

Form **990**Department of the Treasury  
Internal Revenue Service**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2023**Open to Public  
Inspection**A For the 2023 calendar year, or tax year beginning and ending****B** Check if applicable:

- ☐ Address change  
☐ Name change  
☐ Initial return  
☐ Final return/terminated  
☐ Amended return  
☐ Application pending

**C Name of organization**

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

**Doing business as**

Number and street (or P.O. box if mail is not delivered to street address)

406 LIPPINCOTT DR.

Room/suite

J

City or town, state or province, country, and ZIP or foreign postal code

MARLTON, NJ 08053-3427

**F Name and address of principal officer: DENNIS W. PULLIN**

303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053

**D Employer identification number**

21-0634532

**E Telephone number**

856 355-0620

**G Gross receipts \$** 1,305,485,289.**H(a) Is this a group return**for subordinates? ☐ Yes ☒ No**H(b) Are all subordinates included?** ☐ Yes ☐ No

If "No," attach a list. See instructions

**H(c) Group exemption number****I Tax-exempt status:** ☒ 501(c)(3) ☐ 501(c) ( ) (insert no.) ☐ 4947(a)(1) or ☐ 527**J Website:** WWW.VIRTUA.ORG**K Form of organization:** ☒ Corporation ☐ Trust ☐ Association ☐ Other**L Year of formation:** 1885**M State of legal domicile:** NJ**Part I Summary**

Activities & Governance	1	Briefly describe the organization's mission or most significant activities:	OUR MISSION IS TO HELP THE COMMUNITY TO BE WELL, GET WELL AND STAY WELL	
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	5
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	2
	5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	5765
	6	Total number of volunteers (estimate if necessary)	6	239
Revenue	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	923,229.
	7b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.
	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	3,656,341.	2,663,558.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	962,671,369.	1,016,667,258.
Expenses	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	13,367,596.	66,152,905.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	54,742,401.	50,523,527.
	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	1,034,437,707.	1,136,007,248.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0.	0.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	362,817,807.	369,741,475.
	16b	Total fundraising expenses (Part IX, column (D), line 25)	0.	0.
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	515,276,851.	543,982,948.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	878,094,658.	913,724,423.
Net Assets or Fund Balances	19	Revenue less expenses. Subtract line 18 from line 12	156,343,049.	222,282,825.
	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26)	2,427,863,351.	2,785,741,092.
	22	Net assets or fund balances. Subtract line 21 from line 20	802,031,297.	949,433,046.
			1,625,832,054.	1,836,308,046.

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here**

Signature of officer

Date

DENNIS W. PULLIN, PRESIDENT/CEO

Type or print name and title

**Paid**

Print/Type preparer's name

RUSSLEE ARMSTRONG

Preparer's signature

Russlee L Armstrong

Date

11/4/2024

Check ☐ if self-employed

PTIN

P00288383

**Preparer**

Firm's name GRANT THORNTON ADVISORS LLC

Firm's EIN 99-1856619

**Use Only**

Firm's address 2001 MARKET ST., STE. 700

PHILADELPHIA, PA 19103

Phone no. 215-561-4200

May the IRS discuss this return with the preparer shown above? See instructions

☐ Yes ☒ No

LHA For Paperwork Reduction Act Notice, see the separate instructions.

332001 12-21-23

Form **990** (2023)

**Part III** Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒ **X****1** Briefly describe the organization's mission:

WE ARE DEDICATED TO PROVIDING EACH PATIENT AND THEIR FAMILY WITH AN  
OUTSTANDING EXPERIENCE AND ENSURING THE HIGHEST QUALITY HEALTHCARE FOR  
THE COMMUNITY. WE ARE COMMITTED TO PROVIDING OUR HEALTHCARE TEAM WITH  
RESOURCES, TECHNOLOGY AND TRAINING, AS WELL AS WITH OPPORTUNITIES FOR

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ 172,497,135. including grants of \$ ) (Revenue \$ 104,896,079. )  
UNREIMBURSED MEDICAID - VIRTUA PROVIDED CARE TO MANY COMMUNITY MEMBERS  
THAT ARE INSURED UNDER MEDICAL ASSISTANCE PROGRAMS, INCLUDING THE STATE  
ADMINISTERED MEDICAID PROGRAM. REIMBURSEMENT FOR THESE PROGRAMS IS  
LESS THAN THE COST OF THE SERVICES PROVIDED BY APPROXIMATELY \$67  
MILLION, AS ESTIMATED BY MANAGEMENT. SERVICES ARE PROVIDED ON BOTH AN  
INPATIENT AND OUTPATIENT BASIS, INCLUDING THROUGH EMERGENCY DEPARTMENTS  
AND CLINICS.

**4b** (Code: ) (Expenses \$ 32,380,630. including grants of \$ ) (Revenue \$ 19,331,715. )  
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.

**4c** (Code: ) (Expenses \$ 15,033,061. including grants of \$ ) (Revenue \$ 2,773,488. )  
IN SUPPORT OF ITS COMMITMENT TO ENSURING THE CONTINUING EDUCATION AND  
DEVELOPMENT OF MEDICAL PROFESSIONALS, VIRTUA - WEST JERSEY HAS ITS OWN  
RESIDENCY PROGRAMS AND PARTICIPATES IN PROGRAMS SPONSORED BY OTHER  
INSTITUTIONS. VIRTUA -WEST JERSEY SPECIFICALLY OFFERS RESIDENCY  
PROGRAMS TO DEVELOP PHYSICIANS IN FAMILY PRACTICE, DENTAL MEDICINE AND  
PODIATRIC MEDICINE. VIRTUA -WEST JERSEY PARTICIPATES IN RESIDENCIES  
THAT SUPPORT THE DEVELOPMENT OF PHYSICIANS PRACTICING OBSTETRICS AND  
GYNECOLOGY, EMERGENCY MEDICINE, AND SURGERY.

**4d** Other program services (Describe on Schedule O.)

(Expenses \$ 555,493,928. including grants of \$ ) (Revenue \$ 935,948,476. )

**4e** Total program service expenses 775,404,754.Form **990** (2023)

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	<b>1</b> X	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	<b>2</b> X	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	<b>3</b>	X
<b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	<b>4</b>	X
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	<b>5</b>	X
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	<b>6</b>	X
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	<b>7</b>	X
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	<b>8</b>	X
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	<b>9</b> X	
<b>10</b> Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	<b>10</b>	X
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	<b>11a</b> X	
<b>b</b> Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	<b>11b</b> X	
<b>c</b> Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	<b>11c</b>	X
<b>d</b> Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	<b>11d</b> X	
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	<b>11e</b> X	
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	<b>11f</b>	X
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	<b>12a</b>	X
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	<b>12b</b> X	
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	<b>13</b>	X
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?	<b>14a</b>	X
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	<b>14b</b>	X
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	<b>15</b>	X
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	<b>16</b>	X
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	<b>17</b>	X
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	<b>18</b>	X
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	<b>19</b>	X
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	<b>20a</b> X	
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<b>20b</b> X	
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	<b>21</b>	X

**Part IV Checklist of Required Schedules** (continued)

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....	<b>22</b>	X
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....	<b>23</b>	X
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....	<b>24a</b>	X
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....	<b>24b</b>	
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....	<b>24c</b>	
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....	<b>24d</b>	
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25a</b>	X
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25b</b>	X
<b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i> .....	<b>26</b>	X
<b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> .....	<b>27</b>	X
<b>28</b> Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28a</b>	X
<b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28b</b>	X
<b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28c</b>	X
<b>29</b> Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i> .....	<b>29</b>	X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....	<b>30</b>	X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....	<b>31</b>	X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....	<b>32</b>	X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....	<b>33</b>	X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....	<b>34</b>	X
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....	<b>35a</b>	X
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>35b</b>	X
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>36</b>	X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....	<b>37</b>	X
<b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O .....	<b>38</b>	X

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
<b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable .....	<b>1a</b>	1548
<b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable .....	<b>1b</b>	0
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? .....	<b>1c</b>	X

