



2018
COMMUNITY
BENEFIT REPORT



Here for Good.

Virtua Health is here to help people in our communities get where they want to be. Guided by our mission to help people be well, get well, and stay well, we do everything possible to understand exactly what people need, at the moment they need it. We recognize that everyone starts at a different place and the resources change from person to person, from neighborhood to neighborhood.

Knowing our communities means everything to us. We build our understanding by being fully immersed in the communities we serve, from Camden to Tabernacle, from Berlin to Willingboro. Virtua's caring professionals are vigilant about patients' lifestyles, striving to understand how people eat, how they move, and how they treat themselves, mind, body, and soul.

We also learn about our communities through ongoing consumer research, starting with the Community Health Needs Assessment. This study, sponsored by area health systems, helps us prioritize the most pressing gaps in care.

Knowledge is essential, but how we respond to community need is our opportunity to have a real impact. We're bringing fresh solutions to persistent problems like chronic conditions that have long threatened our communities. Today, we're digging deeper to address the complex social factors like food insecurity and poor diet that lead to obesity, Type 2 diabetes, heart disease, and more.

Virtua's commitment to improve the health of South Jersey is evident far beyond the walls of our hospitals. With more than 200 care locations blanketing the region, we're providing access to high quality care wherever it's needed. In 2018, Virtua provided more than \$100.5 million in total community benefit, including \$74.9 million in charity care and an additional \$25.6 million in community health improvement services that improve access to care. Virtua's 2018 community benefit report summarizes the work of our dedicated colleagues and our financial contribution to the communities we serve.

We're proud of the efforts detailed throughout this report and we thank you for taking the time to learn more.

Sincerely,



Dennis W. Pullin

Dennis W. Pullin, FACHE
President and CEO, Virtua Health



David A. Kindlick

David A. Kindlick
Chairman, Virtua Health Board of Trustees

Community Benefits Defined

Community benefits (CB) are the programs and services provided to expand access to care and to improve the health of communities. Caring for all community members is integral to our mission as a not-for-profit organization. Virtua offers all services normally covered by health insurance to everyone in the community, regardless of ability to pay for services. We provide additional services to help improve access to care for those community members who are typically underserved. Hospital-provided community benefits also reduce the expense burden on the government or other community resources.

Charity Care and Means-Tested Government Programs

	West Jersey	Memorial	Total for CB Report
Hospital charity care	9,905,042	5,266,991	15,172,033
Medicaid shortfall	41,901,802	17,802,344	59,704,146
SUBTOTAL	51,806,844	23,069,335	74,876,179

Non-Clinical Community Benefit Programs

Community health improvement services and community benefit operations	1,497,910	3,012,623	4,510,533
Health professions education	8,846,825	1,898,940	10,745,765
Subsidized health services	6,854,594	277,564	7,132,158
Research	335,500	158,610	494,110
Cash and in-kind contributions to community groups	514,322	278,121	792,443
Community-building activities	485,309	1,510,518	1,995,827
SUBTOTAL	18,534,460	7,136,376	25,670,836
TOTAL COMMUNITY BENEFIT	70,341,304	30,205,711	100,547,015

HOSPITAL 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 available for individuals and families with household income levels up to 300 percent 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 percent 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 percent) 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 2018, Virtua received state funding equal to approximately 5 percent 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.

Community Health Improvement Services

At Virtua, we want to help people achieve their goals in life by staying healthy. That means preventing illness before it starts, so we're committed to educating people about their health, providing screening for early detection of illness, and support when illness does happen. We provide extensive community-based clinical services such as screenings for cancer, diabetes, stroke, high blood pressure, and much more. We also provide a wide range of support groups, helping community members deal with issues of loss and illness. We offer an extensive roster of free health education classes with information about disease prevention, childbirth preparation, breastfeeding and parenting, nutrition, fitness, and wellness. And, we offer support groups for people with a range of concerns including chronic illness and loss.

