

EXTENDED TO NOVEMBER 15, 2023

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form 990

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

2022
Open to Public Inspection

A For the 2022 calendar year, or tax year beginning and ending
B Check if applicable:
C Name of organization
D Employer identification number
E Telephone number
G Gross receipts \$
H(a) Is this a group return for subordinates?
H(b) Are all subordinates included?
I Tax-exempt status:
J Website:
K Form of organization:
L Year of formation:
M State of legal domicile:

Part I Summary

Table with columns for Revenue, Expenses, and Net Assets or Fund Balances. Rows include: 1 Briefly describe the organization's mission... 2 Check this box... 3 Number of voting members... 4 Number of independent voting members... 5 Total number of individuals employed... 6 Total number of volunteers... 7a Total unrelated business revenue... 7b Net unrelated business taxable income... 8 Contributions and grants... 9 Program service revenue... 10 Investment income... 11 Other revenue... 12 Total revenue... 13 Grants and similar amounts paid... 14 Benefits paid to or for members... 15 Salaries, other compensation... 16a Professional fundraising fees... 16b Total fundraising expenses... 17 Other expenses... 18 Total expenses... 19 Revenue less expenses... 20 Total assets... 21 Total liabilities... 22 Net assets or fund balances.

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, Type or print name and title.
Paid: Print/Type preparer's name, Preparer's signature, Date, Check if self-employed, PTIN.
Preparer Use Only: Firm's name, Firm's address, Firm's EIN, Phone no.

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 \$ 27,750,064. including grants of \$) (Revenue \$ 22,014,199.) 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 SERVICE PROVIDED BY APPROXIMATELY \$5.7 MILLION, AS ESTIMATED BY MANAGEMENT. SERVICES ARE PROVIDED ON BOTH AN INPATIENT AND OUTPATIENT BASIS, INCLUDING THROUGH EMERGENCY DEPARTMENTS AND CLINICS.

4b (Code:) (Expenses \$ 11,359,483. including grants of \$) (Revenue \$ 8,596,758.) SUBSIDIZED HEALTH SERVICES - VIRTUA WILLINGBORO IS WELL-REGARDED FOR ITS BEHAVIORAL HEALTH PROGRAM, INCLUDING PSYCHIATRIC CRISIS SERVICES AND A COMPLETE RANGE OF SERVICE FOR PATIENTS WHO NEED TO BE HOSPITALIZED, INCLUDING LIVING SPRINGS AT LOURDES, A UNIQUE VOLUNTARY INPATIENT PROGRAM DESIGNED TO ACCOMMODATE THE BEHAVIORAL HEALTH NEEDS OF OUR SERVICEMEN AND WOMEN, VETERANS, SPOUSES AND ADULT DEPENDENTS.

4c (Code:) (Expenses \$ 2,515,848. including grants of \$) (Revenue \$ 1,688,003.) CHARITY CARE - UNDER THE GUIDANCE OF ITS COMMUNITY BASED BOARD OF TRUSTEES AND THE SUPPORT OF THE PHYSICIANS ON ITS OPEN MEDICAL STAFF, VIRTUA WILLINGBORO HOSPITAL PROVIDES MEDICALLY NECESSARY SERVICES TO INDIVIDUALS IRRESPECTIVE OF THEIR ABILITY TO PAY. PROGRAMS ARE IN PLACE TO IDENTIFY AND PROVIDE FINANCIAL ASSISTANCE TO THOSE IN NEED. SOME PATIENTS WILL QUALIFY FOR CHARITY CARE ASSISTANCE UNDER STATE OF NEW JERSEY DEFINED ELIGIBILITY CRITERIA. VIRTUA WILLINGBORO HOSPITAL AUGMENTS THE STATE'S PROGRAM WITH ITS OWN ASSISTANCE PROGRAM FOR WHICH THE CRITERIA IS LESS RESTRICTIVE THAN THAT OF THE STATE PROGRAM, PROVIDING ASSISTANCE TO INDIVIDUALS EARNING UP TO 500% OF THE FEDERAL POVERTY GUIDELINES. MANAGEMENT ESTIMATES THE TOTAL COST OF CHARITY CARE PROVIDED DURING 2022 TO BE APPROXIMATELY \$828K.

4d Other program services (Describe on Schedule O.) (Expenses \$ 54,042,907. including grants of \$) (Revenue \$ 82,401,287.)

4e Total program service expenses 95,668,302.

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.</i> See instructions		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)

Table with 3 columns: Question, Yes, No. Rows 22-38 covering various IRS schedule requirements.

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

X

Table with 3 columns: Question, Yes, No. Rows 1a-1c regarding Form 1096, Forms W-2G, and backup withholding rules.

