BETTER HEALTH STRONGER COMMUNITIES
OUR MISSION:
Virtua helps you be well, get well and stay well.

Throughout his 22 years as CEO of Virtua, Richard P. Miller demonstrated the value of service for the community he loves. An ardent supporter of continuous improvement in all walks of life, he led by example and cheered on those reaching for new goals. It was common to find him surrounded by people pursuing activities that would improve their health and their community. Here he shares a moment with a group of hard-working participants from the 2016 KidzTri3 event.
Virtua is guided by the mission to help people be well, get well and stay well and we share a common concern for improving the quality of life of South Jersey residents. But we’re improving more than the health of individuals; our goal is to improve the health of entire communities.

Throughout Virtua, there’s a persistent belief that we can make a difference, and we do. Virtua excels because of its people – people who share a passion for ensuring that every patient has access to exceptional care, regardless of ability to pay.

As a non-profit healthcare system, Virtua brings life-changing resources to all communities we serve.

Our emphasis on wellness and prevention is evident throughout Virtua, and much of our community benefit outreach focuses on helping people adopt healthier lifestyles. From education to preventive services like screenings, we’re helping people identify health risks early and connecting them to services that will offer better outcomes.

To have the greatest possible impact, community support is based on the needs identified in the counties we serve. Access to care is a major priority, and we’re improving access in areas such as primary care, obstetrics and gynecology, maternity, oncology, nutrition and diabetes care.

Our expansion plans are designed to improve access and meet critical needs. Virtua’s site in Camden, a lifeline for area residents, will be expanded, featuring a new larger campus and hundreds of employees supporting thousands of area residents with health and dental care and social services. And to keep pace with the increasing demands for services in Burlington County, Virtua began planning for a new hospital in Westampton and a new cancer center in Moorestown.

In 2016, Virtua subsidized over $52 million in care for the uninsured. We provided or supported health improvement programs with an additional $27.5 million throughout our region.

This financial support demonstrates our commitment to the health of our communities. The following pages offer a view into the programs and services that make better health a reality for South Jersey.

Dennis W. Pullin
President & CEO, Virtua

David A. Kindlick
Chairman, Board of Trustees, Virtua
2016 COMMUNITY BENEFIT OVERVIEW

CHARITY CARE AND MEANS-TESTED GOVERNMENT PROGRAMS

<table>
<thead>
<tr>
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<tr>
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<tr>
<td>Medicaid Shortfall</td>
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<tr>
<td><strong>Sub Total</strong></td>
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NON-CLINICAL COMMUNITY BENEFIT PROGRAMS

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<td>Health Professions Education</td>
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<td>Research</td>
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<td><strong>Sub Total</strong></td>
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TOTAL COMMUNITY BENEFIT .................. $79,845,226
Virtua’s Community Benefit Programs
Community Health Improvement Services

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

Medical professions education
Virtua provides continuing education to more than 6,400 medical professionals and students through our residency programs in family medicine, dentistry and podiatry, as well as residencies offered by other institutions. We also offer clinical programs for nursing, social work, physical therapy, lab and emergency medicine.

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 and 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.

WE’RE IMPROVING MORE THAN THE HEALTH OF INDIVIDUALS; OUR GOAL IS TO IMPROVE THE HEALTH OF ENTIRE COMMUNITIES.
Charity Care and Medicaid Shortfall

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 2016, Virtua received state funding equal to approximately 10% 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’s expansive network supports people throughout Burlington, Camden and Gloucester counties.

We also have locations in Atlantic, Bergen, 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.
- **17 Ambulatory Surgery Centers**.
- **80+ Virtua Medical Group physician practices** offering primary and specialty care.
- **Home Health Services**.
- **Virtua at Work** occupational health services.
- **Eight Virtua Express Urgent Care Centers**.
- **Emergency Medical Services** including 12 Mobile Intensive Care Units (MICU) and one Basic Life Support (BLS) Squad.