Health Professions Education

Virtua is helping to ensure that quality physicians, nurses, and other medical professionals are here for the people of South Jersey. We provide continuing education to thousands of medical professionals and students through our residency programs in family medicine, dentistry, and podiatry, and partner with other institutions offering residencies. We also offer clinical programs for nursing, social work, physical therapy, lab, and emergency medicine.

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, children's, and neonatal intensive care, as well as behavioral health and emergency services. The costs related to these services are in excess of reimbursements to Virtua.

Research

In 2018, Virtua participated in Oncology Clinical Research Studies for multiple types of cancer to gather data to support improved detection, screening, and treatment. Virtua provides in-kind salary support of clinical research professionals to manage these trials. Through these studies, Virtua offered 44 patients from our region some of the latest cancer treatment and screening options available. This was accomplished in partnership with the National Cancer Institute Sponsored Cooperative Group Clinical Trials.

Financial and In-Kind Contributions

In 2018, Virtua made direct financial contributions to support non-profit organizations whose missions align with ours in helping people to achieve better health. In addition to major sponsorships of Go Red for Women® and March of Dimes, Virtua also supported a variety of local charitable organizations which are oriented toward health improvement and quality of life.

Community-Building Activities

Virtua provides resources, volunteer resources, and support to many different community groups and organizations that are focused on helping people move forward in health and in life. Virtua staff conducts outreach across South Jersey, with an emphasis on areas where our most vulnerable community members are located.



The Virtua Health Network in 2018

- ▶ 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
- ▶ 8 Virtua Express Urgent Care Centers
- ▶ Emergency Medical Services including 12 Mobile Intensive Care Units (MICU) and one Basic Life Support (BLS) Squad

Virtua Health by the Numbers in 2018

- ▶ 2 Million+ Access Center Calls
- ▶ 1 Million+ Virtua Medical Group Visits
- ▶ 690,000+ Virtua Fitness Center Visits
- ▶ 229,000+ Inpatient Days
- ▶ 216,000+ Emergency Department Visits
- ▶ 135,000+ Surgeries (Including Inpatient and Outpatient Procedures)
- ▶ 89,900+ Urgent Care Visits
- ▶ 53,000+ Hospital Admissions
- ▶ 52,600+ Emergency Paramedic Responses
- ▶ 15,200+ Weight Loss, Nutrition, and Diabetes Care Appointments
- ▶ 9,000+ Employees
- ▶ 7,700+ Births
- ▶ 1,000+ Clinicians (Including Virtua Medical Group & VirtuaPhysicianPartners™)
- ▶ 983 Acute Care Beds
- ▶ 308 Long-Term Care Beds
- ▶ 200+ Locations
- ▶ 3 Hospitals
- ▶ Outpatient Centers
- ▶ 2 Fitness Centers
- ▶ 2 Long-Term Care / Rehabilitation Centers
- ▶ 20 Physical Therapy and Rehab Locations
- ▶ 18 Ambulatory Surgery Centers
- ▶ 100+ Virtua Medical Group Physician Practice Locations prior to the acquisition of Lourdes Health System

EXTENDING OUR IMPACT

- ▶ **More than 20,000** people received Virtua health education at over **400** community events
- ▶ **More than 16,000** people registered for free classes through the Virtua Access Center
- ▶ **Almost 6,000** free car seat safety checks were performed
- ▶ **More than 2,300** people received diabetes screenings or diabetes-specific education
- ▶ **More than 3,200** people received cancer-specific education
- ▶ **Almost 2,000** health care professionals received education and training from Virtua clinical staff
- ▶ **More than 1,500** members of the South Jersey emergency medical technician (EMT) community received paramedic safety education
- ▶ **More than 1,000** people received free diagnostic testing

*All data is prior to the acquisition of Lourdes Health System which occurred on July 1, 2019.

A NEW SAFETY NET FOR THE UNINSURED

Mark Smith definitely wasn't feeling his best, but he had no idea how far off course his health had gotten until he woke up in the emergency room (ER) with a shocking diagnosis.