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

Table with columns for question number, question text, and Yes/No columns. Includes questions 2a through 17 regarding employee reporting, tax returns, foreign accounts, 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); If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.; 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	2.00 38.50				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 OFF.	0.18 41.72			X				0.	791,678.	40,884.
(5) HAFEZA SHAIKH, DO (START 3/22/22) TRUSTEE - PHYSICIAN	0.12 41.08	X						0.	646,422.	53,560.
(6) JOHN J. KIRBY SVP & COO - MEMORIAL HOSPITAL	8.00 32.00			X				0.	456,640.	51,570.
(7) LISA C. FERRARO SVP-CHIEF QUALITY SAFETY RISK OFF.	2.00 38.00			X				0.	438,310.	35,943.
(8) MELISSA L. ZAK VP CNO-MHBC & WILLINGBORO HOSP.	8.00 32.00			X				0.	348,498.	52,514.
(9) JUSTINE LOMBARDI REGISTERED NURSE	40.00 0.00				X			341,280.	0.	16,625.
(10) ERIC AGBAGBEY REGISTERED NURSE	40.00 0.00				X			301,099.	0.	50,611.
(11) CHINENYE NJOKU REGISTERED NURSE	40.00 0.00				X			253,441.	0.	38,383.
(12) ANN GIES SECURITY OFFICER	40.00 0.00				X			225,761.	0.	32,963.
(13) OLANIKE OLABODE REGISTERED NURSE	40.00 0.00				X			226,270.	0.	27,635.
(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 (START 5/11/22) TRUSTEE	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								1,347,851.	8,312,971.	543,552.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								1,347,851.	8,312,971.	543,552.

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 135

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		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? <i>If "Yes," complete Schedule J for such individual</i>	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? <i>If "Yes," complete Schedule J for such person</i>		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
NONE		

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 0

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)	(B)	(C)	(D)		
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514		
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c					
	d	Related organizations	1d	148,964.				
	e	Government grants (contributions)	1e	779,165.				
	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		928,129.				
	Program Service Revenue	2 a	NET PATIENT REVENUE	Business Code 624100	113,627,358.	113,627,358.		
b		NJ QUALITY IMPROVEMENT	621990	1,071,288.	1,071,288.			
c								
d								
e								
f		All other program service revenue						
g		Total. Add lines 2a-2f		114,698,646.				
Other Revenue		3	Investment income (including dividends, interest, and other similar amounts)		25,011.			25,011.
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
	6 a	Gross rents	(i) Real	6a	783,410.			
			(ii) Personal	6b	783,410.			
				6c	0.			
	d	Net rental income or (loss)		0.				
	7 a	Gross amount from sales of assets other than inventory	(i) Securities	7a		300.		
			(ii) Other	7b		0.		
				7c		300.		
	d	Net gain or (loss)		300.	300.			
	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						
b	Less: cost of goods sold	10b						
c	Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a	CAFETERIA REVENUE	Business Code 722514	270,726.			270,726.	
	b	GIFT SHOP INCOME	459420	34,107.			34,107.	
	c	LTACH RELATED INCOME	621400	1,371.			1,371.	
	d	All other revenue	621110	1,744.	1,301.		443.	
	e	Total. Add lines 11a-11d		307,948.				
12	Total revenue. See instructions		115,960,034.	114,700,247.	0.	331,658.		

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 X

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				
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	46,335,626.	37,068,501.	9,267,125.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	1,612,216.	1,289,773.	322,443.	
9 Other employee benefits	4,850,379.	3,880,303.	970,076.	
10 Payroll taxes	3,435,960.	2,748,768.	687,192.	
11 Fees for services (nonemployees):				
a Management	2,013,448.	2,013,448.		
b Legal				
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	16,274,623.	15,834,041.	440,582.	
12 Advertising and promotion				
13 Office expenses	3,628,238.	3,235,683.	392,555.	
14 Information technology				
15 Royalties				
16 Occupancy	1,167,200.	1,016,346.	150,854.	
17 Travel	2,208.	2,208.		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	29,244.		29,244.	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	5,704,920.	4,563,936.	1,140,984.	
23 Insurance				
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 HLTH ALLOCATION	19,397,877.	15,518,301.	3,879,576.	
b MEDICAL SUPPLIES	7,703,019.	7,703,019.		
c DOH\HCCRA	642,162.	642,162.		
d DRG\HRSC COSTS	106,950.	106,950.		
e All other expenses	56,079.	44,863.	11,216.	
25 Total functional expenses. Add lines 1 through 24e	112,960,149.	95,668,302.	17,291,847.	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	3,615.	1	5,003.
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	15,971,912.	4	12,540,225.
	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	796,279.	8	764,273.
	9	Prepaid expenses and deferred charges	201,797.	9	943,420.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 85,535,456.		
	b	Less: accumulated depreciation	10b 14,957,949.	10c	70,577,507.
	11	Investments - publicly traded securities		11	
	12	Investments - other securities. See Part IV, line 11		12	
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets	49,834.	14	49,834.
	15	Other assets. See Part IV, line 11	2,136,533.	15	2,953,229.
16	Total assets. Add lines 1 through 15 (must equal line 33)	89,579,299.	16	87,833,491.	
Liabilities	17	Accounts payable and accrued expenses	9,872,232.	17	7,457,726.
	18	Grants payable		18	
	19	Deferred revenue		19	
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	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	70,392,920.	25	66,419,695.
	26	Total liabilities. Add lines 17 through 25	80,265,152.	26	73,877,421.
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	9,237,055.	27	13,730,014.
	28	Net assets with donor restrictions	77,092.	28	226,056.
	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	9,314,147.	32	13,956,070.	
33	Total liabilities and net assets/fund balances	89,579,299.	33	87,833,491.	