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

		Yes	No
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<b>2a</b> 5765		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		X	
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?		X	
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O		X	
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?			X
<b>b</b> If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			X
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?			
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			X
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>			
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?			X
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?			
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			X
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			X
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			X
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		N/A	
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		N/A	
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	N/A		
<b>9 Sponsoring organizations maintaining donor advised funds.</b>			
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?	N/A		
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	N/A		
<b>10 Section 501(c)(7) organizations.</b> Enter:			
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12	N/A	<b>10a</b>	
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		<b>10b</b>	
<b>11 Section 501(c)(12) organizations.</b> Enter:			
<b>a</b> Gross income from members or shareholders	N/A	<b>11a</b>	
<b>b</b> Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)		<b>11b</b>	
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?		<b>12a</b>	
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	N/A	<b>12b</b>	
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>			
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note:</b> See the instructions for additional information the organization must report on Schedule O.	N/A	<b>13a</b>	
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		<b>13b</b>	
<b>c</b> Enter the amount of reserves on hand		<b>13c</b>	
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?		<b>14a</b>	X
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O		<b>14b</b>	
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.		<b>15</b>	X
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		<b>16</b>	X
<b>17 Section 501(c)(21) organizations.</b> Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	N/A	<b>17</b>	

**Part VI Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒

**Section A. Governing Body and Management**

	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year ..... <b>1a</b> 5		
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
<b>b</b> Enter the number of voting members included on line 1a, above, who are independent ..... <b>1b</b> 2		
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? ..... <b>2</b>		X
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? ..... <b>3</b>		X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? ..... <b>4</b>	X	
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets? ..... <b>5</b>		X
<b>6</b> Did the organization have members or stockholders? ..... <b>6</b>	X	
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? ..... <b>7a</b>	X	
<b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? ..... <b>7b</b>	X	
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>a</b> The governing body? ..... <b>8a</b>	X	
<b>b</b> Each committee with authority to act on behalf of the governing body? ..... <b>8b</b>	X	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O ..... <b>9</b>		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates? ..... <b>10a</b>		X
<b>b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? ..... <b>10b</b>		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? ..... <b>11a</b>	X	
<b>b</b> Describe on Schedule O the process, if any, used by the organization to review this Form 990. .... <b>11b</b>		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13 ..... <b>12a</b>	X	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? ..... <b>12b</b>	X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done ..... <b>12c</b>	X	
<b>13</b> Did the organization have a written whistleblower policy? ..... <b>13</b>	X	
<b>14</b> Did the organization have a written document retention and destruction policy? ..... <b>14</b>	X	
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b> The organization's CEO, Executive Director, or top management official ..... <b>15a</b>		X
<b>b</b> Other officers or key employees of the organization ..... <b>15b</b>	X	
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? ..... <b>16a</b>		X
<b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? ..... <b>16b</b>		

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed NJ

**18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

**19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

**20** State the name, address, and telephone number of the person who possesses the organization's books and records  
 ROBERT M. SEGIN - 856-355-0620  
 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

☒**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) DENNIS W. PULLIN PRESIDENT/CEO (END 7/31/23)	0.10 41.60	X		X				0.	3,429,773.	57,766.
(2) JOHN M. MATSINGER EVP/COO	0.00 40.30						X	0.	1,541,855.	56,571.
(3) ROBERT M. SEGIN TREASURER - EVP/CFO (END 7/31/23)	0.10 41.70			X				0.	1,237,401.	44,861.
(4) DR. CRAIG ZARETSKY TRUSTEE - PHYSICIAN (START 8/1/23)	0.10 40.00	X						0.	951,314.	60,616.
(5) STEPHANIE FENDRICK (START 8/23) TRUSTEE - EVP & CHIEF STRATEGY OFF.	0.10 40.00	X						0.	956,933.	17,060.
(6) LAUREN ROWINSKI (END 7/31/23) SECRETARY-SVP & CHIEF LEGAL OFFICER	0.10 41.40			X				0.	854,261.	42,031.
(7) PAUL MINNICK (START 8/1/23) TRUSTEE - SVP & COO VOORH & MARL HOS	40.10 0.00	X						528,289.	0.	46,764.
(8) LISA C. FERRARO SVP-CHIEF QUALITY SFTY RISK OFF.	0.00						X	0.	437,894.	41,798.
(9) ERIK N. DELUE VP CMO - VOORH & MARL HOSPITAL	40.00 0.00					X		460,248.	0.	16,090.
(10) RICHARD PALUZZI MEDICAL DIRECTOR	40.00 0.00					X		403,222.	0.	29,796.
(11) HEIDI BAUR VP CMO - VOORH & MARL HOSPITAL	40.00 0.00				X			362,378.	0.	30,656.
(12) LING QI PAN REGISTERED NURSE (RN)-JNES	40.00 0.00					X		382,873.	0.	0.
(13) ANGELA BARODY VP HOME HEALTH	40.00 0.00					X		286,184.	0.	50,915.
(14) JOSEPH V. ABAT REGISTERED NURSE (RN)-JNES	40.00 0.00					X		293,936.	0.	1,150.
(15) DENNIS FLANAGAN CHAIR (START 8/1/23)	0.10 0.00	X		X				0.	0.	0.
(16) DR. STEPHEN GOLDFINE TRUSTEE (START 8/1/23)	0.10 0.00	X						0.	0.	0.
(17) EDWARD B. CLOUES CHAIR (END 7/31/23)	0.10 1.40	X		X				0.	0.	0.

**Part VII** Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) JAMES DWYER, DO VICE CHAIR (END 7/31/23)	0.10 1.50	X		X				0.	0.	0.
(19) PATRICIA CODEY TRUSTEE (END 7/31/23)	0.10 1.40	X						0.	0.	0.
(20) ELAINE DAMM TRUSTEE (END 7/31/23)	0.10 1.40	X						0.	0.	0.
(21) LESLIE DONATO TRUSTEE (END 7/31/23)	0.10 1.40	X						0.	0.	0.
(22) DAMIEN GHEE (START 1/31/23) TRUSTEE (END 7/31/23)	0.10 2.40	X						0.	0.	0.
(23) GRAYLING JOHNSON TRUSTEE (END 7/31/23)	0.10 1.40	X						0.	0.	0.
(24) SANIAH JOHNSON TRUSTEE (END 7/31/23)	0.10 1.40	X						0.	0.	0.
(25) PRATAP KHEDKAR TRUSTEE (END 7/31/23)	0.10 1.40	X						0.	0.	0.
(26) DAVID KINDLICK TRUSTEE (END 7/31/23)	0.10 1.40	X						0.	0.	0.
<b>1b Subtotal</b> .....								2,717,130.	9,409,431.	496,074.
<b>c Total from continuation sheets to Part VII, Section A</b> .....								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b> .....								2,717,130.	9,409,431.	496,074.

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization

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- 3** Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual .....
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual .....
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person .....

	Yes	No
<b>3</b>	X	
<b>4</b>	X	
<b>5</b>		X

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
CARDINAL HEALTH 110 LLC, 5303 COLLECTION CENTER DR, CHICAGO, IL 60693	HEALTHCARE SERVICES	66,910,485.
SYMMETRY WORKFORCE SOL. LLC, 5930 CORNERSTONE CT W S SUT. 3, S.D, CA 92121	STAFFING	24,108,138.
TURNER CONSTRUCTION CO, 1500 SPRING GARDEN ST STE 220, PHILADELPHIA, PA 19130	CONTRACTOR	19,883,384.
MORRISON MGMT SPECIALIST INC PO BOX 102289, ATLANTA, GA 30368	MANAGEMENT SERVICES	16,541,553.
INTUITIVE SURGICAL INC 1020 KIFER ROAD, SUNNYVALE, CA 94086	MEDICAL MANUFACTURER	14,421,185.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization

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SEE PART VII, SECTION A CONTINUATION SHEETS

Form **990** (2023)





**Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns .....	<b>1a</b>					
	<b>b</b> Membership dues .....	<b>1b</b>					
	<b>c</b> Fundraising events .....	<b>1c</b>					
	<b>d</b> Related organizations .....	<b>1d</b>	232,902.				
	<b>e</b> Government grants (contributions) .....	<b>1e</b>	1,040,260.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above ...	<b>1f</b>	1,390,396.				
	<b>g</b> Noncash contributions included in lines 1a-1f	<b>1g</b>	\$ 1,390,396.				
	<b>h Total.</b> Add lines 1a-1f .....			2,663,558.			
<b>Program Service Revenue</b>	<b>2 a</b> NET PATIENT REV	Business Code	624100	1,014,000,588.	1,013,603,107.	397,481.	
	<b>b</b> BPCI - BUNDLED PAYMENT		524114	1,244,880.	1,244,880.		
	<b>c</b> PHYSICAL THERAPY		621300	1,233,162.	1,233,162.		
	<b>d</b> EMS TRAINING		611710	87,102.	87,102.		
	<b>e</b> MATERNITY EDU CLASSES		611710	56,393.	56,393.		
	<b>f</b> All other program service revenue .....		624100	45,133.	45,133.		
	<b>g Total.</b> Add lines 2a-2f .....			1,016,667,258.			
	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....			2,622,496.			2,622,496.
<b>4</b> Income from investment of tax-exempt bond proceeds			276,498.			276,498.	
<b>5</b> Royalties .....							
<b>Other Revenue</b>	<b>6 a</b> Gross rents .....	<b>6a</b>	(i) Real 6,934,165.				
	<b>b</b> Less: rental expenses ...	<b>6b</b>	6,675,235.				
	<b>c</b> Rental income or (loss)	<b>6c</b>	258,930.				
	<b>d</b> Net rental income or (loss) .....			258,930.			258,930.
	<b>7 a</b> Gross amount from sales of assets other than inventory	<b>7a</b>	(i) Securities 223,205,938.	(ii) Other 2,336,788.			
	<b>b</b> Less: cost or other basis and sales expenses .....	<b>7b</b>	62,155,680.	133,135.			
	<b>c</b> Gain or (loss) .....	<b>7c</b>	61,050,258.	2,203,653.			
	<b>d</b> Net gain or (loss) .....			63,253,911.			63,253,911.
	<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>8a</b>					
	<b>b</b> Less: direct expenses .....	<b>8b</b>					
	<b>c</b> Net income or (loss) from fundraising events						
	<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....	<b>9a</b>					
	<b>b</b> Less: direct expenses .....	<b>9b</b>					
	<b>c</b> Net income or (loss) from gaming activities						
	<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>10a</b>	424,260.				
<b>b</b> Less: cost of goods sold .....	<b>10b</b>	513,991.					
<b>c</b> Net income or (loss) from sales of inventory			-89,731.	-226,373.		136,642.	
<b>Miscellaneous Revenue</b>	<b>11 a</b> JOINT VENTURE INCOME	Business Code	621990	40,086,111.	40,086,111.		
	<b>b</b> CAFETERIA		722514	3,319,707.			3,319,707.
	<b>c</b> MANAGEMENT FEE REVENUE		561000	1,699,369.	1,699,369.		
	<b>d</b> All other revenue .....		624100	5,249,141.	4,723,393.	525,748.	
	<b>e Total.</b> Add lines 11a-11d .....			50,354,328.			
	<b>12 Total revenue.</b> See instructions .....			1,136,007,248.	1,062,552,277.	923,229.	69,868,184.

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...				
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 .....				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 .....				
<b>4</b> Benefits paid to or for members .....				
<b>5</b> Compensation of current officers, directors, trustees, and key employees .....	968,087.	774,470.	193,617.	
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) .....				
<b>7</b> Other salaries and wages .....	297,659,811.	236,228,074.	61,431,737.	
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) .....	12,766,707.	10,213,366.	2,553,341.	
<b>9</b> Other employee benefits .....	35,760,842.	28,107,074.	7,653,768.	
<b>10</b> Payroll taxes .....	22,586,028.	17,997,766.	4,588,262.	
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management .....	10,279,584.	10,279,584.		
<b>b</b> Legal .....	6,761.	6,761.		
<b>c</b> Accounting .....				
<b>d</b> Lobbying .....				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees .....	4,289,405.		4,289,405.	
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	90,818,066.	88,770,178.	2,047,888.	
<b>12</b> Advertising and promotion .....	13,724.	13,724.		
<b>13</b> Office expenses .....	16,205,775.	12,445,086.	3,760,689.	
<b>14</b> Information technology .....				
<b>15</b> Royalties .....				
<b>16</b> Occupancy .....	19,273,381.	14,577,547.	4,695,834.	
<b>17</b> Travel .....	615,736.	602,727.	13,009.	
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
<b>19</b> Conferences, conventions, and meetings .....	699,105.	699,105.		
<b>20</b> Interest .....	15,661,826.	15,661,826.		
<b>21</b> Payments to affiliates .....				
<b>22</b> Depreciation, depletion, and amortization .....	65,479,945.	52,383,956.	13,095,989.	
<b>23</b> Insurance .....				
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
<b>a</b> VIRTUA HLTH ALLOCATION	169,109,138.	135,287,310.	33,821,828.	
<b>b</b> MEDICAL SUPPLIES	123,092,685.	123,092,685.		
<b>c</b> UBI TAX	71,200.		71,200.	
<b>d</b> STATE ASSESSMENTS	19,130,042.	19,130,042.		
<b>e</b> All other expenses	9,236,575.	9,133,473.	103,102.	
<b>25</b> Total functional expenses. Add lines 1 through 24e	913,724,423.	775,404,754.	138,319,669.	0.
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

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

☒

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	3,826,143.	<b>1</b>	2,381,070.
	<b>2</b> Savings and temporary cash investments .....	20,219,078.	<b>2</b>	7,547,551.
	<b>3</b> Pledges and grants receivable, net .....		<b>3</b>	
	<b>4</b> Accounts receivable, net .....	91,716,514.	<b>4</b>	95,866,402.
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....	5,079,120.	<b>8</b>	5,181,640.
	<b>9</b> Prepaid expenses and deferred charges .....	6,718,726.	<b>9</b>	6,387,751.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 1,630,466,505.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 1,094,401,604.		
		573,075,945.	<b>10c</b>	536,064,901.
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>	
	<b>12</b> Investments - other securities. See Part IV, line 11 .....	1,483,989,806.	<b>12</b>	1,640,666,198.
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>	
	<b>14</b> Intangible assets .....	7,386,554.	<b>14</b>	7,386,554.
<b>15</b> Other assets. See Part IV, line 11 .....	235,851,465.	<b>15</b>	484,259,025.	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	2,427,863,351.	<b>16</b>	2,785,741,092.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	92,905,236.	<b>17</b>	92,796,363.
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....	3,505,990.	<b>19</b>	599,479.
	<b>20</b> Tax-exempt bond liabilities .....	509,802,294.	<b>20</b>	497,024,985.
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....	123,277.	<b>21</b>	72,961.
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	195,694,500.	<b>25</b>	358,939,258.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	802,031,297.	<b>26</b>	949,433,046.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions .....	1,623,011,504.	<b>27</b>	1,833,392,468.
	<b>28</b> Net assets with donor restrictions .....	2,820,550.	<b>28</b>	2,915,578.
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds .....		<b>29</b>	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>30</b>	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>31</b>	
	<b>32</b> Total net assets or fund balances .....	1,625,832,054.	<b>32</b>	1,836,308,046.
	<b>33</b> Total liabilities and net assets/fund balances .....	2,427,863,351.	<b>33</b>	2,785,741,092.

Form 990 (2023)

**Part XI Reconciliation of Net Assets**

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

☒

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	1,136,007,248.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	913,724,423.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	222,282,825.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	1,625,832,054.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	122,298,892.
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	-134,105,725.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	1,836,308,046.

**Part XII Financial Statements and Reporting**

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

☐

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<input checked="" type="checkbox"/>	
<b>b</b> Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<input checked="" type="checkbox"/>	
<b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	<input checked="" type="checkbox"/>	
<b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? _____	<input checked="" type="checkbox"/>	
<b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits _____	<input checked="" type="checkbox"/>	

Form **990** (2023)

Department of the Treasury  
Internal Revenue Service

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2023

**Open to Public Inspection**

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

<b>Part I</b>	<b>Reason for Public Charity Status.</b> (All organizations must complete this part.) See instructions.
---------------	---

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 ☒ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations \_\_\_\_\_
- g Provide the following information about the supported organization(s). \_\_\_\_\_

g Provide the following information about the supported organization(s).						
(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
<b>Total</b>						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>4 Total.</b> Add lines 1 through 3 .....						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						
<b>6 Public support.</b> Subtract line 5 from line 4.						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
<b>7</b> Amounts from line 4 .....						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>11 Total support.</b> Add lines 7 through 10						
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f)) .....	<b>14</b>	%
<b>15</b> Public support percentage from 2022 Schedule A, Part II, line 14 .....	<b>15</b>	%
<b>16a 33 1/3% support test - 2023.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		
<b>b 33 1/3% support test - 2022.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		
<b>17a 10% -facts-and-circumstances test - 2023.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		
<b>b 10% -facts-and-circumstances test - 2022.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		