Congestive heart failure. A life-threatening condition that Mark was completely unaware he had.

Over the years, a steady climb in weight led to a gradual slow-down. "I couldn't walk five steps without getting out of breath," said Mark. But his condition had developed over time and he compensated for symptoms like shortness of breath.

Eventually, Mark was unable to maintain his job as an electrician and lost his health insurance. On a tight budget, he avoided routine medical care and lived in the dark about his condition.

Mark's ER visit led to an 18-day hospital stay that saved his life, but the journey back to better health would require a lot of follow-up care, lab work, and medications. Mark was overwhelmed by the thought of medical expenses that he simply could not afford. "I knew I had a long way to go, but I was uninsured and still out of work, so I didn't know where to turn," said Mark.

That's when Virtua physician, Jubril Oyeyemi, MD referred Mark to the Cherry Hill Free Clinic. The clinic provides care for people who don't have health insurance or have unaffordable deductibles, and don't qualify for public assistance like Medicaid.

Dr. Oyeyemi founded the Cherry Hill Free Clinic after seeing too many people like Mark in the hospital: very sick because they didn't have access to routine medical care to help them stay healthy.

During Mark's extraordinary year-long recovery, he shed 90 pounds, gave up alcohol, and went back to work. Regular visits to the clinic kept him on track, with medications filled at the lowest possible rates, and lab work performed at no cost in Virtua Labs. The support of the team at the Cherry Hill Free Clinic kept him inspired. "Everyone there is so nice and supportive," says Mark. "I couldn't have done it without them. There's no question — they saved my life."

Dr. Oyeyemi says it's a group effort. "Anyone who goes into medicine wants to help people. This is the ultimate way of doing it: providing care to people who have fallen through the cracks of the system and helping to keep them healthy."

The Cherry Hill Free Clinic opened in 2017 and operates completely on donations. Physicians, nurses, and other clinicians and staff from most regional health systems volunteer their time on the weekends to provide free visits to patients. Most patients of the clinic are treated for conditions that would typically be handled by a primary care physician, like high cholesterol, diabetes, COPD, asthma, and other chronic diseases. "They're hard-working people who are going through a rough time," explains clinic founder Jubril Oyeyemi, MD.

The clinic operates with the support of area health care organizations including Virtua, and the local Muslim community (the Gracious Center of Learning & Enrichment Activities [GCLEA] provides the clinic space). Virtua provided computers, furniture, and subsidizes lab work and radiology services, Walgreens provides immunizations, and CVS provides supplies. To learn more, to book an appointment or to donate, visit cherryhillfreeclinic.org.



A MAJOR MOVE AND A HELPING HAND

The stress of a cross-country move comes with real challenges at any age, and especially for Edward B., a grandfather of three. But when Edward's daughter was transferred to New Jersey, he and his wife followed their hearts and made the big move east to help with the grandchildren.

There was a lot to look forward to, but also some unique hurdles for this former Washington state resident. Edward had been living with type 2 diabetes for more than 25 years, and relied heavily on his long-time endocrinologist.

Complicating matters, Edward's blood glucose numbers had been rising. "We needed to find a good physician ... and we found Virtua," says Edward. His team, primary care physician Susan Varevice-McAndrew, MD and endocrinologist Rose Mary Fair-Covely, DO, worked hard to bring Edward's numbers under control. Part of the solution would be an increased dose of a costly medicine.

"It created a hardship for my family. I had to make a decision: either don't eat and buy my meds. Or, buy food and don't buy my meds."

Vigilant to Edward's needs and circumstances, Dr. McAndrew prescribed a visit to the Food Pantry at Virtua Memorial. Virtua's Food Pantry Program supports patients with diet-related chronic illness with financial barriers and lack of access to quality food that may be worsening their conditions. Incorporating a holistic, "food as medicine" approach to patient care, the program is only the sixth of its kind in the U.S.

