

Better Together

COMMUNITY BENEFIT REPORT 2015

As a nonprofit and the region's largest healthcare provider, Virtua is committed to providing resources to the communities we serve, enhancing lives and improving health. Our mission-driven culture supports this commitment at every level of our organization.



 **Virtua**
for Life.

Our Mission: To help people be well, get well and stay well.

We're dedicated to offering the best quality care through our extensive range of services and facilities. Our doctors, clinical practitioners, and administrative staff are a respectful, caring team of professionals committed to providing world-class quality healthcare. We continually work to be the premier choice of health and wellness in South New Jersey.



Virtua's expansive network supports people throughout Burlington, Camden and Gloucester counties.

We also have locations in Atlantic, Bergen, Mercer, Monmouth, Ocean, Somerset and Union counties. Our network includes:

Three acute care hospitals with 900+ beds in Marlton, Mount Holly and Voorhees

Two long-term Health & Rehabilitation Centers with 300+ beds in Berlin and Mount Holly

Three Health & Wellness Centers in Moorestown, Voorhees and Washington Twp.

An Outpatient Center in Camden providing primary care, emergency care, dental care, specialty services and behavioral health care for children

An Outpatient Center in Berlin providing emergency care, lab and radiology services

16 Ambulatory Surgery Centers

80+ Virtua Medical Group physician practices offering primary and specialty care

Home Health Services

Virtua at Work occupational health services

Seven Virtua Express Urgent Care Centers

Emergency Medical Services including 12 Mobile Intensive Care Units (MICU) and one Basic Life Support (BLS) Squad

SOUTH JERSEY COUNTS ON VIRTUA

As a non-profit health system, Virtua provides subsidized medical care to patients throughout South Jersey, and in addition to charity care, we also focus on education and preventive services. From screenings to support groups, we're helping people identify health risks early and take action for better outcomes. Our emphasis on wellness and prevention crosses every aspect of the care we provide, and we're always introducing new ways to help people adopt healthier lifestyles.

Virtua's mission to help people be well, get well and stay well applies to every community, and we're especially proud of our work in traditionally underserved areas. Working both independently and with partners in organizations like the Camden Coalition of Healthcare Providers, we're ensuring that communities in need have easy access to high quality health care.

Our strong presence in the city of Camden is among the best examples of our commitment to health care access for all. A large campus and hundreds of employees support thousands of area residents with health and dental care and social services. A profile of Virtua's life-changing work in Camden is shared in the next few pages.

In 2015, Virtua subsidized over \$52.7 million in care for the uninsured. We provided or supported health improvement programs with an additional \$24.5 million throughout our region.

Virtua remains focused on the future healthcare needs of our community, guided by our Community Health Needs Assessment. We continue to plan the programs that are most beneficial to the population we serve, with a focus on cancer treatment and chronic illnesses like diabetes.



RICHARD P. MILLER
President and CEO, Virtua

We recognize our responsibility to help make healthcare more affordable for everyone – including those burdened by expensive insurance premiums and copays. Our financial counselors offer personalized service to ease the burden and cost of services. And in 2015, we began developing a new health insurance plan in conjunction with leading national insurer, Aetna. The plan, Aetna Whole Health – Virtua, is offered to employers to provide an affordable insurance option that includes an expansive network of Virtua-affiliated physicians and Virtua services.

Throughout Virtua, countless acts of generosity and volunteerism happen every day that simply can't fit into this report. The compassion of our 9,000-plus employees who pursue charitable activities on their own time is extraordinary, and South Jersey is better for it.

A handwritten signature in black ink that reads "Richard P. Miller". The signature is fluid and cursive, written in a professional style.

\$77.2 MILLION

Virtua's Total 2015 Community Benefit

Charity Care & Means-Tested Government Programs

Hospital Charity Care	\$13.1M
Medicaid Shortfall	\$39.6M
	\$52.7M*

* See page 5 for more details.

Community Benefit Programs

Community Health Improvement Services	\$9M
Health Professions Education	\$6.7M
Subsidized Health Services	\$5.7M
Research	\$417K
Cash and In-Kind Contributions	\$969K
Community-Building Activities	\$1.7M
	\$24.5M

Virtua's Community Benefit Programs

Community Health Improvement Services

At Virtua, our mission to help people be well, get well and stay well starts with preventing illness before it starts. That's why we devote so many resources to educating people at all stages of life about health and wellness. We provide extensive community-based clinical services such as screenings for cancer, diabetes, stroke, high blood pressure, and much more, for men, women and children.