Schedule A (Form 990) 2023

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2022 Schedule A, Part III, line 15 .....	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2023</b> (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2022</b> Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2023.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

**b 33 1/3% support tests - 2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐



**Part IV Supporting Organizations**

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

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

**Part IV** Supporting Organizations (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
<b>11a</b>		
<b>b</b> A family member of a person described on line 11a above?		
<b>11b</b>		
<b>c</b> A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in <b>Part VI</b> .		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<b>1</b>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
<b>2</b>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
<b>1</b>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>1</b>		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).		
<b>2</b>		
<b>3</b> By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.		
<b>3</b>		

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a governmental entity (see instructions).			
<b>2</b> Activities Test. Answer lines 2a and 2b below.			
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI</b> identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.			
<b>2a</b>			
<b>b</b> Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
<b>2b</b>			
<b>3</b> Parent of Supported Organizations. Answer lines 3a and 3b below.			
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No" provide details in <b>Part VI</b> .			
<b>3a</b>			
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.			
<b>3b</b>			

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 ( *explain in Part VI*). **See instructions.**  
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2023

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

Section D - Distributions		Current Year
<b>1</b> Amounts paid to supported organizations to accomplish exempt purposes	<b>1</b>	
<b>2</b> Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	<b>2</b>	
<b>3</b> Administrative expenses paid to accomplish exempt purposes of supported organizations	<b>3</b>	
<b>4</b> Amounts paid to acquire exempt-use assets	<b>4</b>	
<b>5</b> Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i> )	<b>5</b>	
<b>6</b> Other distributions ( <i>describe in Part VI</i> ). See instructions.	<b>6</b>	
<b>7</b> <b>Total annual distributions.</b> Add lines 1 through 6.	<b>7</b>	
<b>8</b> Distributions to attentive supported organizations to which the organization is responsive ( <i>provide details in Part VI</i> ). See instructions.	<b>8</b>	
<b>9</b> Distributable amount for 2023 from Section C, line 6	<b>9</b>	
<b>10</b> Line 8 amount divided by line 9 amount	<b>10</b>	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
<b>1</b> Distributable amount for 2023 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2023 (reasonable cause required - <i>explain in Part VI</i> ). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2023			
<b>a</b> From 2018			
<b>b</b> From 2019			
<b>c</b> From 2020			
<b>d</b> From 2021			
<b>e</b> From 2022			
<b>f</b> <b>Total</b> of lines 3a through 3e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2023 distributable amount			
<b>i</b> Carryover from 2018 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
<b>4</b> Distributions for 2023 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2023 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from line 4.			
<b>5</b> Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>6</b> Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
<b>7</b> <b>Excess distributions carryover to 2024.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2019			
<b>b</b> Excess from 2020			
<b>c</b> Excess from 2021			
<b>d</b> Excess from 2022			
<b>e</b> Excess from 2023			

Schedule A (Form 990) 2023

## Part VI

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.  
(See instructions.)

**Schedule B**  
(Form 990)

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

Attach to Form 990, 990-EZ, or 990-PF.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2023**

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

Organization type (check one):

**Filers of:**

**Section:**

Form 990 or 990-EZ

☒ 501(c)( 3 ) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... \$ .....

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

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

Schedule B (Form 990) (2023)

**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

Complete if the organization answered "Yes" on Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2023**

Open to Public  
Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate value of contributions to (during year) .....		
3 Aggregate value of grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? .....	<input type="checkbox"/> Yes	<input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).  
☐ Preservation of land for public use (for example, recreation or education) ☐ Preservation of a historically important land area  
☐ Protection of natural habitat ☐ Preservation of a certified historic structure  
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included on line 2a .....	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year .....

4 Number of states where property subject to conservation easement is located .....

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year .....

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year .....

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 ..... \$ .....

(ii) Assets included in Form 990, Part X ..... \$ .....

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ..... \$ .....

b Assets included in Form 990, Part X ..... \$ .....

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

Schedule D (Form 990) 2023

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

**3** Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

**a** ☐ Public exhibition

**d** ☐ Loan or exchange program

**b** ☐ Scholarly research

**e** ☐ Other \_\_\_\_\_

**c** ☐ Preservation for future generations

**4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

**5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets

to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☒ No

**Part IV Escrow and Custodial Arrangements** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

**1a** Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☒ No

**b** If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
<b>c</b> Beginning balance	<b>1c</b>
<b>d</b> Additions during the year	<b>1d</b>
<b>e</b> Distributions during the year	<b>1e</b>
<b>f</b> Ending balance	<b>1f</b>

**2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☒ Yes ☐ No

**b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☒

**Part V Endowment Funds** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
<b>1a</b> Beginning of year balance					
<b>b</b> Contributions					
<b>c</b> Net investment earnings, gains, and losses					
<b>d</b> Grants or scholarships					
<b>e</b> Other expenditures for facilities and programs					
<b>f</b> Administrative expenses					
<b>g</b> End of year balance					

**2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

**a** Board designated or quasi-endowment \_\_\_\_\_ %

**b** Permanent endowment \_\_\_\_\_ %

**c** Term endowment \_\_\_\_\_ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations? ☐ Yes ☒ No

(ii) Related organizations? ☐ Yes ☒ No

**b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? ☐ Yes ☒ No

**4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
<b>1a</b> Land		72,915,345.		72,915,345.
<b>b</b> Buildings		579,351,957.	342,183,530.	237,168,427.
<b>c</b> Leasehold improvements		33,298,471.	23,800,096.	9,498,375.
<b>d</b> Equipment		921,788,185.	728,417,978.	193,370,207.
<b>e</b> Other		23,112,547.		23,112,547.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				536,064,901.

Schedule D (Form 990) 2023



**Part VII Investments - Other Securities**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely held equity interests .....		
(3) Other .....		
(A) PRIVATE PLACEMENT FUND	1,640,666,198.	END-OF-YEAR MARKET VALUE
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, line 12, col. (B))	1,640,666,198.	

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, line 13, col. (B))		

**Part IX Other Assets**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) INVESTMENT IN SUBSIDIARY	142,581,979.
(2) OTHER ACCOUNTS RECEIVABLE	20,242,072.
(3) RIGHT OF USE ASSETS	41,434,813.
(4) DUE FROM AFFILIATES, NONCURRENT	258,437,661.
(5) DEFERRED ASSETS - VPROP PROTON BUILDING	21,562,500.
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, line 15, col. (B))	484,259,025.

**Part X Other Liabilities**

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) EST STTLMTS DUE TO 3RD PTY PYR	10,457,656.
(3) DUE TO AFFILIATES, CURRENT	302,243,661.
(4) LEASE LIABILITY	42,743,657.
(5) LONG TERM LIABILITIES - EST	3,342,254.
(6) FINANCING LEASE	152,030.
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, line 25, col. (B))	358,939,258.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

Schedule D (Form 990) 2023

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total revenue, gains, and other support per audited financial statements .....		<b>1</b>	
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
<b>a</b>	Net unrealized gains (losses) on investments .....	<b>2a</b>		
<b>b</b>	Donated services and use of facilities .....	<b>2b</b>		
<b>c</b>	Recoveries of prior year grants .....	<b>2c</b>		
<b>d</b>	Other (Describe in Part XIII.) .....	<b>2d</b>		
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> .....		<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> .....		<b>3</b>	
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b .....	<b>4a</b>		
<b>b</b>	Other (Describe in Part XIII.) .....	<b>4b</b>		
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> .....		<b>4c</b>	
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) .....		<b>5</b>	

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

<b>1</b>	Total expenses and losses per audited financial statements .....		<b>1</b>	
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
<b>a</b>	Donated services and use of facilities .....	<b>2a</b>		
<b>b</b>	Prior year adjustments .....	<b>2b</b>		
<b>c</b>	Other losses .....	<b>2c</b>		
<b>d</b>	Other (Describe in Part XIII.) .....	<b>2d</b>		
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> .....		<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> .....		<b>3</b>	
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b .....	<b>4a</b>		
<b>b</b>	Other (Describe in Part XIII.) .....	<b>4b</b>		
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> .....		<b>4c</b>	
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) .....		<b>5</b>	

**Part XIII Supplemental Information**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART IV, LINE 2B:

TENANT ESCROW ACCOUNT FOR SECURITY DEPOSIT

**SCHEDULE H  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Hospitals**

Complete if the organization answered "Yes" on Form 990, Part IV, question 20a.

Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2023**

Open to Public  
Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

**Part I Financial Assistance and Certain Other Community Benefits at Cost**

- 1a** Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a
- 1b** If "Yes," was it a written policy?
- 2** If the organization had multiple hospital facilities, indicate which of the following best describes application of the financial assistance policy to its various hospital facilities during the tax year:
- ☒ Applied uniformly to all hospital facilities ☐ Applied uniformly to most hospital facilities
- ☐ Generally tailored to individual hospital facilities
- 3** Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year.
- a** Did the organization use Federal Poverty Guidelines (FPG) as a factor in determining eligibility for providing *free* care?
- If "Yes," indicate which of the following was the FPG family income limit for eligibility for free care:
- ☐ 100% ☐ 150% ☒ 200% ☐ Other \_\_\_\_\_ %
- b** Did the organization use FPG as a factor in determining eligibility for providing *discounted* care? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care:
- ☐ 200% ☐ 250% ☐ 300% ☐ 350% ☐ 400% ☒ Other \_\_\_\_\_ 500 %
- c** If the organization used factors other than FPG in determining eligibility, describe in Part VI the criteria used for determining eligibility for free or discounted care. Include in the description whether the organization used an asset test or other threshold, regardless of income, as a factor in determining eligibility for free or discounted care.
- 4** Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"?
- 5a** Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?
- 5b** If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?
- 5c** If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care?
- 6a** Did the organization prepare a community benefit report during the tax year?
- 6b** If "Yes," did the organization make it available to the public?

	Yes	No
<b>1a</b>	X	
<b>1b</b>	X	
<b>2</b>		
<b>3a</b>	X	
<b>3b</b>	X	
<b>4</b>	X	
<b>5a</b>		X
<b>5b</b>		
<b>5c</b>		
<b>6a</b>	X	
<b>6b</b>	X	

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

**7 Financial Assistance and Certain Other Community Benefits at Cost**

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
<b>Financial Assistance and Means-Tested Government Programs</b>						
<b>a</b> Financial Assistance at cost (from Worksheet 1)			9,767,299.	1,747,871.	8,019,428.	.88%
<b>b</b> Medicaid (from Worksheet 3, column a)			172,497,135.	104,896,079.	67,601,056.	7.40%
<b>c</b> Costs of other means-tested government programs (from Worksheet 3, column b)			0.	0.		
<b>d Total.</b> Financial Assistance and Means-Tested Government Programs			182,264,434.	106,643,950.	75,620,484.	8.28%
<b>Other Benefits</b>						
<b>e</b> Community health improvement services and community benefit operations (from Worksheet 4)			5,233,573.	1,457,238.	3,776,335.	.41%
<b>f</b> Health professions education (from Worksheet 5)			15,033,061.	2,773,488.	12,259,573.	1.34%
<b>g</b> Subsidized health services (from Worksheet 6)			32,380,630.	19,331,715.	13,048,915.	1.43%
<b>h</b> Research (from Worksheet 7)			414,751.	12,608.	402,143.	.04%
<b>i</b> Cash and in-kind contributions for community benefit (from Worksheet 8)			211,471.	15,663.	195,808.	.02%
<b>j Total.</b> Other Benefits			53,273,486.	23,590,712.	29,682,774.	3.24%
<b>k Total.</b> Add lines 7d and 7j			235,537,920.	130,234,662.	105,303,258.	11.52%

**Part II Community Building Activities.** Complete this table if the organization conducted any community building activities during the tax year, and describe in Part VI how its community building activities promoted the health of the communities it serves.

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
1 Physical improvements and housing						
2 Economic development						
3 Community support			667,515.	339,006.	328,509.	.04%
4 Environmental improvements						
5 Leadership development and training for community members			10,770.	51.	10,719.	.00%
6 Coalition building			2,068.	10.	2,058.	.00%
7 Community health improvement advocacy						
8 Workforce development			91,642.	435.	91,207.	.01%
9 Other						
10 Total			771,995.	339,502.	432,493.	.05%

**Part III Bad Debt, Medicare, & Collection Practices**
**Section A. Bad Debt Expense**

1 Did the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15? 1

2 Enter the amount of the organization's bad debt expense. Explain in Part VI the methodology used by the organization to estimate this amount 2

3 Enter the estimated amount of the organization's bad debt expense attributable to patients eligible under the organization's financial assistance policy. Explain in Part VI the methodology used by the organization to estimate this amount and the rationale, if any, for including this portion of bad debt as community benefit 3

4 Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense or the page number on which this footnote is contained in the attached financial statements.

**Section B. Medicare**

5 Enter total revenue received from Medicare (including DSH and IME) 5

6 Enter Medicare allowable costs of care relating to payments on line 5 6

7 Subtract line 6 from line 5. This is the surplus (or shortfall) 7

8 Describe in Part VI the extent to which any shortfall reported on line 7 should be treated as community benefit.

Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6.

Check the box that describes the method used:

☐ Cost accounting system

☐ Cost to charge ratio

☒ Other

**Section C. Collection Practices**

9a Did the organization have a written debt collection policy during the tax year? 9a

b If "Yes," did the organization's collection policy that applied to the largest number of its patients during the tax year contain provisions on the collection practices to be followed for patients who are known to qualify for financial assistance? Describe in Part VI 9b

**Part IV Management Companies and Joint Ventures** (owned 10% or more by officers, directors, trustees, key employees, and physicians - see instructions)

(a) Name of entity	(b) Description of primary activity of entity	(c) Organization's profit % or stock ownership %	(d) Officers, directors, trustees, or key employees' profit % or stock ownership %	(e) Physicians' profit % or stock ownership %
1 MT LAUREL ENDOSCOPY CENTER L.P	OUTPATIENT CARE CENTER	51.92%		44.00%
2 SJV MANAGEMENT, LLC	RADIOLOGY	51.00%		41.16%
3 VIRTUA-NJEYE HOLDINGS, LLC	OUTPATIENT EYE CARE CENTER	51.00%		12.41%



**Part V Facility Information** (continued)**Section B. Facility Policies and Practices**

(complete a separate Section B for each of the hospital facilities or facility reporting groups listed in Part V, Section A)

Name of hospital facility or letter of facility reporting group: FACILITY REPORTING GROUP ALine number of hospital facility, or line numbers of hospital facilities in a facility reporting group (from Part V, Section A): 1, 2

	Yes	No
<b>Community Health Needs Assessment</b>		
<b>1</b> Was the hospital facility first licensed, registered, or similarly recognized by a state as a hospital facility in the current tax year or the immediately preceding tax year? .....	<b>1</b>	X
<b>2</b> Was the hospital facility acquired or placed into service as a tax-exempt hospital in the current tax year or the immediately preceding tax year? If "Yes," provide details of the acquisition in Section C .....	<b>2</b>	X
<b>3</b> During the tax year or either of the two immediately preceding tax years, did the hospital facility conduct a community health needs assessment (CHNA)? If "No," skip to line 12 .....	<b>3</b>	X
If "Yes," indicate what the CHNA report describes (check all that apply):		
<b>a</b> <input checked="" type="checkbox"/> A definition of the community served by the hospital facility		
<b>b</b> <input checked="" type="checkbox"/> Demographics of the community		
<b>c</b> <input checked="" type="checkbox"/> Existing health care facilities and resources within the community that are available to respond to the health needs of the community		
<b>d</b> <input checked="" type="checkbox"/> How data was obtained		
<b>e</b> <input checked="" type="checkbox"/> The significant health needs of the community		
<b>f</b> <input checked="" type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups		
<b>g</b> <input checked="" type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs		
<b>h</b> <input checked="" type="checkbox"/> The process for consulting with persons representing the community's interests		
<b>i</b> <input type="checkbox"/> The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA(s)		
<b>j</b> <input type="checkbox"/> Other (describe in Section C)		
<b>4</b> Indicate the tax year the hospital facility last conducted a CHNA: <u>20 22</u>		
<b>5</b> In conducting its most recent CHNA, did the hospital facility take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health? If "Yes," describe in Section C how the hospital facility took into account input from persons who represent the community, and identify the persons the hospital facility consulted .....	<b>5</b>	X
<b>6a</b> Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C .....	<b>6a</b>	X
<b>b</b> Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities? If "Yes," list the other organizations in Section C .....	<b>6b</b>	X
<b>7</b> Did the hospital facility make its CHNA report widely available to the public? .....	<b>7</b>	X
If "Yes," indicate how the CHNA report was made widely available (check all that apply):		
<b>a</b> <input checked="" type="checkbox"/> Hospital facility's website (list url): <u>WWW.VIRTUA.ORG/ABOUT/COMMUNITY-PROGRAMS</u>		
<b>b</b> <input type="checkbox"/> Other website (list url): .....		
<b>c</b> <input checked="" type="checkbox"/> Made a paper copy available for public inspection without charge at the hospital facility		
<b>d</b> <input type="checkbox"/> Other (describe in Section C)		
<b>8</b> Did the hospital facility adopt an implementation strategy to meet the significant community health needs identified through its most recently conducted CHNA? If "No," skip to line 11 .....	<b>8</b>	X
<b>9</b> Indicate the tax year the hospital facility last adopted an implementation strategy: <u>20 23</u>		
<b>10</b> Is the hospital facility's most recently adopted implementation strategy posted on a website? .....	<b>10</b>	X
<b>a</b> If "Yes," (list url): <u>WWW.VIRTUA.ORG/ABOUT/COMMUNITY-PROGRAMS</u>		
<b>b</b> If "No," is the hospital facility's most recently adopted implementation strategy attached to this return? .....	<b>10b</b>	
<b>11</b> Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed.		
<b>12a</b> Did the organization incur an excise tax under section 4959 for the hospital facility's failure to conduct a CHNA as required by section 501(r)(3)? .....	<b>12a</b>	X
<b>b</b> If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax? .....	<b>12b</b>	
<b>c</b> If "Yes" to line 12b, what is the total amount of section 4959 excise tax the organization reported on Form 4720 for all of its hospital facilities? \$		