Part XI Reconciliation of Net Assets

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

Table with 10 rows for reconciliation of net assets. Line 1: Total revenue (115,960,034); Line 2: Total expenses (112,960,149); Line 3: Revenue less expenses (2,999,885); Line 4: Net assets at beginning of year (9,314,147); Line 5: Net unrealized gains (0); Line 6: Donated services (0); Line 7: Investment expenses (0); Line 8: Prior period adjustments (0); Line 9: Other changes (1,642,038); Line 10: Net assets at end of year (13,956,070).

Part XII Financial Statements and Reporting

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

Table with 3 columns: Question, Yes, No. Row 1: Accounting method (Accrual checked). Row 2a: Financial statements compiled (Yes). Row 2b: Financial statements audited (Yes, Consolidated basis checked). Row 2c: Committee oversight (Yes). Row 3a: Federal award audit (Yes). Row 3b: Required audit (Yes).

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

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

Part IV Supporting Organizations *(continued)*

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described on line 11a above?		
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>		
11a		
11b		
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>		
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>		
1		
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?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3 By reason of the relationship described 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>		
1		
2		
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.		Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>			
b Did the activities described 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>			
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No" provide details in Part VI.</i>			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>			
2a			
2b			
3a			
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 - provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 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 - explain in Part VI). 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, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. 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.)

Multiple horizontal lines 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 WILLINGBORO HOSPITAL, INC.

Employer identification number

22-3612265

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).

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

Schedule B (Form 990) (2022)

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 WILLINGBORO HOSPITAL, INC.

Employer identification number

22-3612265

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?		<input type="checkbox"/> Yes <input type="checkbox"/> 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?		<input type="checkbox"/> Yes <input type="checkbox"/> 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		10,650,000.		10,650,000.
b Buildings		38,006,647.	5,438,310.	32,568,337.
c Leasehold improvements		110,970.	35,431.	75,539.
d Equipment		36,430,038.	9,484,208.	26,945,830.
e Other		337,801.		337,801.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				70,577,507.

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)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)		

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)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

Part X Other Liabilities.

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO AFFILIATES	64,241,339.
(3) LEASE LIABILITY	1,071,459.
(4) DUE TO 3RD PARTY	779,996.
(5) EXTENDED SICK TIME RESERVE	326,901.
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)	

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

**SCHEDULE H
(Form 990)**

Hospitals

OMB No. 1545-0047

2022

**Open to Public
Inspection**

Department of the Treasury
Internal Revenue Service

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.

Name of the organization **VIRTUA WILLINGBORO HOSPITAL, INC.** Employer identification number **22-3612265**

Part I Financial Assistance and Certain Other Community Benefits at Cost

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

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

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)			2,515,848.	1,688,003.	827,845.	.73%
b Medicaid (from Worksheet 3, column a)			27,750,064.	22,014,199.	5,735,865.	5.08%
c Costs of other means-tested government programs (from Worksheet 3, column b)						
d Total. Financial Assistance and Means-Tested Government Programs			30,265,912.	23,702,202.	6,563,710.	5.81%
Other Benefits						
e Community health improvement services and community benefit operations (from Worksheet 4)			492,146.	7,396.	484,750.	.43%
f Health professions education (from Worksheet 5)			686,331.	192,019.	494,312.	.44%
g Subsidized health services (from Worksheet 6)			11,359,483.	8,596,758.	2,762,725.	2.45%
h Research (from Worksheet 7)			31,157.	2,231.	28,926.	.03%
i Cash and in-kind contributions for community benefit (from Worksheet 8)			34,683.	157.	34,526.	.03%
j Total. Other Benefits			12,603,800.	8,798,561.	3,805,239.	3.38%
k Total. Add lines 7d and 7j			42,869,712.	32,500,763.	10,368,949.	9.19%

Part V Facility Information

Section A. Hospital Facilities

(list in order of size, from largest to smallest - see instructions)

How many hospital facilities did the organization operate during the tax year? 1

Name, address, primary website address, and state license number (and if a group return, the name and EIN of the subordinate hospital organization that operates the hospital facility):

1 VIRTUA WILLINGBORO HOSPITAL, INC.
218 SUNSET ROAD
WILLINGBORO, NJ 08046-1110
WWW.VIRTUA.ORG
LICENSE# 10303

Table with columns: Licensed hospital, Gen. medical & surgical, Children's hospital, Teaching hospital, Critical access hospital, Research facility, ER-24 hours, ER-other, Other (describe), Facility reporting group. Row 1 contains 'X' marks in the first three columns and the ER-24 hours column.

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: VIRTUA WILLINGBORO HOSPITAL, INC.