Virtua works intensely to communicate the full breadth of our services so that the entire community is engaged and aware of the programs that are available to improve their health. Our ongoing goal is to increase access to all. Virtua's Access Center helps people locate physicians and healthcare services and links community members to free educational programs.

Health Professions Education

Virtua is committed to ensuring that quality physicians, nurses and other medical professionals are available to support the growing need for medical care in our region. Virtua offers residency programs in family practice, dentistry and podiatry, and also participates in residencies sponsored by other institutions for ob/gyn, emergency medicine and surgery. Virtua provided continuing medical education credits at no cost to more than 8,000 physicians, medical students and nurses during 2015.

Subsidized Health Services

Virtua provides a wide range of outpatient services to meet community need, including emergency medicine, cancer care, primary and specialty care for infants, children, teens and adults. Virtua subsidizes women's clinics for gynecological and obstetrical care, as well as behavioral health and emergency trauma services. The costs related to these services are in excess of reimbursements to Virtua.

Research

Virtua participated in Oncology Clinical research Studies to improve detection and treatment for patients throughout Burlington, Camden and Gloucester counties. This was accomplished in partnership with the National Cancer Institute Sponsored Cooperative Group Clinical Trials.

Cash & In-Kind Contributions

Virtua made direct financial contributions to nonprofit community and healthcare organizations located throughout Burlington, Camden and Gloucester counties. In addition to major sponsorships of Go Red for Women and March of Dimes, Virtua also supported a host of local nonprofit charitable organizations focused on community health.

Community-Building Activities

Virtua supports many different community groups and organizations, focusing on those which are oriented toward health care and quality of life. Virtua staff conducts outreach across South Jersey, with particular emphasis on those areas hardest hit by the economy.



High quality healthcare for all of South Jersey



Virtua's Charity Care & Means-Tested Government Programs

Charity Care

Financial assistance is available to patients who are unable to pay for their care. The New Jersey Hospital Care Payment Assistance Program (NJHCPAP) is one such option for the uninsured or underinsured. Qualification criteria includes both asset and income tests, with assistance being available for individuals and families with household income levels up to 300% of the federal poverty guideline. For patients who qualify, care is provided at no cost or less than charges.

Virtua also provides its own Charity Assistance Program (CAP) for patients who may not qualify for NJHCPAP. Virtua's program eligibility criteria does not include an asset test and provides assistance for individuals and families with household income up to 500% of federal poverty guidelines. The program provides a substantial reduction to charges to those who qualify. In addition, patients who qualified for a partial (less than 100%) charity care adjustment under the NJHCPAP receive an incremental reduction under the CAP to bring their total reduction to the maximum of the two programs. If all efforts fail to identify insurance or qualification for Medicaid or other assistance programs, Virtua will attempt to obtain an estimate of the responsible party's annual income and will apply assistance under the CAP as applicable.

The CAP also assists those experiencing medically catastrophic circumstances whose income is too high to qualify for relief under the NJHCPAP or CAP criteria. In 2015, Virtua received state funding equal to approximately 27% of the aggregate cost of care provided to individuals who received assistance under either the NJHCPAP or the CAP.

Medicaid Shortfall

Virtua cares for many individuals who have Medicaid coverage. Some are enrolled in the program administered directly by the State of New Jersey, while others are enrolled in Medicaid plans that are managed by health maintenance organizations. Aggregate payments from all Medicaid plans are less than the actual costs to provide care to these individuals. Accordingly, there is an unreimbursed component of the cost of caring for those having coverage under Medicaid, which is accounted for under this category.

Virtua is deeply rooted in the city of Camden.

We've provided life-changing services to city residents since the 19th century, when the first West Jersey hospital was established in the heart of Camden. Today, we build on a long history of delivering great care, with plans to expand our footprint here. We provide primary, specialty and dental care, as well as children's behavioral health services, to the people of Camden and surrounding communities.



Virtua Camden's Family Health Center: "An Oasis"

"Being in Camden to provide care is important,"

says site director Joan Gray, "but how we provide it is what really makes the difference for patients. We work to understand what each patient's barriers to getting care might be. People face problems like lack of transportation or childcare or the inability to afford copays. We offer solutions so they can get the care they need."

The Kyle W. Will Family Health Center is the hub of Virtua Camden, providing primary care to patients with the practitioner of their choice who gets to know them well. Extended hours until 9 pm help those who work late shifts or hold multiple jobs. The Family Health Center is more than a medical center – its outreach touches lives beyond the office doors, with events like Camden Community Day where people gather for health information and family fun.

