RATES: MEET OR EXCEED HEALTHY PEOPLE 2023

TARGETED NSTV C-SECTION RATE THROUGH BEST-PRACTICES OF FOLLOWING

RECOMMENDED MANAGEMENT AND PROVIDER EDUCATION WITH FEEDBACK

- MIDWIFERY CARE MODEL: CONTINUE TO NURTURE THE COMMUNITY'S

RELATIONSHIP WITH HEALTHCARE BY PROMOTING THE MIDWIFERY CARE MODEL IN

CAMDEN CITY

- MATERNAL FETAL MEDICINE SERVICES: CONTINUE TO IMPROVE TO ACCESS TO

HIGH-RISK PERINATAL SERVICES TO REDUCE PRETERM BIRTH AND LOW BIRTH

WEIGHT BABIES

- DOULA PROGRAM: IN PARTNERSHIP WITH THE COMMUNITY DOULAS, ESTABLISH A

VIRTUA-SPONSORED DOULA PROGRAM THROUGH OUTREACH TO COMMUNITY

STAKEHOLDERS, PROVIDING EMPLOYMENT OPPORTUNITIES AND PERINATAL SUPPORT

SERVICES

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

COMMUNITY PARTNERS AND LOCAL PUBLIC HEALTH AGENCIES WILL WORK TOWARD

IMPLEMENTING THESE STRATEGIES TO ADDRESS THE CONCERNS IDENTIFIED BY OUR

COMMUNITY PROVIDING THE RESOURCES TO BE WELL, GET WELL AND STAY WELL.

SCHEDULE H, PART V, SECTION B, FACILITY REPORTING GROUP A

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.

FACILITY REPORTING GROUP A CONSISTS OF:

- FACILITY 1: VIRTUA - VOORHEES

- FACILITY 2: VIRTUA - MARLTON

FACILITY REPORTING GROUP A

PART V, SECTION B, LINE 5: 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 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.

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

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.

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 SOUTH

JERSEY HEALTH COLLABORATIVE (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 2 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 5 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 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

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.

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.

FACILITY REPORTING GROUP A

PART V, SECTION B, LINE 6A: - COOPER UNIVERSITY HEALTH CARE
- JEFFERSON HEALTH

FACILITY REPORTING GROUP A

PART V, SECTION B, LINE 6B: - BURLINGTON COUNTY HEALTH DEPARTMENT
- CAMDEN COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES, AND
- GLOUCESTER COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES.

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 (for example, 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:

232100 11-18-22

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 HAS A 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 DISTRIBUTE NON-PERISHABLES TO PATIENTS WHO SCREEN POSITIVE FOR FOOD INSECURITY AT NO COST. THE 2022 ANNUAL TURKEY AND PRODUCE GIVEAWAY PROVIDED COMPLETE HOLIDAY MEALS, INCLUDING A WHOLE TURKEY, FOR 700 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

Part VI Supplemental Information (Continuation)

VIRTUA SERVICES DIRECTLY TO THE PEOPLE WHO LIVE THERE, THE RIDE HEALTH
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, CHILD PASSENGER SAFETY SEATS
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 COVID-19 SUPPORT GROUP, 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.

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

Part VI Supplemental Information (Continuation)

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 III, LINE 8:

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

Part VI Supplemental Information (Continuation)

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:

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.

YOU ARE NOT ELIGIBLE FOR REIMBURSEMENT FROM ANY THIRD PARTY (E.G., LAWSUIT, 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:

Part VI Supplemental Information (Continuation)

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, AND 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 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

Part VI Supplemental Information (Continuation)

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 IN 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 2022 CHNA WAS CONDUCTED FOLLOWING IRS TAX CODE 501(R) REQUIREMENTS TO CONDUCT A CHNA EVERY THREE YEARS AS SET FORTH BY THE PATIENT PROTECTION AND AFFORDABLE CARE ACT (PPACA), THE PUBLIC HEALTH PRACTICE STANDARDS OF PERFORMANCE FOR LOCAL BOARDS OF HEALTH IN NEW JERSEY, AND THE PUBLIC HEALTH ACCREDITATION BOARD STANDARDS AND MEASURES. THE 2022 CHNA WAS CONDUCTED FROM DECEMBER 2021 TO MAY 2022 AND INCLUDED QUANTITATIVE AND QUALITATIVE RESEARCH METHODS TO DETERMINE HEALTH TRENDS AND DISPARITIES IN BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES AND THE CITY OF CAMDEN WHERE APPLICABLE.