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

	Yes	No
Community Health Needs Assessment		
1 Was the hospital facility first licensed, registered, or similarly recognized by a state as a hospital facility in the current tax year or the immediately preceding tax year?		X
2 Was the hospital facility acquired or placed into service as a tax-exempt hospital in the current tax year or the immediately preceding tax year? If "Yes," provide details of the acquisition in Section C		X
3 During the tax year or either of the two immediately preceding tax years, did the hospital facility conduct a community health needs assessment (CHNA)? If "No," skip to line 12	X	
If "Yes," indicate what the CHNA report describes (check all that apply):		
a <input checked="" type="checkbox"/> A definition of the community served by the hospital facility		
b <input checked="" type="checkbox"/> Demographics of the community		
c <input checked="" type="checkbox"/> Existing health care facilities and resources within the community that are available to respond to the health needs of the community		
d <input checked="" type="checkbox"/> How data was obtained		
e <input checked="" type="checkbox"/> The significant health needs of the community		
f <input checked="" type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups		
g <input checked="" type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs		
h <input checked="" type="checkbox"/> The process for consulting with persons representing the community's interests		
i <input checked="" type="checkbox"/> The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA(s)		
j <input type="checkbox"/> Other (describe in Section C)		
4 Indicate the tax year the hospital facility last conducted a CHNA: <u>20 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	X	
6a Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C	X	
b Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities? If "Yes," list the other organizations in Section C	X	
7 Did the hospital facility make its CHNA report widely available to the public?	X	
If "Yes," indicate how the CHNA report was made widely available (check all that apply):		
a <input checked="" type="checkbox"/> Hospital facility's website (list url): <u>WWW.VIRTUA.ORG/ABOUT/COMMUNITY</u>		
b <input 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	X	
9 Indicate the tax year the hospital facility last adopted an implementation strategy: <u>20 20</u>		
10 Is the hospital facility's most recently adopted implementation strategy posted on a website?	X	
a If "Yes," (list url): <u>WWW.VIRTUA.ORG/ABOUT/COMMUNITY</u>		
b If "No," is the hospital facility's most recently adopted implementation strategy attached to this return?		
11 Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed.		
12a Did the organization incur an excise tax under section 4959 for the hospital facility's failure to conduct a CHNA as required by section 501(r)(3)?		X
b If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax?		
c If "Yes" to line 12b, what is the total amount of section 4959 excise tax the organization reported on Form 4720 for all of its hospital facilities? \$		

Part V Facility Information (continued)

Financial Assistance Policy (FAP)

Name of hospital facility or letter of facility reporting group: VIRTUA WILLINGBORO HOSPITAL, INC.

		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: VIRTUA WILLINGBORO HOSPITAL, INC.

	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: VIRTUA WILLINGBORO HOSPITAL, INC.

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 The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service during a prior 12-month period
- b 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 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 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.

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.

	Yes	No
23		X
24		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.

VIRTUA WILLINGBORO HOSPITAL, INC.

PART V, LINE 16A, FAP WEBSITE:

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

VIRTUA WILLINGBORO HOSPITAL, INC.

PART V, LINE 16B, FAP APPLICATION WEBSITE:

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

VIRTUA WILLINGBORO HOSPITAL, INC.

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, 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 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 PAF AND WHICH ARE NOT.

PART V, SECTION B, LINE 5:

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.

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.

PRIMARY RESEARCH AND COMMUNITY ENGAGEMENT

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

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.

- AN ANALYSIS OF EMERGENCY DEPARTMENT UTILIZATION DATA FROM 2019, 2020

AND 2021

A LIST OF ALL LOCATIONS, PARTICIPATION NUMBERS AND PARTICIPATING

AGENCIES IS INCLUDED AS APPENDICES IN CHNA REPORT.

PART V, SECTION B, LINE 6A:

- COOPER UNIVERSITY HEALTH CARE, AND

- JEFFERSON HEALTH.

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 V, SECTION B, LINE 7B:

HTTPS://WWW.VIRTUA.ORG/-/MEDIA/FILES/VIRTUA%20ENTERPRISE/VIRTUA%20CORPOR

ATE/VIRTUA/PDF/CHNA/VIRTUA,-D-,2022,-D-,CHNA,-D-,11,-D-,29,-D-,22.ASHX?L

A=EN

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

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.

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

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 WORSENERD THE UNDERLYING INEQUITIES THAT HAVE

EXISTED FOR GENERATIONS THAT CONTINUE TO FUEL DISPARITIES IN HEALTH

OUTCOMES.

Part V Facility Information (continued)

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

VIRTUA HEALTH, 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

- 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

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.

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

- 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

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.

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

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:

232098 11-18-22

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.

- 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

- 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

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.

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 (CONTINUED):

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

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:

Part V Facility Information *(continued)*

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

- PROVIDE 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.

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

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.

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

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

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.

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.

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 VIRTUA SERVICES DIRECTLY TO THE PEOPLE WHO LIVE THERE. THE RIDE HEALTH

Part VI Supplemental Information (Continuation)

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

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

AS THE REGION'S LEADING PROVIDER OF MATERNITY AND WOMEN'S HEALTH SERVICES,
 VIRTUA PROVIDES EXPANSIVE PROGRAMMING, INCLUDING BREAST-FEEDING SUPPORT,
 FREE SCREENINGS FOR POST-PARTUM DEPRESSION, 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
 SENIORS AS WELL AS COOKING AND SERVING MEALS TO INDIVIDUALS WHO ARE
 HOMELESS, LOW-INCOME RESIDENTS, AND LOCAL FAMILIES.