More than a Medical Center

At the Family Health Center, there's a special focus on managing chronic diseases that are common in the city, like diabetes and heart disease. Unique programs include group and individual sessions with a diabetes education specialist to help patients reduce their risk of complications from diabetes. Clinicians listen carefully to understand the reasons that prevent patients from being compliant, such as the lack of local supermarkets to purchase fresh food so essential to good health.



Camden resident Jerome Martin and Virtua diabetes educator Pat DeHart, RN, at the Virtua Camden Farmer's Market.

To help address the lack of grocery stores, Virtua Camden also hosts a farmer's market through the summer to make fresh produce easily available. Vouchers are provided to help residents stretch the budget, and counselors and educators are on hand to discuss everything from free cancer screening and support groups to healthy diet options.

Camden resident Jerome Martin, a heart attack survivor, has seen his health improve dramatically under the care of Amit Bhalodia, DO, medical director of the family health center, and with the support of diabetes educator, Pat DeHart, RN. A regular at the Virtua Camden Farmer's Market, Jerome has changed his diet to include more fruits and vegetables: "I've lost 125 pounds with Virtua, so now I can run after my son. This place is an oasis."



The Evans Wisniewski Dental Center at Virtua provides more than 5,000 affordable routine and advanced dental care visits for children and adults each year.

Annual backpack and winter coat drives reach children in Virtua programs and nearby elementary schools.



Virtua provides more than 6,000 physical therapy visits a year in Camden, helping patients return to active lives.

Virtua Camden — Improving Lives Person to Person

Services for children with emotional or behavioral disorders

CASTLE (Children Achieving Success through Therapeutic Life Experiences) combines short-term intensive clinical treatment with educational services for children with emotional or behavioral disorders. Children from more than 600 families are being helped through the program each year. The goal is to help them return to school, fully able to participate and move forward successfully.

CASTLE incorporates engaging programs such as an annual exhibition of students' artwork. Virtua also sponsors drives for backpacks and winter coats that reach not only CASTLE, but also nearby elementary schools.

Employee health services

Employee health services are provided to more than 50 companies in Camden County including Camden City employees, Adventure Aquarium, CDI Headstart, MAFCO Worldwide, South Jersey Port Authority and Camden Iron and Metal.

Neighborhood revitalization

Virtua is funding the plan to redevelop Liberty Park, the goal of which is to beautify the area and revitalize the business corridor along Mount Ephraim Avenue. Virtua plans to break ground for a new health and wellness center in 2017.

HELPING CAMDEN RESIDENTS LIVE FULLER LIVES

Virtua Camden houses a wide range of service providers that help residents live fuller lives:

- Camden Back Care
- Camden City Independent Living Center
- Camden Dreams Center Technology Training School
- Confident Care Corporation
- CFG Residential/Behavioral Health Program
- Freedom Prep Charter School
- Genesis Counseling Center (CAP)
- Liberty Park Neighborhood Association
- Pacesetters of South Jersey
- Providence Pediatric Medical Day Care
- Senior Care Centers of America
- Tus Ojos
- Velez Professional Services

Count on Virtua for On the Spot Emergency Care

A colleague collapses during a meeting at work. While you're on the 911 call, a woman rushes into your office and begins CPR. How did she know help was needed?



When Burlington County 911 dispatchers receive a call for a heart attack, or

cardiac arrest, a message is sent to CPR-trained individuals who subscribe to an app called PulsePoint. The app uses a global positioning system (GPS) to show those closest to the incident where the victim is located. The app also shows the location of the nearest AED (automated external defibrillator), a lightweight, battery-operated device that can shock the heart into beating.

Each minute a heart attack victim goes untreated reduces their chance of survival by 10 percent. That means, even though paramedics and emergency medical technicians (EMTs) arrive swiftly, Burlington County residents who get to victims first could double or triple their chances of survival. Nine people have already been resuscitated as a result of alerts sent out through the PulsePoint app.

Virtua's long history of providing outstanding emergency services in Camden and Burlington counties is characterized by the expertise – and selfless devotion – of our staff. State-of-the-art technology enhances emergency response like never before. A new program adopted in Burlington County is just one illustration.

BE PREPARED

Virtua offers free CPR training to our South Jersey neighbors. Call 1-888-VIRTUA-3 for information about upcoming sessions. And Burlington County residents can download the PulsePoint app at PulsePoint.org.