### VIRTUA ON SITE

Virtua clinicians offered services and health education at many popular community programs throughout 2016, including:

- **More than 20,000 people** received Virtua health education at **OVER 400 community events**.
- **More than 20,000 people** registered for **FREE CLASSES** through the Virtua Access Center.
- **Almost 6,000 people** received **DIABETES SCREENINGS** or diabetes-specific education.
- **Almost 6,000 FREE CAR SEAT SAFETY CHECKS** were performed.
- **More than 1,500 MOTHERS** sought guidance from Virtua’s **LACTATION CONSULTANTS** for breast feeding their newborns during 2016.
- **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.
“It literally showed up overnight. And it felt as big as a softball.”
That’s how 44-year-old Kim Franek of Cherry Hill described waking up one morning to feel a large tumor in her breast. Kim knew she needed medical help quickly, but she was temporarily without health insurance and wasn’t sure where to turn. Fortunately, a friend went through the NJCEED Program at Virtua and told her about it. NJCEED stands for New Jersey Cancer Education and Early Detection, a program that provides breast, cervical, prostate and colorectal cancer screenings for uninsured and underinsured people in Camden and Burlington counties.

“They immediately scheduled me for a mammogram, an ultrasound, and an appointment with a Virtua breast surgeon,” said Kim. The growth was diagnosed as an invasive lobular carcinoma, an especially invasive and fast-growing form of breast cancer.

“I was worried about not having insurance, but NJCEED helped me enroll for Medicaid.”
Treatment would be long and arduous. Before the tumor could be removed surgically, Kim needed to go through four months of chemotherapy to shrink the tumor. Surgery would be followed by radiation.

To help guide Kim through the lengthy process, NJCEED assigned nurse navigator, Randi Solden. Kim says: “The entire ordeal is overwhelming, but Randi was absolutely phenomenal. She spoke to me daily; took care of all my appointments; and was always there when I needed someone to talk to. Even now, she still checks on me.”

Kim responded well to the chemotherapy, and the surgery – a double mastectomy and breast reconstruction – was a success. Back at work, she’s getting on with her life.

Virtua and NJCEED: A PARTNERSHIP FOR MORE COMPLETE CANCER CARE
In addition to connecting people with screening and treatment, Virtua and NJCEED offer a wide range of cancer services. During 2016, Virtua and NJCEED provided cancer education to more than 5,500 people at events covering prostate, colorectal, cervical and breast cancers.
Helping women navigate heart disease

“Having a cardiac event is life-changing. It’s hard to fully understand until you’ve been through it,” says Lynn Niblick, a Support Network Coordinator & Community Educator with the WomenHeart program.

Lynn and her colleagues in Virtua’s WomenHeart program do understand. She, along with Joan Wisniewski, Sara McClain and Michelle Scullion, have turned their personal experience with heart disease into a mission to educate and advocate for local women with similar diagnoses.

Virtua is a member of WomenHeart National Hospital Alliance, the nation’s only patient-centered advocacy organization. Lynn, Joan, Sara and Michelle are volunteer WomenHeart Champions who were trained at the Mayo Clinic on behalf of Virtua.

Throughout 2016, Virtua’s four WomenHeart Champions facilitated peer-led support groups attended by more than 100 women. Lynn and Joan have also logged hundreds of hours in bedside visitations, providing support to patients after a difficult diagnosis.

“We educate women on the importance of taking charge of their heart health, advocating for prevention, early and accurate diagnosis and proper treatment for women living with heart disease,” says Joan. “We also want to connect them with one another to build a true community of patients who can relate to and support one another.”

The patient feedback has been overwhelmingly positive. Michelle explains that the hundreds of volunteer hours planning and educating have provided a very special reward: “We all grow from this. We all improve. It’s the shared experience that we all understand where we are and support each other to where we want to go.”