PART VI, LINE 3:

Part VI Supplemental Information (Continuation)

DESCRIPTION OF PATIENT EDUCATION OF ELIGIBILITY FOR ASSISTANCE: THE
 AVAILABILITY OF FINANCIAL ASSISTANCE IS COMMUNICATED IN ENGLISH AND
 SEVERAL OTHER LANGUAGES IN A VARIETY OF WAYS. 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 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:

DESCRIPTION OF COMMUNITY INFORMATION: BURLINGTON, CAMDEN AND GLOUCESTER

Part VI Supplemental Information (Continuation)

COUNTIES COMPRISE A SIGNIFICANT PORTION OF THE AREA CONSIDERED TO BE SOUTH

JERSEY, AND CONTAINS RURAL, SUBURBAN AND URBAN COMMUNITIES. THIS AREA RUNS

ALONG THE DELAWARE RIVER, WHICH DIVIDES NEW JERSEY FROM NEIGHBORING

PENNSYLVANIA. THE MOST POPULOUS CITY IN THIS AREA, CAMDEN, LIES DIRECTLY

ACROSS THE DELAWARE RIVER FROM PHILADELPHIA.

BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES ALL INCREASED IN POPULATION

BETWEEN 2010-2020, BUT BY A SMALLER PROPORTION THAN NEW JERSEY OR THE

UNITED STATES AS A WHOLE. MEANWHILE, IN THE CITY OF CAMDEN, THE POPULATION

DECREASED DURING THE SAME TIME PERIOD.

2020 TOTAL POPULATION:

TOTAL POPULATION PERCENT CHANGE SINCE 2010

BURLINGTON COUNTY 461,860 +2.9%

CAMDEN COUNTY 523,485 +1.9%

CAMDEN CITY 71,791 -7.2%

GLOUCESTER COUNTY 302,294 +4.9%

NEW JERSEY 9,288,994 +5.7%

UNITED STATES 331,449,281 +7.4%

BURLINGTON COUNTY HAS CONSISTENTLY BEEN POPULATED BY PROPORTIONATELY MORE

OLDER PEOPLE THAN ANY OF THE OTHER COUNTIES, NEW JERSEY OR THE US.

BURLINGTON AND CAMDEN COUNTIES HAVE GRADUALLY PROPORTIONATELY GOTTEN OLDER

FROM 2011-2019. MEANWHILE, THE CITY OF CAMDEN HAS PROPORTIONATELY FAR

FEWER ADULTS OVER THE AGE OF 65 AND FAR MORE PEOPLE UNDER 18 THAN ANY OF

THE OTHER GEOGRAPHIES.

2020 POPULATION BY RACE AND ETHNICITY

WHITE, BLACK OR AFRICAN AMERICAN, ASIAN, OTHER RACE, AND LATINX ORIGIN

BURLINGTON COUNTY 65.5% 16.8% 5.7% 33.9% 8.7%

CAMDEN COUNTY 56.0% 19.3% 6.2% 32.1% 18.2%

Part VI Supplemental Information (Continuation)

CAMDEN CITY 10.3% 42.0% 1.7% 4.0% 52.8%

GLOUCESTER COUNTY 76.1% 10.9% 3.1% 28.4% 7.3%

NEW JERSEY 55.0% 13.3% 10.2% 76.7% 21.5%

UNITED STATES 61.6% 12.4% 6.0% 48.4% 18.7%

*INCLUDES AMERICAN INDIAN, NATIVE HAWAIIAN, SOME OTHER RACE AND TWO OR MORE RACES TOGETHER

BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES ALL REPORT HIGH MEDIAN INCOME

COMPARED TO THE US. HOWEVER, THE MEDIAN INCOME IN THE CITY OF CAMDEN IS

LESS THAN HALF OF THE US MEDIAN INCOME. IN THE CITY OF CAMDEN, THERE ARE

MORE THAN THREE TIMES THE PROPORTION OF ADULTS WHO DO NOT HAVE A HIGH

SCHOOL DIPLOMA, AND ROUGHLY ONE-THIRD OF THE PROPORTION OF ADULTS WHO HAVE

COMPLETED A BACHELOR'S DEGREE THAN IN THE REST OF SOUTH JERSEY COUNTIES.

ROUGHLY 1 IN 3 HOMEOWNERS AND 1 IN 2 RENTERS IN THE SOUTH JERSEY REGION

ARE HOUSING COST BURDENED, MEANING THEY PAY 30% OR MORE OF THEIR INCOME

TOWARDS HOUSING. IN CAMDEN CITY, HOUSING VACANCY RANGES FROM 40-60%, ABOUT

HALF OF ALL AVAILABLE HOUSING STOCK. WHILE THE MEDIAN HOME VALUE AND

MEDIAN RENT IN CAMDEN CITY ARE LESS EXPENSIVE THAN THE OTHER AREAS, HALF

OF ALL HOMEOWNERS AND RENTERS IN CAMDEN CITY ARE HOUSING COST BURDENED.

THE COMBINATION OF LARGE PROPORTIONS OF VACANT HOUSES, HIGH-COST BURDEN

AND LOW HOME VALUES IS BOTH A RESULT AND A CAUSE OF SUSTAINED ECONOMIC

STRAIN IN CAMDEN CITY.