Burlington County officials — (l to r) Chris Carroll, Chief of Central Communications, Howard Black, Deputy Director of Public Safety, and John Drinkard, Director of Public Safety — join Virtua employees by downloading the PulsePoint app designed to help first responders save lives.



Virtua Teams Up with the Philadelphia 76ers

In the Spring of 2015, almost 200 volunteers painted fences, railings, and parking lot stripes, improving the view – and outlook – for the children at Legacy Treatment Services.

Some moved mountains of mulch, planted flowers and trees and even built a greenhouse. The work was done jointly by Virtua and the Philadelphia 76ers, based on their special partnership and shared values for helping communities and organizations in need.

Organizers and work materials arrived by 7:30 am and teams fanned out to their jobs to transform the exteriors, right down to the new basketball net. The campus spruce-up marked the first time the Sixers paired with another organization to help their employees reach their goal of 76 hours a year of community service.

In the spring of 2015, Virtua employees and Philadelphia 76ers staff joined forces at Legacy Treatment Services of Mount Holly to help with exterior improvements.

In just five hours, the campus was transformed.





Welcome to Camp Oasis

Days of Kid-Filled Fun During a Difficult Time

When parents have cancer, the lives of their children are impacted dramatically.

Each June, about 50 children ages 8 to 18 attend Camp Oasis in Medford. They swim and canoe, kayak and climb. But most importantly, they connect with other kids who face the same reality that they do – having a parent with cancer.

The camp is supported by the Virtua Foundation, and is staffed primarily by Virtua cancer nurses and their families.

While the physical part of the day helps relieve stress, arts and crafts offer another form of coping. Kids build Native American-style dream catchers to “catch bad dreams or thoughts,” and decorate pillowcases with meaningful artwork.

Virtua counselors assemble boxes in which kids leave messages – things they want to say or ask in person, but can’t. Parents later retrieve messages from the box, sparking conversation.

“One of our goals for the children is to help them understand they’re not alone. They see other children in the same situation they’re in,” says Virtua nurse Jackie Miller, who started the camp after a family member with cancer couldn’t find help for a 10-year-old son.

Some kids attend more than once because parents can battle cancer for years, and some return as counselors to provide an understanding ear.

NOT JUST FOR KIDS

“Camp Oasis gives parents a day to themselves to rest. Parents are comforted to know that the nurse or staff member who takes care of them is with their children,” says Jackie Miller, nurse navigator for the Penn Medicine Virtua Cancer Program at the Virtua Health and Wellness Center in Voorhees.

Ensuring Quality Care for All Women

Virtua Centers for Women in Lumberton and Voorhees provides high quality obstetrical and gynecological services for all women in the community, regardless of ability to pay for care.

Services at the Centers for Women include:

- Free pregnancy testing
- CenteringPregnancy®
- Free prenatal education
- Counseling and case management
- High-risk prenatal care
- Nutrition and financial education
- Enrollment in Medicaid plans for eligible mothers
- Routine gynecological care, such annual exams, Pap tests, and STI/STD and cancer screenings
- Home visits (arranged with Virtua Community Nursing Services)

The Center for Women helps eligible patients enroll in a Medicaid program, or patients may be referred to Virtua's Charity Care Program. In addition to regular weekday hours, patients with urgent questions can call a 24-hour number to reach an attending physician.



Measuring Virtua's Reach in 2015

MORE THAN **20,000**
people received Virtua **health education**
at over 400 community events.

ALMOST **6,000**
people received **diabetes screenings**
or **diabetes-specific education**.

MORE THAN **4,000**
people received **free diagnostic testing**.

MORE THAN **2,000**
people received **cancer-specific education**.

MORE THAN **2,000**
members of the South Jersey emergency
medical technician (EMT) community
received **paramedic safety education**.

ALMOST **6,000**
free car seat safety checks were performed.

MORE THAN **500**
children attended Virtua **teddy bear**
clinics, which help prevent or dispel fear
of hospitals.

MORE THAN **20,000**
people registered for **free classes offered**
by the Virtua Access Center.