SUPPORT GROUPS AT VIRTUA
Support groups allow people to share with others who understand what they are experiencing – from emotions to practical advice. Groups can help people cope and feel less isolated, and provide a valuable addition to care. Virtua offered 19 support groups in 2016, on a monthly or semi-monthly basis, helping thousands of people throughout the year. In addition to WomenHeart, Virtua offered groups for people with a wide range of needs, including coping with:

- DIABETES, INCLUDING A SPECIALIZED GROUP FOR INSULIN USERS
- LOSS OF AN INFANT
- BREASTFEEDING
- PARKINSON’S
- CANCER, INCLUDING BREAST, LUNG, PROSTATE, GYNECOLOGIC

L to R: Joan Wisniewski, Michelle Scullion and Lynn Niblick. Not pictured: Sara McClain
Automatic electronic defibrillators can revive a heart that has stopped beating due to arrhythmia or other causes. These lifesaving units are invaluable for police forces and public places alike. That’s why Virtua Mobile Intensive Care Unit donated a total of 11 AED units in 2016. Recipients include the Berlin Borough and Pine Hill Police Departments, the YMCA Camp Ockanickon, The Community House in Moorestown, and LUCY Outreach in Camden.

The Berlin Borough Police Department recognized Virtua MICU for its donation of two portable automated electronic defibrillators. From left to right: Police Chief Michael A. DeLorenzo; James Newman, Virtua EMS; Debra Moran, Virtua Community-Based Services; Borough of Berlin Mayor James A. Bilella II.

The acronym BE FAST is a good way to quickly recognize common signs of a stroke in a friend or loved one, plus action to take:

**BALANCE** - Is there a sudden loss of balance or coordination?

**EYES** - Is there sudden blurred or double vision or sudden, persistent vision trouble?

**FACE** - Ask the person to smile. Is one or both sides of the face drooping?

**ARMS** - Ask the person to raise both arms. Does one side drift downward? Is there weakness or numbness on one side?

**SPEECH** - Does the person have slurred or garbled speech? Can he/she repeat simple phrases?

**TIME** - Call 911 for immediate medical attention if you notice one or more of these signs. Also, take note of when symptoms began.

All year long, Virtua staff participates in health awareness events like World Stroke Day. In October 2016, Virtua hospital staff shared important information with employees and visitors about what to do if signs of a stroke occur. Like the Virtua Memorial team below, they stressed the importance of FAST medical attention for a person suffering a stroke: the faster the treatment, the greater the chance of saving a life and reversing the long-term effects of stroke.
More than 15 percent of school-age children in New Jersey live in poverty with basic needs like healthy meals typically unmet. And the number of children affected in cities like Camden is far greater.

School breakfasts and lunches provide a safety net during the school year, but only 19 percent of those who receive free or reduced-priced lunches during the school year get meals during the summer. When Joan Gray, assistant vice president and administrator at Virtua Camden, heard these figures she vowed to do something about it.

Gray reached out to the Food Bank of South Jersey, which was looking for a certified commercial kitchen to expand its Summer Feeding Program.

“Virtua’s mission is to help people be well, get well and stay well,” says Gray, “but how can anyone think about staying healthy if their basic needs aren’t being met? We had a lot of extra space in our kitchen, and the food bank needed more room for food preparation, storage and refrigeration, so it was an easy, natural fit. This is a holistic partnership. We have a greater impact by doing this together.”

Each weekday in the summer, volunteers produce more than 3,000 nourishing and balanced lunches for underserved children in Camden, Burlington, Gloucester and Salem counties, which is triple the amount since before they moved in.

Sarah Crowley is the food bank’s summer feeding associate who supervises the helpers who staff morning and afternoon shifts. “Our target this season is to deliver over 160,000 lunches to 105 sites, a huge increase from the 45 sites we delivered to last year,” Crowley says.

“We are fortunate to be able to introduce new and wholesome foods to children,” says Crowley. “And we couldn’t do it without our volunteers.”

Volunteer teams throughout Virtua supported the Food Bank of South Jersey in 2016.

“Volunteering allows us to connect with our community and make an impact in people’s lives,” says Suzanne Ghee, Virtua assistant vice president of community affairs. “When we work side-by-side with people from the organizations we support, we’re more immersed and more fully understand their mission, and how it relates to Virtua’s mission.”