Part VI Supplemental Information (Continuation)

PART III, LINE 2:

VIRTUA - WILLINGBORO HOSPITAL ADOPTED ASU 2014-09 (ASC TOPIC 606) AS OF JULY 1, 2019. 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 HOSPITALS ARE ALLEVIATING THE GOVERNMENT'S BURDEN WHICH PROMOTES THE CHARITABLE PURPOSE OF THE ORGANIZATION. THE FILED MEDICARE COST REPORT IS

Part VI Supplemental Information (Continuation)

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:

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

Part VI Supplemental Information (Continuation)

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 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

Part VI Supplemental Information (Continuation)

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:

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

Part VI Supplemental Information (Continuation)

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
 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

Part VI Supplemental Information (Continuation)

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:

- BURLINGTON COUNTY	461,860	+2.9% CHANGE SINCE 2010
- CAMDEN COUNTY	523,485	+1.9% CHANGE SINCE 2010
- CAMDEN CITY	71,791	-7.2% CHANGE SINCE 2010
- GLOUCESTER COUNTY	302,294	+4.9% CHANGE SINCE 2010
- NEW JERSEY	9,288,994	+5.7% CHANGE SINCE 2010
- UNITED STATES	331,449,281	+7.4% CHANGE SINCE 2010

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

BURLINGTON COUNTY:

- 65.5% WHITE
- 16.8% BLACK OR AFRICAN AMERICAN
- 5.7% ASIAN
- 33.9% OTHER RACE
- 8.7% LATINX ORIGIN

CAMDEN COUNTY:

- 56% WHITE

Part VI Supplemental Information (Continuation)

- 19.3% BLACK OR AFRICAN AMERICAN

- 6.2% ASIAN

- 32.1% OTHER RACE

- 18.2% LATINX ORIGIN

CAMDEN CITY:

- 10.3% WHITE

- 42% BLACK OR AFRICAN AMERICAN

- 1.7% ASIAN

- 4% OTHER RACE

- 52.8% LATINX ORIGIN

GLOUCESTER COUNTY:

- 76.1% WHITE

- 10.9% BLACK OR AFRICAN AMERICAN

- 3.1% ASIAN

- 28.4% OTHER RACE

- 7.3% LATINX ORIGIN

NEW JERSEY:

- 55% WHITE

- 13.3% BLACK OR AFRICAN AMERICAN

- 10.2% ASIAN

- 76.7% OTHER RACE

- 21.5% LATINX ORIGIN

UNITED STATES:

- 61.6% WHITE

- 12.4% BLACK OR AFRICAN AMERICAN

- 6% ASIAN

- 48.4% OTHER RACE

- 18.7% LATINX ORIGIN

Part VI Supplemental Information (Continuation)

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, LINE 5:

DESCRIPTION OF COMMUNITY HEALTH PROMOTION: 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

Schedule H (Form 990)

Part VI Supplemental Information (Continuation)

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

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

Part VI Supplemental Information (Continuation)

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 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

Part VI Supplemental Information (Continuation)

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 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.

Part VI Supplemental Information (Continuation)

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 AFFILIATED HEALTH CARE: 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 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

Part VI Supplemental Information (Continuation)

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)**

Compensation Information

OMB No. 1545-0047

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.

2022

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

VIRTUA WILLINGBORO HOSPITAL, INC.

Employer identification number

22-3612265

Part I Questions Regarding Compensation

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

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

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

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

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

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

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

- a** Receive a severance payment or change-of-control payment? **4a**
- b** Participate in or receive payment from a supplemental nonqualified retirement plan? **4b**
- c** Participate in or receive payment from an equity-based compensation arrangement? **4c**
- 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? **5a**
- b** Any related organization? **5b**
- 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? **6a**
- b** Any related organization? **6b**
- If "Yes" on line 6a or 6b, describe in Part III.

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

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

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

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

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

Schedule J (Form 990) 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 OFF.	(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, DO (START 3/22/22) TRUSTEE - PHYSICIAN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	548,841.	77,081.	20,500.	10,675.	42,885.	699,982.	0.
(6) JOHN J. KIRBY SVP & COO - MEMORIAL HOSPITAL	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	322,794.	104,346.	29,500.	8,926.	42,644.	508,210.	0.
(7) LISA C. FERRARO SVP-CHIEF QUALITY SAFETY RISK OFF.	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	310,666.	98,144.	29,500.	9,037.	26,906.	474,253.	0.
(8) MELISSA L. ZAK VP CNO-MHBC & WILLINGBORO HOSP.	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	255,440.	80,485.	12,573.	12,200.	40,314.	401,012.	0.
(9) JUSTINE LOMBARDI REGISTERED NURSE	(i)	337,938.	350.	2,992.	13,084.	3,541.	357,905.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) ERIC AGBAGBEY REGISTERED NURSE	(i)	296,042.	350.	4,707.	12,282.	38,329.	351,710.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) CHINENYE NJOKU REGISTERED NURSE	(i)	251,422.	350.	1,669.	10,138.	28,245.	291,824.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) ANN GIES SECURITY OFFICER	(i)	224,597.	350.	814.	9,118.	23,845.	258,724.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) OLANIKE OLABODE REGISTERED NURSE	(i)	226,120.	150.	0.	10,400.	17,235.	253,905.	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 WILLINGBORO HOSPITAL, 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 WILLINGBORO HOSPITAL, INC.

