



2017
COMMUNITY
BENEFIT

Expanding our

REACH



OUR MISSION:

Virtua helps you
be well, get well
and stay well.

>> Virtua fulfills its mission with an unrelenting focus to make high quality health-care accessible to everyone throughout the South Jersey region we serve.

Outreach with empathy

Virtua is a non-profit health system serving a wide region of South Jersey with diverse cultural and socioeconomic environments.

As professionals and as community members, we have profound respect for the people we serve and empathy for their individual circumstances. To advance health equity in our most vulnerable communities, we're meeting people where they are and empowering them to become healthier. We're in their places of worship, their schools and their senior centers, providing access to healthy food, health education and preventive services.

With services and facilities concentrated in Burlington, Camden and Gloucester Counties, as well as 8 other counties in New Jersey, our community benefit support is thoughtfully planned to meet the most pressing needs in our service area.

We've intensified our community benefit based on the priorities identified in our comprehensive Community Health Needs Assessment (CHNA). It pinpoints what is most needed and where. As a result, we're improving access to care and reducing the impact of chronic conditions like diabetes and heart disease. Increasingly, we're working to expand behavioral health resources, another critical area of need identified in our CHNA.

In 2017, Virtua provided more than \$95.7 million in total community benefit. This includes \$68.7 million in charity care for the uninsured and the unfunded cost to care for patients with Medicaid which provides limited reimbursement. Our total community benefit contribution also includes more than \$27 million in community health improvement services such as health education, screenings, and improved access to care.

Throughout this report, we highlight a handful of ways that illustrate how Virtua reaches our community. From our mobile farmers market to our support of families suffering loss, we are humbled by our connections with people to improve not only their health, but also their life experience.

We invite you to read on for a detailed description of our 2017 community benefit.



Dennis W. Pullin, FACHE



David A. Kindlick

Handwritten signature of Dennis W. Pullin in black ink.

Dennis W. Pullin, FACHE
President and CEO, Virtua

Handwritten signature of David A. Kindlick in black ink.

David A. Kindlick
Chairman, Board of Trustees, Virtua

134,795

FREE PROGRAMS
and **EVENTS** engaged
& supported

Charity Care and Means-Tested Government Programs

\$16,211,640	Hospital Charity Care
\$52,493,279	Medicaid Shortfall
\$68,704,919	SUBTOTAL

Non-Clinical Community Benefit Programs

\$1,485,722	Cash and In-kind Contributions to Community Groups	□
\$8,715,413	Subsidized Health Services	□
\$1,789,834	Community Building Activities	
\$443,409	Research	□
\$10,374,849	Health Professions Education	□
\$4,215,556	Community Health Improvement Services and Community Benefit Operations	□
\$27,024,783	SUBTOTAL	

\$95,729,701 **TOTAL COMMUNITY BENEFIT**



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.

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.

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.

MEDICAL PROFESSIONS EDUCATION

Virtua is committed to help solve the shortage of healthcare professionals by offering progressive continuing education to thousands of medical professionals and students. Through our residency programs in family medicine, dentistry and podiatry, as well as participating in residencies offered by other institutions, we are developing competent professionals in primary care and obstetrics/gynecology. We also offer clinical programs for nursing, social work, physical therapy, lab and emergency medicine.

COMMUNITY-BUILDING ACTIVITIES

Virtua supports community groups and organizations, focusing on those devoted to health care improvement and in areas of greatest need.



Hospital Charity Care and Medicaid Shortfall

» 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.

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 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 for 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 2017, Virtua received state funding equal to approximately 5% 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.

Measuring Virtua's Reach in 2017

Virtua's expansive network provides care and services for people throughout Burlington, Camden and Gloucester counties. We also have locations in Atlantic, Bergen, Mercer, Monmouth, Ocean, Passaic, Somerset and Union counties.