**Part V Facility Information** (continued)**Financial Assistance Policy (FAP)**Name of hospital facility or letter of facility reporting group: FACILITY REPORTING GROUP A

	Yes	No
Did the hospital facility have in place during the tax year a written financial assistance policy that:		
<b>13</b> Explained eligibility criteria for financial assistance, and whether such assistance included free or discounted care? .....	<b>13</b> X	
If "Yes," indicate the eligibility criteria explained in the FAP:		
<b>a</b> <input checked="" type="checkbox"/> Federal poverty guidelines (FPG), with FPG family income limit for eligibility for free care of <u>200</u> % and FPG family income limit for eligibility for discounted care of <u>500</u> %		
<b>b</b> <input type="checkbox"/> Income level other than FPG (describe in Section C)		
<b>c</b> <input type="checkbox"/> Asset level		
<b>d</b> <input checked="" type="checkbox"/> Medical indigency		
<b>e</b> <input checked="" type="checkbox"/> Insurance status		
<b>f</b> <input checked="" type="checkbox"/> Underinsurance status		
<b>g</b> <input checked="" type="checkbox"/> Residency		
<b>h</b> <input type="checkbox"/> Other (describe in Section C)		
<b>14</b> Explained the basis for calculating amounts charged to patients? .....	<b>14</b> X	
<b>15</b> Explained the method for applying for financial assistance? .....	<b>15</b> X	
If "Yes," indicate how the hospital facility's FAP or FAP application form (including accompanying instructions) explained the method for applying for financial assistance (check all that apply):		
<b>a</b> <input checked="" type="checkbox"/> Described the information the hospital facility may require an individual to provide as part of their application		
<b>b</b> <input checked="" type="checkbox"/> Described the supporting documentation the hospital facility may require an individual to submit as part of their application		
<b>c</b> <input checked="" type="checkbox"/> Provided the contact information of hospital facility staff who can provide an individual with information about the FAP and FAP application process		
<b>d</b> <input type="checkbox"/> Provided the contact information of nonprofit organizations or government agencies that may be sources of assistance with FAP applications		
<b>e</b> <input type="checkbox"/> Other (describe in Section C)		
<b>16</b> Was widely publicized within the community served by the hospital facility? .....	<b>16</b> X	
If "Yes," indicate how the hospital facility publicized the policy (check all that apply):		
<b>a</b> <input checked="" type="checkbox"/> The FAP was widely available on a website (list url): <u>SEE PART V, PAGE 8</u>		
<b>b</b> <input checked="" type="checkbox"/> The FAP application form was widely available on a website (list url): <u>SEE PART V, PAGE 8</u>		
<b>c</b> <input checked="" type="checkbox"/> A plain language summary of the FAP was widely available on a website (list url): <u>SEE PART V, PAGE 8</u>		
<b>d</b> <input checked="" type="checkbox"/> The FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
<b>e</b> <input checked="" type="checkbox"/> The FAP application form was available upon request and without charge (in public locations in the hospital facility and by mail)		
<b>f</b> <input checked="" type="checkbox"/> A plain language summary of the FAP was available upon request and without charge (in public locations in the hospital facility and by mail)		
<b>g</b> <input checked="" type="checkbox"/> Individuals were notified about the FAP by being offered a paper copy of the plain language summary of the FAP, by receiving a conspicuous written notice about the FAP on their billing statements, and via conspicuous public displays or other measures reasonably calculated to attract patients' attention		
<b>h</b> <input checked="" type="checkbox"/> Notified members of the community who are most likely to require financial assistance about availability of the FAP		
<b>i</b> <input checked="" type="checkbox"/> The FAP, FAP application form, and plain language summary of the FAP were translated into the primary language(s) spoken by Limited English Proficiency (LEP) populations		
<b>j</b> <input type="checkbox"/> Other (describe in Section C)		

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**Part V Facility Information** (continued)**Billing and Collections**Name of hospital facility or letter of facility reporting group: FACILITY REPORTING GROUP A

	Yes	No
<b>17</b> Did the hospital facility have in place during the tax year a separate billing and collections policy, or a written financial assistance policy (FAP) that explained all of the actions the hospital facility or other authorized party may take upon nonpayment? .....	X	
<b>18</b> Check all of the following actions against an individual that were permitted under the hospital facility's policies during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP:		
a <input type="checkbox"/> Reporting to credit agency(ies)		
b <input type="checkbox"/> Selling an individual's debt to another party		
c <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d <input type="checkbox"/> Actions that require a legal or judicial process		
e <input type="checkbox"/> Other similar actions (describe in Section C)		
f <input checked="" type="checkbox"/> None of these actions or other similar actions were permitted		
<b>19</b> Did the hospital facility or other authorized party perform any of the following actions during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP? .....		X
If "Yes," check all actions in which the hospital facility or a third party engaged:		
a <input type="checkbox"/> Reporting to credit agency(ies)		
b <input type="checkbox"/> Selling an individual's debt to another party		
c <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP		
d <input type="checkbox"/> Actions that require a legal or judicial process		
e <input type="checkbox"/> Other similar actions (describe in Section C)		
<b>20</b> Indicate which efforts the hospital facility or other authorized party made before initiating any of the actions listed (whether or not checked) in line 19 (check all that apply):		
a <input checked="" type="checkbox"/> Provided a written notice about upcoming ECAs (Extraordinary Collection Action) and a plain language summary of the FAP at least 30 days before initiating those ECAs (if not, describe in Section C)		
b <input checked="" type="checkbox"/> Made a reasonable effort to orally notify individuals about the FAP and FAP application process (if not, describe in Section C)		
c <input checked="" type="checkbox"/> Processed incomplete and complete FAP applications (if not, describe in Section C)		
d <input checked="" type="checkbox"/> Made presumptive eligibility determinations (if not, describe in Section C)		
e <input type="checkbox"/> Other (describe in Section C)		
f <input type="checkbox"/> None of these efforts were made		

**Policy Relating to Emergency Medical Care**

<b>21</b> Did the hospital facility have in place during the tax year a written policy relating to emergency medical care that required the hospital facility to provide, without discrimination, care for emergency medical conditions to individuals regardless of their eligibility under the hospital facility's financial assistance policy? .....	X	
If "No," indicate why:		
a <input type="checkbox"/> The hospital facility did not provide care for any emergency medical conditions		
b <input type="checkbox"/> The hospital facility's policy was not in writing		
c <input type="checkbox"/> The hospital facility limited who was eligible to receive care for emergency medical conditions (describe in Section C)		
d <input type="checkbox"/> Other (describe in Section C)		

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**Part V Facility Information** *(continued)***Charges to Individuals Eligible for Assistance Under the FAP (FAP-Eligible Individuals)**Name of hospital facility or letter of facility reporting group: FACILITY REPORTING GROUP A**22** Indicate how the hospital facility determined, during the tax year, the maximum amounts that can be charged to FAP-eligible individuals for emergency or other medically necessary care:

- a** ☐ The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service during a prior 12-month period
- b** ☒ The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period
- c** ☐ The hospital facility used a look-back method based on claims allowed by Medicaid, either alone or in combination with Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period
- d** ☐ The hospital facility used a prospective Medicare or Medicaid method

**23** During the tax year, did the hospital facility charge any FAP-eligible individual to whom the hospital facility provided emergency or other medically necessary services more than the amounts generally billed to individuals who had insurance covering such care? .....