NEARLY ALL HOUSEHOLDS IN THE SOUTH JERSEY AREA HAVE ACCESS TO A COMPUTER

DEVICE, LAPTOP OR SMARTPHONE AS WELL AS ACCESS TO THE INTERNET. HOWEVER,

WHEN CAMDEN CITY IS REVIEWED INDEPENDENTLY, THE PROPORTION OF HOUSEHOLDS

WITH ACCESS TO A COMPUTER, LAPTOP OR SMARTPHONE RANGE FROM 50-79%, AND

ROUGHLY 1 IN 3 HOUSEHOLDS DO NOT HAVE INTERNET ACCESS, DESPITE BEING A

DENSELY POPULATED URBAN AREA.

Part VI Supplemental Information (Continuation)

PART VI, LINE 5:

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

INTEGRATED NETWORK OVERSEES SPECIFIC PATIENT POPULATIONS UNDER AGREEMENTS

WITH MEDICARE (MSSP) AND MAJOR MANAGED CARE INSURERS IN ITS REGION. THE

OBJECTIVE OF THE CLINICALLY INTEGRATED NETWORK IS TO MANAGE THE HEALTH OF

THE PATIENT POPULATIONS INCLUDED IN VARIOUS PROGRAMS, ADDRESSING THE

ADVANCING PROPER MANAGEMENT OF CHRONIC HEALTH CONDITIONS, AND PROMOTING

OVERALL HEALTH AND WELLNESS. KEY TO THE SUCCESS IN MANAGING THE

POPULATIONS IS PROVIDING SOCIAL WORK SUPPORT WITH THE INTENT OF

ALLEVIATING BARRIERS RECOGNIZED AS SOCIAL DETERMINANTS OF HEALTH. DONE

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

COSTS OF HEALTH CARE WHILE IMPROVING QUALITY METRICS.

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

COMMUNITY BENEFIT INITIATIVE UNDER THE " RIDE HEALTH PROGRAM," DURING 2022,

VIRTUA PROVIDED 15,757 FREE RIDES TO NEEDY 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, CLINICS FOR CHILDREN TO HELP DISPEL

FEAR OF HOSPITALS, AND OTHER FREE CLASSES ATTENDED BY THOUSANDS OF

COMMUNITY MEMBERS. 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, CHILD

PASSENGER SAFETY SEATS AND SUPPORT FOR FAMILIES FOLLOWING THE LOSS OF AN

INFANT. VIRTUA CLINICIANS ALSO ATTEND AND PARTICIPATE IN MANY EVENTS

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Part VI Supplemental Information (Continuation)

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. THE ORGANIZATION HAS AN OPEN MEDICAL STAFF THAT
PROVIDES PRIVILEGES TO QUALIFIED PHYSICIANS FROM WITHIN THE COMMUNITY.
VIRTUA PROVIDES COMPREHENSIVE HEALTH CARE SERVICES AND FOOD ACCESS
PROGRAMS IN ORDER TO ADDRESS THE CONNECTION BETWEEN DIET AND CHRONIC
DISEASE. VIRTUA IS COMMITTED TO OUR MISSION TO HELP OUR COMMUNITIES BE
WELL, GET WELL, AND STAY WELL. OUR GOAL IS TO IMPROVE HEALTH AND ENSURE
GOOD NUTRITION IN THE UNDERSERVED 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 FARMACY, MOBILE FARMERS MARKET (MFM) AND MOBILE GROCERY
STORE (MGS). VIRTUA 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.
THE 2022 ANNUAL TURKEY AND PRODUCE GIVEAWAY PROVIDED COMPLETE HOLIDAY
MEALS, INCLUDING A WHOLE TURKEY, FOR 700 FAMILIES IN CAMDEN CITY AND
WILLINGBORO, NJ.

VIRTUA'S MT. HOLLY FOOD FARMACY LAUNCHED IN AUGUST 2018, WHILE THE CAMDEN

Part VI Supplemental Information (Continuation)

FOOD FARMACY LAUNCHED IN 2019. IN 2022, THE FOOD FARMACIES DISTRIBUTED
 28,901 POUNDS OF FRESH PRODUCE AND HEALTHY NON-PERISHABLES THROUGH OUR
 CHOICE PANTRIES. THAT SAME YEAR, 345 UNIQUE PATIENTS ENROLLED IN THE FREE,
 6-9 MONTH VOLUNTARY PROGRAM AND COMPLETED A TOTAL OF 1,121 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 2022,
 VIRTUA'S MFM DISTRIBUTED 71, 829 POUNDS OF HIGH-QUALITY PRODUCE, INCLUDING
 LOCAL PRODUCTS SOURCED FROM BLACK-OWNED FARMS. 3,146 POUNDS OF FREE FOOD
 WAS DONATED TO THE CATHEDRAL KITCHEN. SHOPPERS SERVED BY THE MFM REPORTED
 A SIGNIFICANT DECREASE IN OBSTACLES TO OBTAINING FRESH FRUIT AND
 VEGETABLES. THEY ALSO DESCRIBED A 61% IMPROVEMENT IN THE DISTANCE TRAVELED
 TO GET FRESH PRODUCE AS WELL AS A 92% 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
 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.
 IN FALL 2020, VIRTUA HEALTH ANNOUNCED THE LATEST COMPONENT OF ITS FOOD