For more information about the Food Bank of South Jersey or to volunteer, call 856-662-4884 or visit foodbanksj.org.

A HOLISTIC PARTNERSHIP
Virtua Camden & Food Bank of South Jersey

VIRTUA MANAGERS AND CLINICAL STAFF DONATED CLOSE TO 4,000 HOURS OF VOLUNTEER SERVICE for community building activities and fundraising to support community partners.
Virtua and the Philadelphia 76ers Team building and life skills

Virtua and the Philadelphia 76ers teamed up once again to present the Sixers Academy at the Virtua Total Turf Experience at Pitman, NJ.

Thirty-two fourth and sixth grade students from Camden Forward School joined the clinic and participated in team-building activities, basketball skills sessions, and fitness education. Students learned about the importance of daily exercise and teamwork.

Inspiring Dreams

The Boys & Girls Club of Camden County honored Richard P. Miller, Virtua’s President & CEO, as the year’s Health & Fitness Champion at its Be Great Extravaganza on May 5, 2016. The club celebrated Rich as an innovative leader whose organization’s mission, vision and goals align with the Club’s Priority outcomes - Academic Success, Good Character/Citizenship and Healthy Lifestyles. All funds raised at this gala help support the Club’s numerous programs, activities and services to provide over 1,000 children in Camden with a safe and nurturing environment.

Boys & Girls Club member Jose Franco – who introduced Rich at the Be Great Extravaganza event – spent some time at Virtua getting to know Rich. Jose also was able to get up close to a medical profession he’d like to pursue, orthopedic surgery.
Virtua supports the Rebirth of Camden Foundation, which was founded to help the children of Camden thrive in school and in life. Rebirth of Camden raises funds to meet children’s needs for housing, food, clothing, educational assistance and a safe place to play and grow.

The Foundation was founded by Tyheem Baker, pictured at right, center, and Jrue Neal, both of whom grew up in Camden. Two annual fundraising events include “The Taste,” a tasting dinner and dance, and “Docs vs. Jocks,” a softball game between Virtua doctors and local sports celebrities.

Rebirth of Camden funds have supported after-school and summer programs for Camden children, and hat/glove/coat and backpack/school supplies distribution to children in need. Support has also been provided to Camden shelters and Heart of Camden for their programs.

The Virtua Women in Leadership Network was established to provide women from all walks of life with opportunities for professional development, networking and education. Event topics included financial education, leadership skills and mentoring. Here, a team of Virtua managers gather after sharing skills and advice with a group of young students at Junior Achievement Day.
Health education throughout the year

Virtua employees provide specialized consumer health education during health awareness months throughout the year. During Breast Cancer Awareness Month in October, the Penn Medicine|Virtua Cancer Program held the THRIVE: Moving Forward toward a Healthier You Women’s Cancer Awareness Event.

The event included sessions on spirituality and wellness, exercise, and healthy nutrition, and other tips for breast cancer survivors. The Virtua NJCEED program offered information on prevention, screening, and early detection of breast cancer.

Virtua employees generously volunteer on their own time for countless charitable activities that are important to them as individuals. Our team demonstrates compassion and caring both on behalf of Virtua and in their personal pursuits, to the benefit of communities throughout South Jersey.
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 500 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 VirtuaPhysicianPartners, a clinically integrated network of 1,000 physicians and other clinicians. Virtua is affiliated with Penn Medicine for cancer and neuroscience and the Children’s Hospital of Philadelphia (CHOP) for pediatrics. It employs over 9,000 and has been honored as the #1 Best Place to Work in the Delaware Valley many times 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 A’s 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.

For more information, visit Virtua.org or virtuabroadcastnetwork.org.

NONDISCRIMINATION AND ACCESSIBILITY REQUIREMENTS – ACA Section 1557

Virtua Health, Inc. complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Virtua Health, Inc. does not exclude people or treat them differently because of race, color, national origin, age, disability or sex. Virtua Health, Inc.