If "Yes," explain in Section C.

**24** During the tax year, did the hospital facility charge any FAP-eligible individual an amount equal to the gross charge for any service provided to that individual? .....

If "Yes," explain in Section C.

	Yes	No
<b>23</b>		X
<b>24</b>		X

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**Part V Facility Information** *(continued)*

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

SCHEDULE H, PART V, SECTION B. FACILITY REPORTING GROUP A

PART V, LINE 16A, FAP WEBSITE:

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

SCHEDULE H, PART V, SECTION B. FACILITY REPORTING GROUP A

PART V, LINE 16B, FAP APPLICATION WEBSITE:

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

SCHEDULE H, PART V, SECTION B. FACILITY REPORTING GROUP A

PART V, LINE 16C, FAP PLAIN LANGUAGE SUMMARY WEBSITE:

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

PART V, SECTION B, FINANCIAL ASSISTANCE POLICY ADDITIONAL DISCLOSURE:

VIRTUA'S FINANCIAL ASSISTANCE POLICY ("FAP") IS DESIGNED TO ASSIST

THOSE WHO DO NOT HAVE ADEQUATE FINANCIAL RESOURCES OR HEALTH INSURANCE

TO PAY FOR THE CARE THAT THEY, OR SOMEONE FOR WHOM THEY ARE

RESPONSIBLE, RECEIVED. THE POLICY AND RELATED ACTIONS HAVE BEEN

STRUCTURED TO COMPLY WITH SECTION 501(R) OF THE INTERNAL REVENUE CODE.

VIRTUA'S FAP PERTAINS TO THE PROVISION OF EMERGENCY AND OTHER MEDICALLY

NECESSARY CARE. THE FAP LISTS AND EXPLAINS THE PROGRAMS AND

REGULATIONS UNDER WHICH FINANCIAL ASSISTANCE IS AVAILABLE, AS FOLLOWS:

A) GOVERNMENT PROGRAMS SUCH AS MEDICAID AND SOCIAL SECURITY

B) THE STATE OF NEW JERSEY'S HOSPITAL CARE PAYMENT ASSISTANCE PROGRAM

C) NEW JERSEY UNINSURED DISCOUNT (PUBLIC LAW 2008, CHAPTER 60)

**Part V Facility Information** *(continued)*

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

D) NJ FAMILYCARE

E) NEW JERSEY CANCER EDUCATION AND EARLY DETECTION

F) THE CATASTROPHIC ILLNESS IN CHILDREN RELIEF FUND

G) NEW JERSEY VICTIMS OF CRIME COMPENSATION OFFICE

H) AMOUNTS GENERALLY BILLED (AGB) TO INDIVIDUALS WHO HAVE INSURANCE

I) VIRTUA'S CHARITY ASSISTANCE PROGRAM ("CAP")

VIRTUA HAS SET UP CONSPICUOUS DISPLAYS IN ITS PUBLIC HOSPITAL LOCATIONS

TO NOTIFY AND INFORM OUR PATIENTS AND MEMBERS OF THE COMMUNITY OF THE

FINANCIAL ASSISTANCE AVAILABLE. VIRTUA WILL PROVIDE PATIENTS WITH A

COPY OF A PLAIN LANGUAGE SUMMARY ("PLS") OF ITS FAP. THE FAP,

APPLICATIONS, AND PLS ARE AVAILABLE ON VIRTUA'S WEBSITE OR IN PAPER

COPY FORM IN LOCATIONS WITHIN VIRTUA'S HOSPITAL FACILITIES SUCH AS THE

EMERGENCY DEPARTMENTS AND PATIENT REGISTRATION AREAS. THE FAP,

APPLICATIONS, AND PLS ARE ALL AVAILABLE IN ENGLISH AND IN THE PRIMARY

LANGUAGE OF POPULATIONS WITH LIMITED PROFICIENCY IN ENGLISH ("LEP")

THAT CONSTITUTE THE LESSER OF 1,000 INDIVIDUALS OR 5% OF THE COMMUNITY

SERVED BY VIRTUA. VIRTUA'S AGB CALCULATIONS ARE AVAILABLE UPON REQUEST

THROUGH VIRTUA'S CUSTOMER SERVICE BUREAU. AN INDIVIDUAL DETERMINED TO

BE FAP-ELIGIBLE WILL NOT BE CHARGED MORE THAN AGB FOR EMERGENCY AND

OTHER MEDICALLY NECESSARY HEALTHCARE SERVICES PURSUANT TO INTERNAL

REVENUE CODE SECTION 501(R)(5).

VIRTUA COMPLIES WITH ALL FEDERAL AND STATE REGULATIONS AND CONTRACTUAL

PROVISIONS WITH REGARDS TO ITS BILLING AND COLLECTION PRACTICES. FOR

UNINSURED PATIENTS OR THOSE WITHOUT SECONDARY INSURANCE COVERAGE FOR A

RESIDUAL BALANCE, VIRTUA WILL NOT ENGAGE IN EXTRAORDINARY COLLECTION

**Part V Facility Information** (continued)

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

ACTIONS ("ECAS") AGAINST AN INDIVIDUAL UNTIL REASONABLE EFFORTS CAN BE

MADE TO DETERMINE WHETHER THE INDIVIDUAL IS ELIGIBLE FOR ASSISTANCE

UNDER VIRTUA'S FAP. THE ACCOUNTS OF PATIENTS FOR WHICH THERE IS NO

IDENTIFIED THIRD PARTY HEALTH INSURANCE COVERAGE WILL FOLLOW THE

DEFINED SELF-PAY COLLECTION CYCLE, WITH THE RESPONSIBLE PARTY BEING

MADE AWARE OF THE AVAILABILITY OF DISCOUNTS OFFERED UNDER THE FAP. IF

A COMPLETED FAP APPLICATION IS RECEIVED, VIRTUA (AND ANY THIRD PARTIES

ACTING ON VIRTUA'S BEHALF) WILL SUSPEND ANY ECAS AGAINST THE INDIVIDUAL

UNTIL A QUALIFICATION DETERMINATION IS MADE.

FOR UNPAID ACCOUNTS THAT HAVE REACHED THE END OF THE COLLECTION CYCLE

WITHOUT BEING IN THE PROCESS OF MAKING PAYMENT ARRANGEMENTS OR APPROVED

FOR FINANCIAL ASSISTANCE, AN ESTIMATION OF THE RESPONSIBLE PARTY'S

ANNUAL INCOME MAY BE OBTAINED FROM AN OUTSIDE CREDIT AGENCY TO

DETERMINE IF THE INDIVIDUAL WOULD LIKELY BE FAP-ELIGIBLE. IF SO, A

REDUCTION TO CHARGES WILL BE APPLIED PRIOR TO TRANSFERRING THE ACCOUNT

BALANCE TO A THIRD PARTY FOR COLLECTION. VIRTUA WILL NOTIFY THE

INDIVIDUAL REGARDING THE BASIS FOR THE PRESUMPTIVE FAP-ELIGIBILITY

DETERMINATION. VIRTUA WILL ENSURE REASONABLE EFFORTS HAVE BEEN TAKEN

TO DETERMINE WHETHER AN INDIVIDUAL IS ELIGIBLE FOR FINANCIAL ASSISTANCE

UNDER THE FAP PRIOR TO INITIATING ECAS. EMERGENT, URGENT, AND LABOR

AND DELIVERY SERVICES COVERED UNDER EMTALA (EMERGENCY MEDICAL TREATMENT

AND ACTIVE LABOR ACT) ARE NOT SUBJECT TO PRIOR PAYMENT. VIRTUA WILL NOT

ENGAGE IN ANY ACTIONS THAT DISCOURAGE INDIVIDUALS FROM SEEKING

EMERGENCY MEDICAL CARE.