Part VI Supplemental Information (Continuation)

ACCESS INITIATIVES: THE EAT WELL MOBILE GROCERY STORE. THIS 40-FOOT, YEAR-ROUND, STORE-ON-WHEELS OFFERS FRESH, HEALTHY AND CULTURALLY RELEVANT FOODS AT BELOW-MARKET PRICES TO RESIDENTS OF CAMDEN AND BURLINGTON COUNTIES. IN 2022 SHOPPERS SERVED BY THE MGS DESCRIBED A 66% IMPROVEMENT IN THE DISTANCE TRAVELED TO GET QUALITY FOOD AS WELL AS A 91% IMPROVEMENT IN THE AFFORDABILITY OF THE FOOD.

THE MFM, MGS AND THE VIRTUA FOOD FARMACIES ARE UPSTREAM COMMUNITY HEALTH PROGRAMS MANAGED BY VIRTUA'S COMMUNITY HEALTH ENGAGEMENT DEPARTMENT (CHE). CHE IS DEDICATED TO ERADICATING HEALTH DISPARITIES IN UNDERSERVED COMMUNITIES AND 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, THE FOOD TRUST, 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 & COMMUNITY 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 AFFILIATED HEALTHCARE SYSTEM:

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 SOUTH JERSEY BE WELL, GET WELL, AND STAY WELL BY PROVIDING THE COMPLETE SPECTRUM OF ADVANCED, ACCESSIBLE, AND TRUSTED

Part VI Supplemental Information (Continuation)

HEALTH CARE SERVICES. VIRTUA'S 14,000 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

2022

Open to Public Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

Part I Questions Regarding Compensation

	Yes	No
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"/> Travel for companions		
<input type="checkbox"/> Tax indemnification and gross-up payments		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Health or social club dues or initiation fees		
<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"/> Independent compensation consultant		
<input type="checkbox"/> Form 990 of other organizations		
<input type="checkbox"/> Written employment contract		
<input type="checkbox"/> Compensation survey or study		
<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?		X
b Participate in or receive payment from a supplemental nonqualified retirement plan?	X	
c Participate in or receive payment from an equity-based compensation arrangement?		X
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?		X
b Any related organization?		X
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?		X
b Any related organization?		X
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	X	
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		X
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		

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

Schedule J (Form 990) 2022

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 and/or 1099-NEC 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) DENNIS W. PULLIN PRESIDENT/CEO	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	1,674,091.	1,359,151.	12,000.	8,221.	42,888.	3,096,351.	0.
(2) JOHN M. MATSINGER EVP/COO	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	941,017.	456,396.	13,000.	9,150.	41,690.	1,461,253.	0.
(3) ROBERT M. SEGIN TREASURER - EVP/CFO	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	744,067.	400,909.	30,792.	10,675.	30,240.	1,216,683.	0.
(4) LAUREN ROWINSKI SECRETARY-SVP & CHIEF LEGAL OFFICER	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	536,706.	245,972.	9,000.	13,725.	27,159.	832,562.	0.
(5) HAFEZA SHAIKH TRUSTEE - PHYSICIAN (START 3/22/22)	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	548,841.	77,081.	20,500.	10,675.	42,885.	699,982.	0.
(6) LING QI PAN REGISTERED NURSE (RN)-JNES	(i)	571,870.	100.	8,403.	0.	9,771.	590,144.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) PAUL E. MINNICK SVP & COO - VOORHEES HOSP	(i)	385,756.	111,306.	9,000.	10,979.	29,415.	546,456.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) LISA C. FERRARO SVP-CHIEF QUALITY SFTY RISK OFF.	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	310,666.	98,144.	29,500.	9,037.	26,906.	474,253.	0.
(9) ERIK N. DELUE VP CMO - VOORHEES & MARLTON HOSPITAL	(i)	349,309.	101,211.	9,000.	10,675.	3,926.	474,121.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) YING PANG REGISTERED NURSE (RN)-JNES	(i)	422,885.	100.	0.	0.	63.	423,048.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) RICHARD PALUZZI MEDICAL DIRECTOR	(i)	302,523.	75,953.	9,000.	9,150.	1,896.	398,522.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) HEIDI BAUR VP CNC - VOORHEES & MARLTON HOSPITAL	(i)	271,013.	81,591.	9,000.	10,214.	15,763.	387,581.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) JOSEPH V. ABAT REGISTERED NURSE (RN)-JNES	(i)	367,723.	3,350.	9,031.	0.	1,115.	381,219.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

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, LINE 4B:

A RELATED ORGANIZATION, VIRTUA HEALTH, INC., HAS A "COLLATERAL ASSIGNMENT SPLIT DOLLAR PLAN" (CASD), WHICH IS DESCRIBED IN SCHEDULE O.