354,000

Outpatient Visits

223,000

Emergency Room Visits

56,000

Admissions

55,000

Emergency Paramedic Responses

147,000

Home Health Visits

8,000+

Births

967,000+

Virtua Medical Group Visits

746,000+

Virtua Fitness Center Visits

10,400+

Weight Loss, Nutrition, and Diabetes Care Appointments

983

Acute Care Beds

308

Long-Term Care Beds

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 Township
- 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, radiology services, and behavioral health care for children
- 18 **Ambulatory Surgery Centers**
- 90+ **Virtua Medical Group** practice locations with almost 500 clinicians providing primary and specialty medical and surgical care
- Home Health Services** serving 3 counties
- 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



Our reach in the community

Virtua clinicians were on site to offer services and health education at many popular community programs throughout 2017, including:

McGuire Baby Expo

Virtua Camden Community Day

Cancer Survivors' Day

JCC Kidsland

Berlin Fall Fest

» 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 **1,500** members of the South Jersey emergency medical technician (EMT) community received paramedic safety education.

» more than **2,000** people received cancer-specific education

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

» more than **20,000** people registered for free classes registered through the Virtua Access Center.

» more than **3,000** health care professionals received education and training from Virtua clinical staff in 2017.

» Better Health by the Bushel Basket

Food is medicine, and the numbers prove it: people affected by food insecurity are twice as likely to suffer from chronic disease like diabetes and heart disease.

Quality garden-grown food is a necessity for good health, yet for at least one in 10 South Jersey residents, healthy eating seems more like a luxury.

“Too many people in our region experience ‘food insecurity,’ which is the lack of access to the foods that are the building blocks of good health, like fresh fruit and vegetables,” says Suzanne Ghee, assistant vice president for Virtua’s community health initiatives.

“If you don’t have a grocery store with a produce aisle in your community, and you don’t have a car to drive to one,

you’re stuck with cheap packaged or fast food,” says Ghee. The cost of quality fresh food can also be a barrier.

“When people have to choose between food and rent, the cheapest, low-quality option wins. They’re choosing survival, but it’s devastating to long-term health,” she adds.

Virtua is trying to change that. Since May 2017, a bright green Virtua truck stocked with fresh produce has been rolling through South Jersey, bringing high-quality, low-cost produce directly to the people who need it most.

Throughout 2017, almost 30,000 pounds of produce were distributed to more than 6,800 families in Burlington and Camden Counties. In all, the team reached 800 more families than originally planned.

The program is staffed with a supervisor, coordinator, dietitian, and drivers. And public health interns are on hand to survey patrons to pinpoint needs that help the team fine-tune the program.



Team member and registered dietitian Jillian Ceasrine explains her approach: “We use fun, nutrition-related games that usually result in more in-depth and personal conversations about health. And we provide patrons with the tools they need to create a healthy lifestyle, like personalized meal plans and recipes based on their food preferences.”

Virtua purchases the produce from Whole Foods Markets and offers it at deeply discounted wholesale rates. “We take our obligation very seriously to make this food affordable. This isn’t a revenue-generator for Virtua,” says Ghee. “It’s our chance to improve peoples’ lives in the most fundamental way possible – better food, better health.”



FOOD INSECURITY IS ONE OF THE CRITICAL

Social Determinants of Health

Also included are lack of stable housing, violence and other environmental factors that put people's health at risk.



150,000 ADULTS

suffer from hunger in Burlington, Camden and Gloucester Counties

THIS INCLUDES:

- » **13.5%** of adults in Camden County
- » **10.9%** of adults in Gloucester County
- » **10.8%** of adults in Burlington County

Households with children experience the highest rates of food insecurity.

Turkeypalooza: Making HAPPIER Thanksgivings

Before Thanksgiving, Virtua hosted the Turkeypalooza, distributing more than 500 free turkeys to Camden area residents, along with bags of fresh, seasonal produce, all free of charge. Virtua dietitians also provided tips on preparing a healthy holiday meal.



» How bricks and mortar build better health

Life is put on hold without a secure place to live.

And while public health and housing advocates have done much to reduce homelessness in New Jersey, it continues to be a bitter reality for thousands of people.

Virtua providers routinely see the devastating impact of housing instability in caring for some of their Burlington County patients. The county, home to two Virtua hospitals and many outpatient locations, has the second highest rate of homelessness in the state.