Employer identification number

22-3612265

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 BENEFIT, SUCH AS:

MEDICAL EDUCATION AND CONTINUING EDUCATION OF MEDICAL PROFESSIONALS:

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 WILLINGBORO HOSPITAL, INC.	Employer identification number 22-3612265
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EXPENSE OF \$686,331

REVENUE OF \$192,019

COMMUNITY HEALTH IMPROVEMENT SERVICES AND COMMUNITY BENEFIT OPERATIONS:

EXPENSE OF \$492,146

REVENUE OF \$7,396

COMMUNITY BUILDING ACTIVITIES: HELD EVENTS THROUGHOUT THE YEAR TO FEED

AND PROVIDE PRESENTS TO MANY FAMILIES IN NEED:

EXPENSE OF \$76,625

REVENUE OF \$41,219

FINANCIAL AND IN-KIND CONTRIBUTIONS: PROVIDED CONTRIBUTIONS TO

NON-PROFIT COMMUNITIES AND ORGANIZATIONS AND MEDICAL SUPPLIES TO

FAMILIES IN NEED:

EXPENSE OF \$34,683

REVENUE OF \$157

RESEARCH: PERFORMED ONCOLOGY CLINICAL TRIALS:

EXPENSE OF \$31,157

REVENUE OF \$2,231

PROVIDING FUNCTIONAL SERVICES FOR THE HOSPITAL:

EXPENSE OF \$52,721,965

REVENUE OF \$82,158,265

EXPENSES \$ 54,042,907. INCLUDING GRANTS OF \$ 0. REVENUE \$ 82,401,287.

FORM 990, PART V, LINE 1A AND PART VII, SECTION B - INDEPENDENT CONTRACTORS

Name of the organization VIRTUA WILLINGBORO HOSPITAL, INC.	Employer identification number 22-3612265
---	--

IN CONNECTION WITH THE COORDINATED APPROACH OF THE ENTITIES AS A HEALTH CARE SYSTEM ALL ACCOUNT PAYABLE TRANSACTIONS ARE CONDUCTED BY VIRTUA - WEST JERSEY HEALTH SYSTEM, INC. (21-0634532)

FORM 990, PART VI, SECTION A, LINE 4:
THE FILING ORGANIZATION'S BYLAWS WERE AMENDED TO INCLUDE A STATEMENT AS FOLLOWS: "THE CORPORATE MEMBER AND THE CORPORATION BOTH PARTICIPATE IN THE HEALTH CARE SYSTEM OF VIRTUA HEALTH, INC., A NEW JERSEY NONPROFIT CORPORATION (VIRTUA)." THE "CORPORATE MEMBER" IS OUR LADY OF LOURDES HEALTH CARE SERVICES, INC. AND THE "CORPORATION" IS THIS FILING ORGANIZATION.

FORM 990, PART VI, SECTION A, LINE 6:
OUR LADY OF LOURDES HEALTH CARE SERVICES, INC. IS THE SOLE CORPORATE MEMBER.

FORM 990, PART VI, SECTION A, LINE 7A:
THE GOVERNANCE COMMITTEE OF VIRTUA WILLINGBORO HOSPITAL, INC. BOARD OF TRUSTEES MAKES RECOMMENDATIONS FOR NEW MEMEBRSHIP 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 BOARD COMMITTEES OF VIRTUA WILLINGBORO HOSPITAL, 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

Name of the organization VIRTUA WILLINGBORO HOSPITAL, INC.	Employer identification number 22-3612265
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BOARD OF TRUSTEES. A FINAL COPY OF THE FORM 990 IS PROVIDED TO THE BOARD
PRIOR TO FILING.

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

VIRTUA WILLINGBORO HOSPITAL, INC. ADOPTS THE POLICIES OF VIRTUA HEALTH,
INC. REGARDING MONITORING AND ENFORCING A CONFLICT OF INTEREST POLICY.

VIRTUA WILLINGBORO HOSPITAL, 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 TRUSTEE 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 MEMBER OF COMMITTEES WITH
BOARD-DELEGATED POWERS CONSIDERING THE PROPOSED TRANSACTION OR ARRANGEMENT.
AFTER DISCLOSURE OF THE FINANCIAL INTEREST AND ALL MATERIAL FACTS, AND
AFTER ANY DISCUSSION WITH THE INTERESTED PERSON, HE/SHE SHALL LEAVE THE
BOARD OR COMMITTEE MEETING WHILE THE DETERMINATION OF A CONFLICT OF
INTEREST IS DISCUSSED AND VOTED UPON. THE REMAINING TRUSTEES OR COMMITTEE
MEMBERS SHALL DECIDE IF A CONFLICT OF INTEREST EXISTS.