PART I, LINE 7:

PAY AT RISK AND/OR DISCRETIONARY BONUSES PROVIDED TO THE INDIVIDUALS LISTED ON FORM 990, PART VII, SECTION A, LINE 1A ARE BASED ON THE ACHIEVEMENT OF SIGNIFICANT QUANTITATIVE, QUALITATIVE, AND/OR PROGRAMMATIC GOALS AND ARE APPROVED BY THE COMPENSATION COMMITTEE FOR DISQUALIFIED INDIVIDUALS AND BY THE CEO FOR ALL OTHERS.

SCHEDULE O
(Form 990)

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 Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2022

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 2, NEW PROGRAM SERVICES:

IN 2022, VIRTUA LAUNCHED ITS HOSPITAL AT HOME PROGRAM AT ALL 5 VIRTUA

HOSPITALS (VIRTUA-WEST JERSEY HEALTH SYSTEM, INC. VOORHEES CAMPUS AND

MARLTON CAMPUS, VIRTUA-MEMORIAL HOSPITAL BURLINGTON COUNTY, INC.,

VIRTUA OUR LADY OF LOURDES HOSPITAL, INC., AND VIRTUA WILLINGBORO

HOSPITAL, INC.). THE LAUNCH OCCURRED ALMOST TWO MONTHS AHEAD OF

SCHEDULE, AS VIRTUA FELT A RESPONSIBILITY TO ACCELERATE THE PROGRAM IN

ORDER TO HELP PATIENTS AND PROVIDERS NAVIGATE THE WORST OF THE OMICRON

SURGE OF COVID-19. THE PROGRAM LEVERAGES TECHNOLOGY TO BLEND REMOTE AND

IN-PERSON CARE TO PROVIDE INPATIENT LEVEL OF SERVICE TO

PATIENT-PARTICIPANTS WITHIN THE COMFORT OF THEIR HOMES. WHILE THE

INITIAL DEVELOPMENT AND IMPLEMENTATION OF VIRTUA'S HOSPITAL AT HOME

PROGRAM PROVIDED A CAPACITY-MANAGEMENT ALTERNATIVE TO AN OVERWHELMED

HOSPITAL, THE PROGRAM HAS SINCE EMERGED AS A LONG-TERM VIABLE OPTION

THAT CREATES AN ELEVATED EXPERIENCE AND OPTIMAL OUTCOMES. TO DATE, MORE

THAN 300 PATIENTS ACROSS ALL 5 HOSPITALS HAVE RECEIVED TREATMENT

THROUGH THE PROGRAM, MAKING THE PROGRAM ONE OF THE LARGEST OF ITS KIND

IN THE STATE AS WELL AS THE TRISTATE REGION.

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.

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

Schedule O (Form 990) 2022

232211 10-28-22

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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EXPENSE OF \$4,706,127

REVENUE OF \$1,066,356

FINANCIAL ASSISTANCE AT COST: CHARITY CARE

EXPENSE OF \$9,644,125

REVENUE OF \$1,944,484

RESEARCH: PREFORMED ONCOLOGY CLINICAL RESEARCH STUDIES.

EXPENSE OF \$305,902

REVENUE OF \$21,902

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

AND MEDICAL SUPPLIES TO FAMILIES IN NEED.

EXPENSE OF \$295,812

REVENUE OF \$1,346

COMMUNITY BUILDING ACTIVITIES: HELD EVENTS THROUGHOUT THE YEAR TO FEED

AND PROVIDE PRESENTS TO MANY FAMILIES IN NEED.

EXPENSE OF \$754,524

REVENUE OF \$404,730

PROVIDING FUNCTIONAL PATIENT SERVICES FOR THE HOSPITALS

EXPENSE OF \$548,004,406

REVENUE OF \$894,076,231

EXPENSES \$ 563,710,896. INCLUDING GRANTS OF \$ 0. REVENUE \$ 897,515,049.

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

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

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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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 15B:

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 ARE ORDINARILY 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

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

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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RELATED TO THESE TRANSACTIONS WERE REPORTED ON VIRTUA HEALTH'S RETURN.

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.

NO BOARD MEMBER IS PAID FOR BEING A TRUSTEE, RATHER THE COMPENSATION DISCLOSED IS RELATED TO THE INDIVIDUALS' PROVISION OF SERVICES TO THE FILING ORGANIZATION OR A RELATED ORGANIZATION.