- Provides free aids and services to people with disabilities to communicate effectively with us, such as: qualified sign language interpreters written information in other formats (large print, audio, accessible electronic formats, other formats)
- Provides free language services to people whose primary language is not English, such as qualified interpreters
- Information written in other languages

If you need these services, contact the Virtua Access Center at 1-888-Virtua-3, TTY 1-888-847-8823 or the Corporate Compliance Officer at 856-355-0722. If you believe that Virtua Health, Inc. has failed to provide these services or discriminate in another way on the basis of race, color, national origin, age, disability, or sex, you can file a grievance with: Office of Corporate Compliance at 20 West Stow Road, Suite 9, Marlton, NJ 08053, Telephone 856-355-0722. You can file a grievance in person or by mail, fax, or email. If you need help filing a grievance, contact Corporate Compliance Officer – Susan Hatch, 20 West Stow Road, Suite 9, Marlton, NJ 08053.


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INDIVIDUALS WITH LIMITED ENGLISH PROFICIENCY LANGUAGE ASSISTANCE SERVICES

Spanish
ATENCION: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1-888-VIRTUA-3 (1-888-847-8823).

Chinese/Mandarin
注意: 如果您使用繁體中文，您可以免費獲得語言援助服務。請致電 1-888-VIRTUA-3 (1-888-847-8823).

Korean
주의: 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. 1-888-VIRTUA-3 (1-888-847-8823) 번으로 전화해 주십시오.

Portuguese
ATENÇÃO: Se fala português, encontram-se disponíveis serviços linguísticos, grátis. Ligue para 1-888-VIRTUA-3 (1-888-847-8823).

Gujarati
સુઝાણા: જે માં ગુજરાતી બોલતા હો, તો લાંબુ લાભ સાધ્ય સેવાઓ તમારા માટે ઉપલબ્ધ છે. કોલ કરો 1-888-VIRTUA-3 (1-888-847-8823).

Polish
UWAGA: Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. Zadzwoń pod numer 1-888-VIRTUA-3 (1-888-847-8823).

Italian
ATTENZIONE: In caso la lingua parlata sia l’italiano, sono disponibili servizi di assistenza linguistica gratuiti. Chiamare il numero 1-888-VIRTUA-3 (1-888-847-8823).

Tagalog
PAUNAWA: Kung nagasalita ka ng Tagalog, maaari kang gumamit ng mga serbisyo ng tulong sa wika nang walang bayad. Tumawag sa 1-888-VIRTUA-3 (1-888-847-8823).

Arabic
توفر هذه الخدمة مساعدة لترجمة اللغة العربية، إذا كنت تحتاج إلى مساعدتي في الإملاء، يمكنك الاتصال بـ 1-888-VIRTUA-3 (رقم الاتصال 3-888-847-8823). لمزيد من المعلومات، فضلًا تصل لـ 1-888-VIRTUA-3 (رقم الاتصال 3-888-847-8823).

French Creole
ATANSYON: Si w pale Kreyòl Ayisyen, gen sevis ed pou lang ki disponib gratis pou ou. Rele 1-888-VIRTUA-3 (1-888-847-8823).

Russian
В Н И М А Н И Е: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 1-888-VIRTUA-3 (1-888-847-8823).

Hindi
प्राचीन है: यदि आप हिंदी बोलते हैं तो आपके लिए मुफ्त में भाषा सहायता सेवाएं उपलब्ध हैं। 1-888-VIRTUA-3 (1-888-847-8823) पर कॉल करें।

Vietnamese
CHỦ Y: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 1-888-VIRTUA-3 (1-888-847-8823).

French
ATTENTION: Si vous parlez français, des services d'aide linguistique vous sont proposés gratuitement. Appelez le 1-888-VIRTUA-3 (1-888-847-8823).

Urdu
کالم ہیں: میں سینٹر میں مفت خدمات کے لیے کیا مت کی ہوئی جمیلت کا ہوئی، بولی تا کیا اروٹ ہے کرر
1-888-VIRTUA-3 (1-888-847-8823).