At the Food Pantry, Virtua Primary Care patients are provided with groceries, including fresh produce, to prepare nutritious meals. They also meet with registered dietitians and licensed clinical social workers for guidance. Edward's education led him to making healthy new recipes with simple ingredients and self-styled flair.

For Edward, it's made a world of difference. He's feeling better, living healthier, and minimizing the stress that comes with difficult choices. Like whether to buy food or medicine.



PEDIATRIC MOBILE SERVICES BRING CARE TO KIDS

Virtua's Pediatric Mobile Services Program is on a roll to improve the health of our most precious patients — the children of South Jersey. Kids ages 5 and under who live in underserved areas can get the health services they need through the program, like dental and developmental screenings, lead poisoning education, flu shots, health education, and more.

The mobile unit meets children and their families right where they are, improving access to high quality care that might otherwise be out of reach. In planning their routes, the care team seeks out busy locations where they can have the greatest impact. Riverside's National Night Out was one of their stops in 2018, where Virtua dental hygienist Cynthia Scott provided dental checks and other team members educated guests on their full range of pediatric services.



Virtua's Pediatric Mobile Unit team was proud to provide tours to NJ State Senator Troy Singleton and Assemblywoman Carol Murphy at Riverside's National Night Out, where they discussed Virtua's services for families throughout the region. Riverside Mayor Lorraine Hatchett was also on site, noting her appreciation for the services to children in her community. Senator Singleton is pictured above, second from right, with the Virtua team.

Preventing Birth Defects

Virtua delivers more babies than any health system in South Jersey, and with that distinction comes important opportunities to educate families about the prevention of birth defects. During January, National Birth Defects Prevention Month, Virtua joined with the National Birth Defects Prevention Network (NBDPN), the Centers for Disease Control and Prevention, the American Academy of Pediatrics, and the March of Dimes, to increase awareness of birth defects and how they can be prevented.

While not all birth defects are preventable, it is especially tragic when a baby suffers the effects of an avoidable infection. The 2018 campaign “Prevent to Protect: Prevent Infections for Baby’s Protection,” emphasized the importance of preventing infections before and during pregnancy that can increase the risk of having a baby with a birth defect. Virtua promoted helpful tips for women who are pregnant or may become pregnant, such as being up-to-date on vaccinations, using insect repellent and avoiding travel to areas affected by Zika virus, STD prevention, and much more.



COMMUNITY BUILDING

Sounding the Alarm for Safety

Virtua's community building efforts, like all our community benefit contributions, are focused on areas where we can have the most direct impact on improving people's lives. Our participation in the Red Cross's "Sound the Alarm" is one example. With financial contributions and volunteerism, we helped to ensure that homes throughout high-risk neighborhoods were protected with fire alarms.

Over the course of a weekend, Red Cross volunteers, fire department staff, and partners like Virtua joined forces to install free alarms and replace batteries in existing alarms. In all, throughout New Jersey, more than 1,500 alarms were installed in the two-day period.

The teams also provided home fire safety tips and helped families create escape plans. In addition to installing the smoke alarms, the Red Cross made 6,000 homes safer by providing fire preparedness materials.

Virtua's contribution helped support:

- ▶ 6,000 sets of fire preparedness materials including a fire escape plan
- ▶ Volunteer supplies including water, meals, and snacks
- ▶ Smoke detectors
- ▶ A drill, ladder, batteries, and related materials



THE PRIDE OF VIRTUA HEALTH

Colleagues Extending Our Reach

Virtua colleagues are the heartbeat of our organization and their generous spirit is a part of who they are no matter where they are. They generously volunteer for countless charitable organizations on their own time. Our team demonstrates compassion and professionalism, bringing the many skills they have built at Virtua to benefit communities throughout South Jersey and around the globe.



Since 2015, Virtua colleagues have traveled annually to Guatemala on a medical mission. In 2018, 30 people made the trip on their own time to bring care to more than 1,000 people over the course of a week.