FORM 990, PART IX, LINE 11G, OTHER FEES:

PROFESSIONAL FEES:

PROGRAM SERVICE EXPENSES	27,626,911.
MANAGEMENT AND GENERAL EXPENSES	344,409.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	27,971,320.

OUTSIDE SERVICES:

PROGRAM SERVICE EXPENSES	3,300,464.
MANAGEMENT AND GENERAL EXPENSES	40,350.

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	3,340,814.

AGENCY:

PROGRAM SERVICE EXPENSES	27,791,150.
MANAGEMENT AND GENERAL EXPENSES	0.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	27,791,150.

OUTSIDE SERVICES CONTRACTED:

PROGRAM SERVICE EXPENSES	29,186,719.
MANAGEMENT AND GENERAL EXPENSES	933,535.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	30,120,254.
TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	89,223,538.

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

HEALTH, INC. ON SCHEDULE K (TAX ID #22-3524939).

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

TRANSFER WITH AFFILIATES - VHRCB	15,427,669.
TRANSFER WITH AFFILIATES - VHRCMH	20,113,311.
TRANSFER WITH AFFILIATES - CNS	-1,631,383.
TEMPORARY RESTRICTED TRANSFER WITH AFFILIATES VIRTUA	102,130.
TEMPORARY RESTRICTED TRANSFER WITH AFFILIATES VIRTUA - MHBC	23,564.

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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TRANSFER WITH AFFILIATES - VIRTUA MEDICAL GROUP	-71,658,379.
TRANSFER WITH AFFILIATES - LOURDES CARDIOLOGY SERVICES PC	-14,852,159.
VHF - RESTRICTED GIFT EXPENSES RELEASED FROM RESTRICTION	-69,173.
TRANSFER WITH AFFILIATES - LOURDES MEDICAL ASSOCIATES	-1,225,846.
TRANSFER WITH AFFILIATES - RETAIL	134,468.
TRANSFER WITH LIFEWELL	-196,882.
TRANSFER WITH AFFILIATES - MHBC	-210,260.
TRANSFER WITH AFFILIATES - SUMMIT	-224,293.
TOTAL TO FORM 990, PART XI, LINE 9	-54,267,233.

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships
Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.

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

OMB No. 1545-0047

2022

**Open to Public
Inspection**

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

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(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 entity?	
						Yes	No
VIRTUA HEALTH, INC. - 22-3524939 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	SUPPORTING ORGANIZATION	NEW JERSEY	501(C)(3)	12A	N/A		X
VIRTUA - MEMORIAL HOSPITAL BURLINGTON COUNTY - 21-0634562, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	GENERAL ACUTE CARE HOSPITALS	NEW JERSEY	501(C)(3)	3	VIRTUA HEALTH, INC.		X
VIRTUA SURGICAL GROUP, P.A. - SEE PART VII - 22-2580215, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	SURGICAL PHYSICIAN PRACTICE	NEW JERSEY	501(C)(3)	10	N/A		X
VIRTUA HEALTH AND REHABILITATION CENTER AT BERLIN - 22-3554707, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 80853	REHABILITATION CENTER AND NURSING HOME	NEW JERSEY	501(C)(3)	10	VIRTUA HEALTH, INC.		X

For Paperwork Reduction Act Notice, see the instructions for Form 990.
SEE PART VII FOR CONTINUATIONS

Schedule R (Form 990) 2022

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, INC. - SEE PART VII - 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, INC. - SEE PART VII - 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, INC. - SEE PART VII - 22-, 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, INC. -SEE PART VII - 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, INC. - 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, P.A. - 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, INC - 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,		X
VIRTUA WILLINGBORO HOSPITAL, INC - 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,		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		Yes	No	
SOUTH JERSEY MUSCULOSKELETAL INSTITUTE, LLC - 20-4481032, 556 EGG HARBOR ROAD, SEWELL, NJ 08080	SURGICAL CENTER	NJ	N/A	RELATED	2,510,420.	3,690,910.	X		N/A	X		56.85%
SUMMIT SURGICAL CENTER, LLC - 73-1730859, 200 BOWMAN DRIVE, SUITE D160, VOORHEES, NJ 08043	SURGICAL CENTER	NJ	N/A	RELATED	1,970,348.	21,381,545.	X		N/A	X		63.17%
AMBULATORY SURGERY CENTER AT VIRTUA WASHINGTON TOWNSHIP, LLC - 20-8643005, 239 HURRFVILLE-CROSS KEYS RD, STE SHORE AMBULATORY SURGERY CENTER, LLC - 22-3778333, 405 BETHEL ROAD, SOMERS POINT, NJ 08244	SURGICAL CENTER	NJ	N/A	RELATED	1,965,483.	1,980,528.	X		N/A	X		56.00%
	SURGICAL CENTER	NJ	N/A	RELATED	431,484.	985,686.	X		N/A	X		54.98%