“I’ve seen homelessness adversely affect patients’ health in many different ways. From depression and anxiety to chest pain, chronic headaches, or fatigue, stress from difficult living situations has real physical impact,” explains Dr. Annamarie Ibay of Virtua Family Medicine in Lumberton. “Housing insecurity also affects adherence to medications, healthy diet, or follow-up appointments. It’s tragic to hear a patient say they must choose between taking their medication or having a roof over their head.”



Virtua EVP Alfred Campanella is joined by Dan Master, April Schetler and Suzanne Ghee to set up homes for families who had been homeless.

That’s why Virtua participates in Housing First, a national, evidenced-based program designed to end homelessness through a combination of permanent housing and community-based support services. In a partnership with Legacy Treatment Services and Burlington County Government, Virtua is working to support those who are homeless and suffering from mental illness and health disparities.

“Virtua is focusing on how homelessness can impact one’s health, and this program is a step toward multiple agencies and government working together to improve options for long-term housing,” said Virtua executive vice president Alfred Campanella. “Virtua is proud

to be a partner supporting this initiative. We are eager to see Housing First grow to include many more beneficiaries, leading to better health in our communities.”

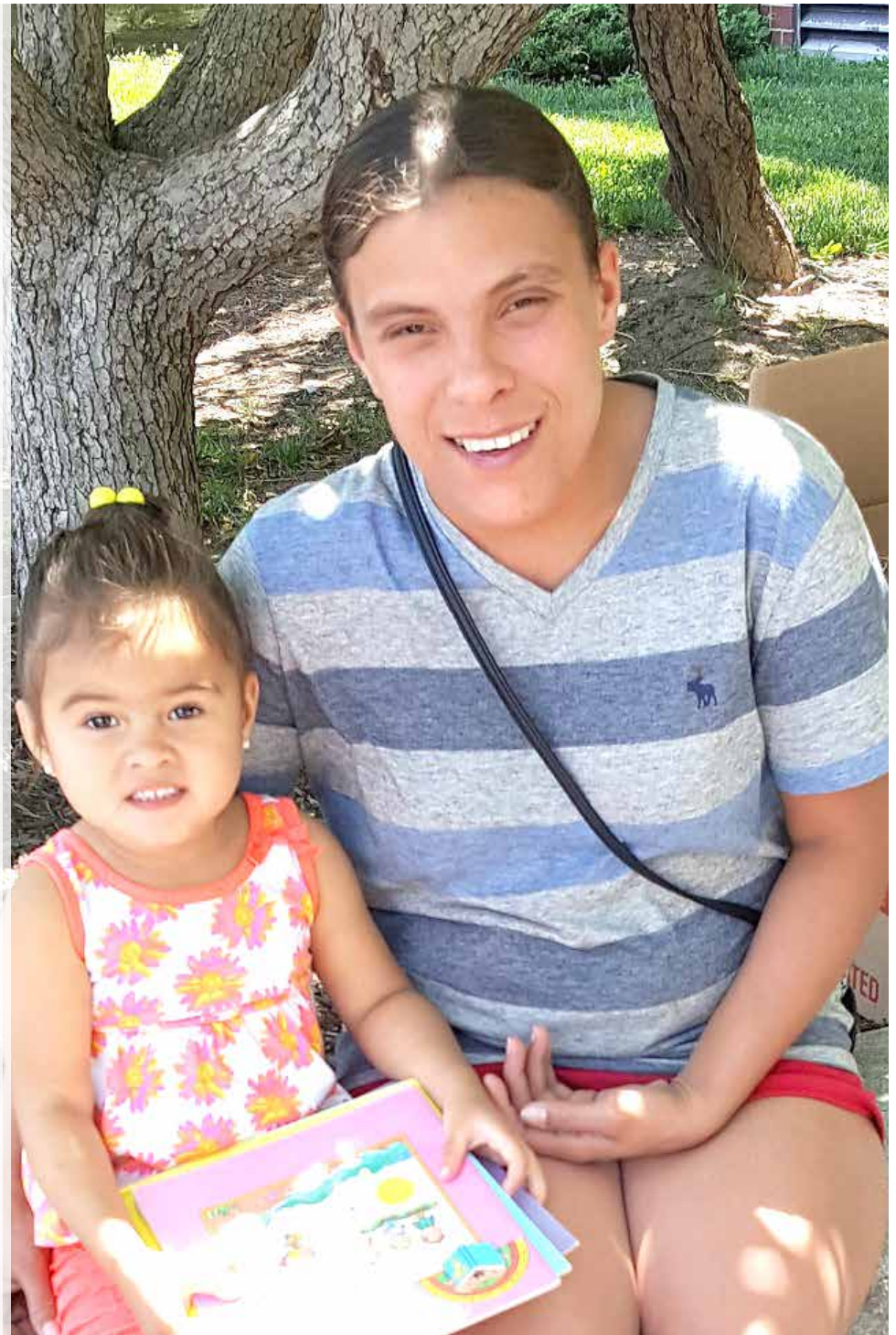
The program provides intensive wrap-around case management to coordinate and provide services like medical care, drug treatment, and other social services. In order to qualify for support, a candidate has to have been hospitalized at least twice in the last six months, have two or more chronic health conditions and be homeless.