VIRTUA HOSPITALS IN 2018

Virtua Marlton Hospital

198 Beds 90 Brick Road | Marlton, NJ 08053



Virtua Marlton is known for its cardiac and surgical services. The hospital houses state of the art catheterization labs, including an all-digital cardiovascular imaging and archiving system that provides the clearest visualization of fine vessels, pinpoint diagnostics and precision stent placement. Virtua Marlton is also known for its bariatric surgery services, having recently been accredited as a Comprehensive Bariatric Surgery Center by the Metabolic and Bariatric Surgery Accreditation Quality Improvement Program. Virtua Marlton is also fracture-care certified by the International Geriatric Fracture Society.

Virtua Memorial Hospital

383 Beds 175 Madison Ave. | Mount Holly, NJ 08060



Virtua Memorial is recognized for its expertise in maternity, pediatrics and advanced surgical care. Virtua Memorial is the only full-service hospital with maternity care in Burlington County. It's equipped with a level II special care nursery for little ones who need specialized care at birth. It also features a hybrid pediatric emergency and inpatient unit that's staffed by Children's Hospital of Philadelphia (CHOP) physicians. The hospital is the home of Virtua's brain and spine programs. A Penn Medicine neurosurgeon performs brain surgery at the hospital. Penn neurosurgeons also perform spine surgery alongside the other members of Virtua's spine panel, who are experienced, dedicated orthopedic spine surgeons from the region's top orthopedic practices. Both brain and spine surgery patients recover in a dedicated unit with private rooms and specially trained staff.

Virtua Voorhees Hospital

402 Beds 100 Bowman Drive | Voorhees, NJ



Virtua Voorhees, the newest of the three hospitals, features a welcoming environment that promotes personalized service with private rooms and enhanced healing through the use of light, space and technology. Virtua Voorhees is known for expectant mothers and children services. As a regional perinatal center, Virtua Voorhees' level III newborn intensive care unit takes care of the region's youngest patients. Delivering more than 5,000 babies a year, the hospital is preferred for maternity services by area consumers.* As children grow, parents continue to look to the Virtua Voorhees campus for pediatric care. The hospital houses a pediatric emergency room staffed by CHOP physicians.

**Source: National Research Corporation, 2018*

OUTPATIENT & FITNESS CENTERS

Outpatient Centers

100 Townsend Ave. | Berlin, NJ 08009

Includes emergency department with 10,000+ visits annually the Virtua Berlin campus provides robust outpatient offerings to the community, including a satellite emergency department, radiology, lab, sub-acute rehabilitation, outpatient substance abuse services, and Virtua's CASTLE program that supports young children with behavioral challenges.

1000 Atlantic Ave. | Camden, NJ 08104

Includes emergency department with 36,400+ visits annually the Virtua Camden campus houses both Virtua and non-Virtua services. The Virtua services include a satellite emergency department, The Kyle W. Will Family Health Center, the Evans-Wisniewski Dental Center, outpatient podiatry, physical therapy and rehabilitation, and Virtua's CASTLE program.

200 Bowman Drive | Voorhees, NJ, 08043

The Voorhees Health and Wellness Center sits adjacent to the hospital, making for a comprehensive campus with many different offerings for patients. The Center houses more than 20 services including Virtua's Joint Replacement Institute specializing in knees and hips.

Penn Medicine | Virtua Cancer Program including a state-of-the-art radiation facility; and Summit Surgical Center, a joint venture between Virtua and the Center's surgeons. Several Children's Hospital of Philadelphia services are also in the Center including a sleep center and radiology — both designed specifically for children.

Fitness Centers

In 2000, Virtua opened the first of two outpatient centers that include fitness centers. While anyone is welcome to join, the fitness centers are unique in that they are certified by the Medical Fitness Association and provide fitness programs designed for individuals managing a medical condition, recovering from a condition or procedure, or needing additional support to improve their level of physical activity. To ensure quality, all fitness specialists hold a four-year degree. Approximately 9,500 members are served in the following locations:

401 Young Ave., Moorestown, NJ 08057

2309 Evesham Road Voorhees, NJ 08043