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 - SEE PART VII - 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) Disproportion- ate 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	
ROCKLAND SURGICAL PROJECT LLC RAMAPO VALLEY SURGICAL CENTER - 20-0580403, 500 NORTH												
FRANKLIN TURNPIKE, RAMSEY, NJ	SURGICAL CENTER	NJ	N/A	RELATED	999,476.	733,299.	X		N/A	X		52.00%
FREEHOLD ENDOSCOPY ASSOCIATES LLC - 84-1634126, 222 SCHANCK ROAD SUITE 100, FREEHOLD, NJ 07728	SURGICAL CENTER	NJ	N/A	RELATED	2,047,312.	848,197.	X		N/A	X		60.00%
CENTER FOR AMBULATORY AND MINIMALLY INVASIVE SURGERY, LLC - 27-0907140, 234 INDUSTRIAL WAY BUILDING B,	SURGICAL CENTER	NJ	N/A	RELATED	3,755,297.	12,585,328.	X		N/A	X		54.21%
VIRTUA ADULT IMAGING SERVICES AT VOORHEES, LLC - 46-4055781, 303 LIPPINCOTT DRIVE, 4TH FLOOR, MARLTON, NJ	IMAGING SERVICES	NJ	N/A	RELATED	3,985,565.	3,059,976.	X		N/A	X		50.00%
GASTRO-SURGI CENTER OF NJ, LLC - 22-3472632, 1132 SPRUCE DRIVE, MOUNTAINSIDE, NJ 07092	SURGICAL CENTER	NJ	N/A	RELATED	3,243,273.	1,172,103.	X		N/A	X		51.79%
VOORHEES ENDOSCOPY HOLDING CO LLC - 47-4669710, 1A BURTON HILLS BLVD, NASHVILLE, TN 37215	MEDICAL	NJ	WJHS	RELATED	5,586,322.	5,197,905.	X		N/A	X		51.00%
VIRTUA PENN RADIATION ONCOLOGY PARTNERS, LLC - 82-1947444, 200 BOWMAN DRIVE, SUITE D190, VOORHEES, NJ	RADIOLOGY SERVICES	NJ	N/A	RELATED	1,592,368.	19,761,671.	X		N/A	X		51.00%
VIRTUA PENN RADIATION ONCOLOGY LEASING, LLC - 83-1438811, 303 LIPPINCOTT DR., MARLTON, NJ 08053	LEASING SERVICES	NJ	N/A	RELATED	3,529,622.	6,284,348.	X		N/A	X		50.00%
FRESENIUS MEDICAL CARE MARLTON, LLC - 47-2128074, 920 WINTER STREET, WALTHAM, MA 02451	DIALYSIS	NJ	N/A	RELATED	800,364.	512,299.	X		N/A	X		30.00%

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) Disproportion- ate 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	
VANTAGE SURGICAL CENTER, LLC - 45-0516750, 180 ROUTE 70, MEDFORD, NJ 08055	SURGICAL CENTER	NJ	N/A					X	N/A		X	
VIRTUA-SCA HOLDINGS, LLC - 47-3247166, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	NJ	N/A					X	N/A		X	
BURLINGTON CTY ENDO CTR, LLC C/O PHYSICIANS ENDOSCOPY, LLC - 20-8205206, 2500 YORK ROAD, SUITE 300, JAMISON, PA 18929	HEALTH CARE	NJ	N/A					X	N/A		X	
VIRTUA-USP PRINCETON, LLC - 81-3270494, 15305 DALLAS PKWY, STE 1600, LB 28, ADDISON, TX 75001	MEDICAL	NJ	N/A					X	N/A		X	
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	
EMMAUS HOLDINGS, LLC - 83-1806511, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	NJ	N/A					X	N/A		X	
MT LAUREL ENDOSCOPY CENTER, L.P - 56-2350370, 15000 MIDLANTIC DR, SUITE 110, MT. LAUREL, NJ 08054	OUTPATIENT CARE CENTER	NJ	N/A	RELATED	1,598,464.	751,336.		X	N/A		X	51.92%
USRC GLOUCESTER, LLC - 38-4117029, 5851 LEGACY CIRCLE, SUITE 900, PLANO, TX 75024	MEDICAL	NJ	N/A	RELATED	-57,862.	425,081.		X	N/A		X	29.00%
LOURDES SPECIALTY HOSPITAL OF SOUTHERN NJ, LLC - 86-1139477, 10735 DAVID TAYLOR DRIVE, SUITE 200,	HEALTH CARE	NJ	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) Disproportion- ate 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	
CENTENNIAL SURGUNIF, LLC - 22-3580847, 502 CENTENNIAL BLVD., SUITE 1, VOORHEES, NJ 08043	AMBULATORY HEALTH CARE SERVICES	NJ	N/A					X	N/A		X	
SPECIALIZED SURGICAL CENTER OF CENTRAL NEW JERSEY, LLC - 22-3296144, 562 EASTON AVE, SOMERSET, NJ 08873	SURGICAL CENTER	NJ	N/A	RELATED	1,281,030.	3,662,752.		X	N/A	X		55.00%
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	DE	N/A					X	N/A		X	
RIVER DRIVE HOLDING COMPANY, LLC - 84-3655618, 303 LIPPINCOTT DR FL 4TH, MARLTON, NJ 08053	MEDICAL	NJ	WJHS	RELATED	6,215,433.	19,655,681.		X	N/A	X		51.00%
ACCESS HOLDING COMPANY, LLC - 85-0718604, 2500 YORK ROAD, SUITE 300, JAMISON, PA 18929	MEDICAL	NJ	WJHS	RELATED	879,678.	3,057,011.		X	N/A	X		56.53%
SJV MANAGEMENT, LLC - 20-2273476, 200 CENTURY PKWY, STE 200E, MOUNT LAUREL, NJ 08054	RADIOLOGY SERVICES	NJ	WJHS	RELATED	271,751.	169,927.		X	N/A	X		51.00%
VIRTUA CAMPUS HOLDING, LLC - 87-3806666, 303 LIPPINCOTT DRIVE, 4TH FLOOR, MARLTON, NJ 08053	MEDICAL	NJ	WJHS	RELATED	819,983.	9,543,980.		X	N/A	X		51.70%
ENDO SURGI CENTER OF OLD BRIDGE L.L.C. - 22-3679920, 42 THROCKMORTON LANE 1ST FLOOR, OLD BRIDGE, NJ 08857	SURGICAL CENTER	NJ	N/A					X	N/A		X	