In 2017, Virtua earned 25 Housing First vouchers to support the same number of families or individuals in 2017 and early in 2018.

Additional donations from the Virtua Foundation provided essential items such as beds, furnishings, and housewares.

For more than 10 years, **Virtua Camden Farmer's Market**

has been a welcome summer-time addition to the Liberty Park neighborhood of Camden. Initially established to provide area residents with an option for healthy fruits and vegetables, the program also provides extensive health education and hosts partners in social services. Now a regular Thursday gathering spot, the Market added a new feature in 2017: a free pop-up library with new or gently used books for children and adults – all donations coordinated by Virtua Camden employees.



» Virtua's Perinatal Bereavement and Palliative Care Program

Compassionate Support through Pregnancy Loss and Beyond

When the joy of pregnancy spirals into devastating loss, Virtua's Perinatal Bereavement and Palliative Care program supports the family with compassion and provides a perspective that can lead to acceptance and hope. With deep understanding, the program staff provides ways to honor their child's life with dignity.

Virtua's Hoping Infant Loss Support program is one of the only perinatal grief support groups active in Southern New Jersey, offered to patients within Virtua as well as from other health care centers.

Virtua's palliative care team, LifeCare for Little Ones, supports parents during pregnancy when they are given a life-limiting diagnosis for their baby. Doctors, nurses, chaplains, social workers and staff provide care and counsel that helps to ease a family's difficult journey.

In The Rainbow Baby Connection program, Virtua bereavement specialists support moms who are pregnant following the loss of a baby. With the new "rainbow baby" pregnancy, joy may be mixed with guilt over an earlier loss, or unhealthy fear and anxiety. Support groups and education help families through this potentially anxious time.

Honoring a life, easing a journey

When Kirstin and Brian Lucykanish learned that the son they were waiting for had a rare birth defect with no chance of survival, they embraced their pregnancy in anticipation of spending whatever time they would have with him.

The few short hours following their beautiful Brantley's birth were filled with joy, tears and unbound love before he slipped away.

Engulfed in grief, the family's tragedy was compounded by the news that Kristin developed blood clots after delivery and would have to remain in the hospital. Now fearing for her own life, Kirstin tumbled into the lowest emotional point imaginable.

Virtua's Perinatal Bereavement and Palliative Care Program provides a safety net for families like the Lucykanish's. From the moment staff learns of a family's loss, they focus on helping families begin a journey to heal.

"During a ten-day hospital stay, the only source of hope and strength came from the amazing staff at Virtua who cared for me physically and emotionally," said Kristin. "They went beyond what was expected of them."





Angel Garden at Virtua Voorhees hospital

The most profound expression of comfort came through Virtua's "Butterfly Nurse," Tina Shute, who was so moved by the couple's story that she offered them one of the butterflies from her butterfly garden. She asked if they would like to hold a release ceremony in Virtua's Angel Garden to honor Brantley. "My eyes instantly filled with tears with this complete selfless and kind gesture," said Kirstin.