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

VIRTUA WILLINGBORO HOSPITAL, 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

Name of the organization VIRTUA WILLINGBORO HOSPITAL, INC.	Employer identification number 22-3612265
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(REFERENCE TO SCHEDULE J PART 1 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-](https://www.virtua.org/about/financial-information) 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, SECTION A

ONE OR MORE OF THE OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES IN THE FILING ORGANIZATION'S PART VII HAD TRANSACTIONS RELATED TO THE "COLLATERAL ASSIGNMENT SPLIT DOLLAR" (CASD) PROGRAM OFFERED BY VIRTUA HEALTH. ALL TRANSACTIONS RELATED TO THIS PROGRAM WERE BETWEEN THE INDIVIDUAL AND VIRTUA HEALTH, INC. EIN 22-3524939. THEREFORE, ALL PART X AND SCHEDULE L REPORTING RELATED TO THESE TRANSACTIONS ARE REPORTED ON VIRTUA HEALTH'S RETURN.

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 VII, SECTION A, COLUMN B

EACH OFFICER AND KEY EMPLOYEE IS COMPENSATED BY VIRTUA HEALTH, INC. (EIN 22-3524939), A RELATED ORGANIZATION, AND EACH KEY EMPLOYEE IS COMPENSATED BY EITHER VIRTUA HEALTH, INC. OR OTHER RELATED

Name of the organization VIRTUA WILLINGBORO HOSPITAL, INC.	Employer identification number 22-3612265
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ORGANIZATIONS. SOME OFFICERS AND KEY EMPLOYEES DEVOTE 40 HOURS A WEEK

TO VIRTUA HEALTH, INC. OR OTHER RELATED ORGANIZATIONS. THE AMOUNT OF

TIME DEVOTED TO RELATED ORGANIZATIONS IS DEPENDENT ON THEIR INVOLVEMENT

IN THOSE ORGANIZATIONS. AS A RESULT, THE TOTAL AVERAGE HOURS PER WEEK

FOR EACH OFFICER AND KEY EMPLOYEE MAY VARY.

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

AGENCY:

PROGRAM SERVICE EXPENSES	6,364,011.
MANAGEMENT AND GENERAL EXPENSES	0.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	6,364,011.

OUTSIDE SERVICES:

PROGRAM SERVICE EXPENSES	4,956,726.
MANAGEMENT AND GENERAL EXPENSES	93,343.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	5,050,069.

FEES:

PROGRAM SERVICE EXPENSES	4,495,042.
MANAGEMENT AND GENERAL EXPENSES	347,239.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	4,842,281.

EXTERNAL PATIENT TRANSPORTATION:

PROGRAM SERVICE EXPENSES	18,262.
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Name of the organization VIRTUA WILLINGBORO HOSPITAL, INC.	Employer identification number 22-3612265
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MANAGEMENT AND GENERAL EXPENSES	0.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	18,262.
TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	16,274,623.

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

VMG NET ASSET TRANSFER	1,685,927.
VHRCB NET ASSET TRANSFER	4,863.
TRANSFER WITH VLH	1,534.
LCS NET ASSET TRANSFER	-1,131.
VHRCMH NET ASSET TRANSFER	-16,468.
CNS NET ASSET TRANSFER	-32,687.
TOTAL TO FORM 990, PART XI, LINE 9	1,642,038.

**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 WILLINGBORO HOSPITAL, INC.** Employer identification number **22-3612265**

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 - WEST JERSEY HEALTH SYSTEM, INC. - 21-0634532, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	GENERAL ACUTE CARE HOSPITALS	NEW JERSEY	501(C)(3)	3	VIRTUA HEALTH, INC.		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

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 BERLIN, INC. - 22-3554707, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	REHABILITATION CENTER AND NURSING HOME	NEW JERSEY	501(C)(3)	10	VIRTUA HEALTH, INC.		X
VIRTUA HEALTH AND REHABILITATION CENTER AT MOUNT HOLLY, INC. - 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, INC. - 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
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					X	N/A		X	
SUMMIT SURGICAL CENTER, LLC - 73-1730859, 200 BOWMAN DRIVE, SUITE D160, VOORHEES, NJ 08043	SURGICAL CENTER	NJ	N/A					X	N/A		X	
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					X	N/A		X	
	SURGICAL CENTER	NJ	N/A					X	N/A		X	