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.

	Yes	No
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?		
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	757,241.	FMV CASH DISTRIBUTIONS
(2) VOORHEES ENDOSCOPY HOLDING CO, LLC	S	5,419,326.	FMV CASH DISTRIBUTIONS
(3) RIVER DRIVE HOLDING COMPANY, LLC	S	5,920,722.	FMV CASH DISTRIBUTIONS
(4) SJV MANAGEMENT, LLC	S	127,179.	FMV WORKING CAPITAL ADJUSTMENT
(5) CAMPUS HOLDING, LLC	S	336,050.	FMV CASH DISTRIBUTIONS
(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, INC

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

NAME OF RELATED ORGANIZATION:

VIRTUA WILLINGBORO HOSPITAL, INC

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

NAME OF RELATED ORGANIZATION:

OUR LADY OF LOURDES FOUNDATION, INC - SEE PART VII

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:

Part VII Supplemental Information

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

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:

CENTER FOR AMBULATORY AND MINIMALLY INVASIVE SURGERY, LLC

EIN: 27-0907140

234 INDUSTRIAL WAY BUILDING B

EATONTOWN, NJ 07724

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

VIRTUA ADULT IMAGING SERVICES AT VOORHEES, LLC

EIN: 46-4055781

303 LIPPINCOTT DRIVE, 4TH FLOOR

MARLTON, NJ 08053

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

VIRTUA PENN RADIATION ONCOLOGY PARTNERS, LLC

EIN: 82-1947444

200 BOWMAN DRIVE, SUITE D190

VOORHEES, NJ 08043

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

Part VII Supplemental Information

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

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

STRIVE AND VIRTUA HEALTH, PHYSICAL THERAPY & REHABILITATION

LLC

EIN: 88-3712078

1650 LYNDON FARM CT SUITE 300

LOUISVILLE, KY 40223

FORM 990, SCHEDULE R, PART II AND PART IV

THE FOLLOWING RELATED ORGANIZATIONS WERE DISSOLVED DURING THE 2022

REPORTING PERIOD:

SCHEDULE R, PART II

- OUR LADY OF LOURDES HEALTH FOUNDATION, INC. 22-2351960 DISSOLVED

3/1/2022

- MEMORIAL HOSPITAL OF BURLINGTON COUNTY FOUNDATION, INC. 22-2337170

DISSOLVED 9/28/2022

- WEST JERSEY HEALTH AND HOSPITAL FOUNDATION, INC. 23-7414388

DISSOLVED 9/28/2022

- SUMMIT HEALTH-VIRTUA, INC. 52-1814579 DISSOLVED 9/28/2022

- WEST JERSEY RENEW, INC. 22-3580917 DISSOLVED 9/28/2022

- VIRTUA SURGICAL GROUP, P.A. 22-2580215 DISSOLVED 9/28/2022

SCHEDULE R, PART IV

- LOURDES MEDICAL ASSOCIATES, P.A. 22-3361862 DISSOLVED 11/25/2022