VIRTUA'S PRESENCE AT COMMUNITY EVENTS

Virtua clinicians were on site to offer services
and health education at many popular community
programs throughout 2015, including:

- McGuire Baby Expo
- Virtua Camden Community Day
- Cancer Survivors' Day
- JCC Kidsland
- World Breastfeeding Week



Committed to the Communities We Serve



Car seat safety: It's a sad fact that thousands of children are killed in car accidents each year because car seats are improperly installed. Virtua provides free car seat safety checks for every newborn leaving the hospital in Mount Holly or Voorhees. Virtua also provides safety checks at community events. In 2015, about 3,400 car seats and 1,800 seat bases were checked by Virtua car seat safety technicians. Eight families in need were provided with free car seats thanks to a generous donation by the Carz and Toys Foundation.

WomenHeart at Virtua: WomenHeart at Virtua is a free cardiac support group for women with heart disease. The 90-minute sessions, led by women who have experienced a heart attack, are open to all women regardless of where they received treatment. These “girls night out” sessions from 6:30 to 8 pm are held at Virtua’s Health & Wellness Centers in Moorestown and Washington Township.



Fighting cancer and supporting survivors: For people at or below the federal poverty level or who are uninsured or underinsured, Virtua provided cancer screening services in collaboration with the New Jersey Cancer Education and Early Detection program (NJCEED). In 2015, 2,000 people in Camden and Burlington counties were educated or screened and seven cancers were detected. Virtua worked with these patients to ensure follow-up treatment. In addition, over 209 cancer survivors participated in Virtua’s cancer support groups.



A new knee, a new life:

For most of her 85 years, Helen Richards has been on her feet, living a rural life in her village on the volcanic Caribbean island of Dominica. After losing her husband of 50 years, and struggling to get around physically, she came to live with her family in Willingboro. For two years, she'd rarely left home. As her family considered payment plans for an X-ray of their mother's knees, a postcard arrived in the mail from Virtua and Operation Walk USA offering free joint replacements.

Virtua is the only health system in New Jersey that offered these free surgeries. As part of Operation Walk USA, physicians from Virtua's Joint Replacement Institute performed knee replacement surgery on Richards. Operation Walk USA is a nonprofit coalition that provides free knee and hip replacement for patients who don't qualify for government assistance and can't afford surgery.

Not only was Richards' painful left knee replaced for free by a Virtua surgeon, time and services were donated at every step of the way – from the anesthesiology and pre- and post-surgery care, to inpatient and outpatient physical therapy and home care. Operation Walk USA patients receive the same level of care as paying patients.

Virtua's minimally-invasive, quad-sparing knee replacement technique meant Richards began rehabilitation in the hospital the same day of her surgery, and was home two days later. Now Richards has three wishes: to help plant white, yellow and purple yams in the yard; to see her best friend on the Caribbean island of St. Thomas, and to visit the farming village where she lived for 83 years, Boetica.



Primary care for healthier living:

Similar to our family health center in Camden, Virtua offers comprehensive primary care services to Burlington County patients at our family health center in Mount Holly. With the same rigorous quality standards in Virtua's wide network of primary care practices throughout the region, our family health centers focus on prevention, coaching patients to make smart healthcare decisions. From annual checkups and preventive services, as well as diet and exercise, patients get the support they need to live a better life. To ease the burden of travel, lab services are on site and transportation is available to patients in need.

Virtua's community benefit over the past 5 years:
MORE THAN \$400 MILLION

ABOUT VIRTUA

As one of New Jersey's largest, non-profit health systems, Virtua provides comprehensive health care services to achieve its mission to help people be well, get well and stay well. Virtua provides services through Virtua Medical Group with 302 physicians and other clinicians, and at its urgent care centers, hospitals, ambulatory surgery centers, health and wellness centers, fitness centers, home health services, long-term care and rehabilitation centers, and paramedic program.

A leader in maternal and child health services, Virtua delivers nearly 8,000 babies a year. It provides health services to 1,500 businesses, and participates in Virtua Physician Partners, a clinically integrated network of 1,500 physicians and other clinicians. Virtua is affiliated with Penn Medicine for cancer and neuroscience and the Children's Hospital of Philadelphia (CHOP) for pediatrics.

Virtua employs over 9,000 and has been honored as the #1 Best Place to Work in the Delaware Valley every year since 2007. It is the recipient of a 4-star rating from the Centers for Medicare and Medicaid Services (CMS) for quality of care, and its hospitals earned straight As in patient safety by The Leapfrog Group and the 2016 Patient Safety Award from Healthgrades. U.S. News and World Report ranked Virtua's Mount Holly and Voorhees hospitals as High Performing Hospitals and Voorhees as a Best Regional Hospital. Virtua is also the recipient of the Consumer Choice Award from the National Research Corporation.

virtua.org

virtuabroadcastnetwork.org