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
VIRTUA ASSURANCE - 20-3025606 76 SAINT PAUL ST., SUITE 500 BURLINGTON, VT 05401	CAPTIVE INSURANCE COMPANY	VT	N/A	C CORP					X
VRI, INC. - 26-0247120 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	HEALTH AND WELLNESS	NJ	N/A	C CORP					X
HEALTH MANAGEMENT SERVICES ORGANIZATION, INC - 22-3366580, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	MEDICAL ADMINISTRATION	NJ	N/A	C CORP					X
LOURDES MEDICAL ASSOCIATES, P.A - 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						N/A		X												
FREEHOLD ENDOSCOPY ASSOCIATES LLC - 84-1634126, 222 SCHANCK ROAD SUITE 100, FREEHOLD, NJ 07728													SURGICAL CENTER	NJ	N/A					N/A		X	
CENTER FOR AMBULATORY AND MINIMALLY INVASIVE SURGERY, LLC - 27-0907140, 234 INDUSTRIAL WAY BUILDING B, VIRTUA ADULT IMAGING SERVICES AT VOORHEES, LLC - 46-4055781, 303 LIPPINCOTT DRIVE, 4TH FLOOR, MARLTON, NJ																							
GASTRO-SURGI CENTER OF NJ, LLC - 22-3472632, 1132 SPRUCE DRIVE, MOUNTAINSIDE, NJ 07092	SURGICAL CENTER	NJ	N/A					N/A		X													
VOORHEES ENDOSCOPY HOLDING CO LLC - 47-4669710, 1A BURTON HILLS BLVD, NASHVILLE, TN 37215												MEDICAL	NJ	N/A					N/A		X		
VIRTUA PENN RADIATION ONCOLOGY PARTNERS, LLC - 82-1947444, 200 BOWMAN DRIVE, SUITE D190, VOORHEES, NJ	RADIOLOGY SERVICES	NJ	N/A					N/A		X													
VIRTUA PENN RADIATION ONCOLOGY LEASING, LLC - 83-1438811, 303 LIPPINCOTT DR., MARLTON, NJ 08053												LEASING SERVICES	NJ	N/A					N/A		X		
FRESENIUS MEDICAL CARE MARLTON, LLC - 47-2128074, 920 WINTER STREET, WALTHAM, MA 02451	DIALYSIS	NJ	N/A					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	
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					X	N/A		X	
USRC GLOUCESTER, LLC - 38-4117029, 5851 LEGACY CIRCLE, SUITE 900, PLANO, TX 75024	MEDICAL	NJ	N/A					X	N/A		X	
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) Dispropor- tionate 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 SURGUNIT, 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					X	N/A		X	
TYLER DIALYSIS, LLC - 45-4079716, C/O TAX DEPT; P.O. BOX 4388, FEDERAL WAY, WA 98063	DIALYSIS	NJ	N/A					X	N/A		X	
VIRTUA - SCA HOLDINGS II, LLC - 85-2278858, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	DE	N/A					X	N/A		X	
RIVER DRIVE HOLDING COMPANY, LLC - 84-3655618, 303 LIPPINCOTT DR FL 4TH, MARLTON, NJ 08053	MEDICAL	NJ	N/A					X	N/A		X	
ACCESS HOLDING COMPANY, LLC - 85-0718604, 2500 YORK ROAD, SUITE 300, JAMISON, PA 18929	MEDICAL	NJ	N/A					X	N/A		X	
SJV MANAGEMENT, LLC - 20-2273476, 200 CENTURY PKWY, STE 200E, MOUNT LAUREL, NJ 08054	RADIOLOGY SERVICES	NJ	N/A					X	N/A		X	
VIRTUA CAMPUS HOLDING, LLC - 87-3806666, 303 LIPPINCOTT DRIVE, 4TH FLOOR, MARLTON, NJ 08053	MEDICAL	NJ	N/A					X	N/A		X	
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.

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
- b** Gift, grant, or capital contribution to related organization(s)
- c** Gift, grant, or capital contribution from related organization(s)
- d** Loans or loan guarantees to or for related organization(s)
- e** Loans or loan guarantees by related organization(s)

- f** Dividends from related organization(s)
- g** Sale of assets to related organization(s)
- h** Purchase of assets from related organization(s)
- i** Exchange of assets with related organization(s)
- j** Lease of facilities, equipment, or other assets to related organization(s)

- k** Lease of facilities, equipment, or other assets from related organization(s)
- l** Performance of services or membership or fundraising solicitations for related organization(s)
- m** Performance of services or membership or fundraising solicitations by related organization(s)
- n** Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)
- o** Sharing of paid employees with related organization(s)

- p** Reimbursement paid to related organization(s) for expenses
- q** Reimbursement paid by related organization(s) for expenses

- r** Other transfer of cash or property to related organization(s)
- s** Other transfer of cash or property from related organization(s)

	Yes	No
1a		X
1b		X
1c	X	
1d		X
1e		X
1f		X
1g		X
1h		X
1i		X
1j		X
1k		X
1l		X
1m		X
1n		X
1o	X	
1p	X	
1q	X	
1r		X
1s		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)			
(2)			
(3)			
(4)			
(5)			
(6)			

Part VII Supplemental Information

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

PART II, IDENTIFICATION OF RELATED TAX-EXEMPT ORGANIZATIONS:

NAME OF RELATED ORGANIZATION:

VIRTUA OUR LADY OF LOURDES HOSPITAL, 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:

ROCKLAND SURGICAL PROJECT LLC RAMAPO VALLEY SURGICAL CENTER

EIN: 20-0580403

500 NORTH FRANKLIN TURNPIKE

RAMSEY, NJ 07446

Part VII Supplemental Information

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

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

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

STRIVE AND VIRTUA HEALTH, PHYSICAL THERAPY & REHABILITATION

LLC

232165 09-14-22

Part VII Supplemental Information

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

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