"On the day of Brantley's ceremony, my husband, daughter and I watched that beautiful butterfly fly off into the sky, and I felt like I could breathe for the first time since we got Brantley's diagnosis. This butterfly showed that our son, who was once in our arms, was now flying high, healthy and happy in heaven. After the butterfly was no longer in sight, we prayed – not only our family, but for all the families who have stood in that garden honoring children taken from this earth too soon."

Maternal and Child Health Services

The staff of Virtua Maternal and Child Health Services focuses a large portion of their time to developing and administering programs which benefit mothers and children who would be underserved in our health care system. In 2017, Virtua provided the salaries of multiple staff members who devote their time to these families through a wide range of programs, including:

Childbirth Education

About 8,000 babies are born at Virtua each year, many to first-time mothers. To help parents prepare for childbirth, Virtua provides childbirth education classes. While a fee is charged to those who are able to pay, expectant mothers with financial limitations are provided with free or reduced-fee classes. In 2017, Virtua sponsored 50 families due to financial need.

Pregnancy Testing and Counseling

Virtua's Center for Women provided free pregnancy testing and prenatal counseling for under-served women. The program benefited hundreds of expectant mothers during 2017.

Postpartum Depression Screening

Close to 8,000 women are screened annually, and those diagnosed are offered extensive counseling and support. Comprehensive bereavement services are highlighted at left/right.

Car Seat Fitting Stations

To ensure that children are protected when going home from the hospital – and in future travel – Virtua provided free car seat fitting services and education for more than 6,000 families after the birth of their child.

Virtua volunteers in the community

» Virtua employees lend their varied talents and skills and commitment to fundraising to support the vital work of community organizations throughout South Jersey and far beyond.

Providing care overseas



Virtua staff attend medical missions like this one in Guatemala that provided care for more than 1,000 people.



Virtua managers and staff helped spruce up the Camden Children's Garden alongside employees from the Philadelphia 76ers. On June 2, volunteers spent the day planting flowers, mulching flower beds, painting, cleaning and rebuilding.



Virtua partners with South Jersey Food Bank to ensure Camden children have healthy lunches in summer months.



Little Hats, Big Hearts

In 2017, Virtua was part of the American Heart Association's Little Hats, Big Hearts program to help raise awareness about family heart health and congenital heart defects (CHD), with support from The Children's Heart Foundation. CHD is the most common type of birth defect in the country, and this effort helps empower new moms to take charge of their own wellbeing while starting a healthy lifestyle for the entire family.

Babies born at Virtua received a hand-knitted or crocheted red hat, and a kit full of heart-healthy information for mom and baby. During Congenital Heart Defect Awareness Week in February, almost 100 moms received a health packet which included tips on raising healthy children, home work-outs, an American Heart Association recipe and information on congenital heart defects.

"The Little Hats, Big Hearts program is near and dear to our hearts at Virtua because it perfectly aligns with our mission to help our patients be well and stay well," says Lauren Ochs, Assistant Vice President of Women's and Children's Services. "As a leader in maternal and child health in South Jersey, we continually strive to educate new moms about the importance of good health for them and their families, and this initiative is a beautiful way to bring awareness to CHD."

Cash and In-kind Contributions

Virtua contributes to non-profit organizations throughout Burlington, Camden and Gloucester counties, concentrating our resources on those which are committed to health-related and community improvement causes. During 2017, Virtua sponsored more than 50 organizations, including:

Alice Paul Institute
Alicia Rose Victorious Foundation
Alzheimers Association
American Heart Association
Boys and Girls Club of Camden County
Cathedral Kitchen
Food Bank of South Jersey
Hopeworks 'n Camden
Kidz Tri3
Lauren Rose Albert Foundation
Legacy Treatment Foundation
LUCY Outreach
March of Dimes
Multiple Sclerosis Association of America
National Kidney Foundation
Oaks Integrated Care
Preeclampsia Foundation
Ronald McDonald House
Samaritan Healthcare & Hospice
Sixers Youth Foundation
Urban Promise



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 Virtua Physician Partners, 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.



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