PATIENTS WHOM RECEIVE EMERGENCY OR OTHER MEDICALLY NECESSARY CARE AT

**Part V Facility Information** (continued)

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

VIRTUA ARE COMMONLY ALSO SEEN BY PRIVATE PHYSICIAN GROUPS OR OTHER

THIRD PARTY HEALTH CARE PROVIDERS WHILE BEING CARED FOR BY VIRTUA.

WITHIN ITS POLICY, VIRTUA MAINTAINS A LIST OF PROVIDERS WITHIN OUR

HOSPITAL FACILITIES THAT PROVIDE EMERGENCY OR OTHER MEDICALLY NECESSARY

HEALTH CARE SERVICES. THE POLICY SPECIFIES WHICH PROVIDERS ARE COVERED

UNDER THIS FAP AND WHICH ARE NOT.

PART V, SECTION B, LINE 5 CHNA COMMUNITY ENGAGEMENT

THE 2022 CHNA WAS CONDUCTED FROM DECEMBER 2021 TO MAY 2022 AND INCLUDED

QUANTITATIVE AND QUALITATIVE RESEARCH METHODS TO DETERMINE HEALTH

TRENDS AND DISPARITIES IN BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES

AND THE CITY OF CAMDEN WHERE APPLICABLE. SECONDARY RESEARCH METHODS

WERE USED TO IDENTIFY AND ANALYZE STATISTICAL SOCIOECONOMIC AND HEALTH

INDICATORS. DATA WAS COMPARED ACROSS ZIP CODES AND NEIGHBORHOODS WHERE

AVAILABLE, AND COMPARED TO THE COUNTIES, NEW JERSEY STATE, AND NATIONAL

BENCHMARKS.

SECONDARY DATA, INCLUDING DEMOGRAPHIC, SOCIOECONOMIC, AND PUBLIC HEALTH

INDICATORS, WERE ANALYZED FOR BURLINGTON, CAMDEN, AND GLOUCESTER

COUNTIES IN NEW JERSEY (NJ) TO MEASURE KEY DATA TRENDS AND PRIORITY

HEALTH ISSUES, AND TO ASSESS EMERGING HEALTH NEEDS. DATA WAS COMPARED

TO STATE AND NATIONAL BENCHMARKS AND HEALTHY PEOPLE 2030 (HP2030)

GOALS, AS AVAILABLE, TO ASSESS AREAS OF STRENGTH AND OPPORTUNITY.

HEALTHY PEOPLE 2030 IS A US DEPARTMENT OF HEALTH AND HUMAN SERVICES

HEALTH PROMOTION AND DISEASE PREVENTION INITIATIVE THAT SETS

SCIENCE-BASED, 10-YEAR NATIONAL OBJECTIVES FOR IMPROVING THE HEALTH OF

ALL AMERICANS.

PRIMARY RESEARCH AND COMMUNITY ENGAGEMENT

**Part V Facility Information** (continued)

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

THROUGH COMPREHENSIVE VIEW OF STATISTICAL HEALTH INDICATORS AND

COMMUNITY STAKEHOLDER FEEDBACK, A PROFILE WAS CREATED OF HEALTH

INDICATORS AND SOCIOECONOMIC FACTORS THAT INFLUENCE THE HEALTH AND

WELL-BEING OF PEOPLE LIVING IN BURLINGTON, CAMDEN AND GLOUCESTER

COUNTIES. PRIMARY RESEARCH METHODS THEN USED TO SOLICIT INPUT FROM

PUBLIC HEALTH EXPERTS AND KEY COMMUNITY STAKEHOLDERS REPRESENTING THE

BROAD INTERESTS OF THE COMMUNITY UTILIZING INTERVIEWS, AN ONLINE KEY

INFORMANT SURVEY AND THROUGH FOCUS GROUPS. THESE FINDINGS WILL GUIDE

VIRTUA HEALTH, THE SOUTH JERSEY HEALTH COLLABORATIVE AND THEIR

COMMUNITY PARTNERS IN CREATING A COLLABORATIVE, COORDINATED EFFORT TO

ADDRESS COMMUNITY HEALTH NEEDS. THE 2022 CHNA PRIMARY RESEARCH AND

COMMUNITY ENGAGEMENT STUDY METHODS INCLUDE:

- AN ANALYSIS OF EXISTING SECONDARY DATA SOURCES, INCLUDING PUBLIC

HEALTH STATISTICS, DEMOGRAPHIC AND SOCIAL MEASURES, AND HEALTHCARE

UTILIZATION

- ONE ON ONE KEY INFORMANT INTERVIEWS WITH KEY INDIVIDUALS

REPRESENTING DIVERSE HEALTH, POLICY AND COMMUNITY PERSPECTIVES

- A KEY INFORMANT SURVEY COMPLETED BY 206 INDIVIDUALS THROUGHOUT THE

AREA WHO REPRESENT FIRST RESPONDERS, HEALTH CARE PROVIDERS, SOCIAL

SERVICES PROFESSIONALS, EDUCATORS, FAITH-BASED LEADERS AND COMMUNITY

LEADERS

- 14 FOCUS GROUPS WITH 74 INDIVIDUALS REPRESENTING DIVERSE,

UNDERSERVED, MINORITY AND HISTORICALLY DISADVANTAGED POPULATIONS

INCLUDING YOUTH

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

AND 2021

A LIST OF ALL LOCATIONS, PARTICIPATION NUMBERS AND PARTICIPATING

**Part V Facility Information** *(continued)*

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

AGENCIES IS INCLUDED AS APPENDICES IN CHNA REPORT.

PART V, SECTION B, LINE 6A:

- COOPER UNIVERSITY HEALTH CARE

- JEFFERSON HEALTH.

PART V, SECTION B, LINE 6B:

- BURLINGTON COUNTY HEALTH DEPARTMENT

- CAMDEN COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES, AND

- GLOUCESTER COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES.

PART V, SECTION B, LINE 7B:

[HTTPS://WWW.VIRTUA.ORG/-/MEDIA/PROJECT/VIRTUA-TENANT/VIRTUA/PDFS/COMMUNI](https://www.virtua.org/-/media/project/virtua-tenant/virtua/pdfs/communi)

[TY/VIRTUA2022CHNA112922.PDF](#)

PART V, SECTION B, LINE 10A

[HTTPS://WWW.VIRTUA.ORG/ABOUT/COMMUNITY-PROGRAMS](https://www.virtua.org/about/community-programs)

[HTTPS://WWW.VIRTUA.ORG/-/MEDIA/PROJECT/VIRTUA-TENANT/VIRTUA/PDFS/COMMUNI](https://www.virtua.org/-/media/project/virtua-tenant/virtua/pdfs/communi)

[TY/CHIP-2023-2025\\_FINAL.PDF](#)

PART V, SECTION B, LINE 7A:

[HTTPS://WWW.VIRTUA.ORG/ABOUT/COMMUNITY-PROGRAMS](https://www.virtua.org/about/community-programs)

SCHEDULE H, PART V, SECTION B. FACILITY REPORTING GROUP A

FACILITY REPORTING GROUP A CONSISTS OF:

- FACILITY 1: VIRTUA - VOORHEES

- FACILITY 2: VIRTUA - MARLTON

**Part V Facility Information** (continued)

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

FACILITY REPORTING GROUP A

PART V, SECTION B, LINE 5: WE CONDUCTED THE CHNA WITH ONE MAIN GOAL: TO

CAREFULLY CHARACTERIZE COMMUNITY MEMBERS' VIEWS ON THE HEALTH NEEDS IN

THEIR COMMUNITIES. FOR THE PURPOSE OF THIS ASSESSMENT, COMMUNITY IS

DEFINED AS THE THREE COUNTIES THAT COMPRISE THE SJHC SERVICE AREAS

(BURLINGTON, CAMDEN, AND GLOUCESTER COUNTIES). TO ACHIEVE THE GOAL OF

OBTAINING LOCALLY ACTIONABLE INFORMATION FOR IMPROVING HEALTH, THIS CHNA

EMPLOYED A MIXED-METHODS ITERATIVE STRATEGY OF DATA COLLECTION THAT

COMBINED QUANTITATIVE AND QUALITATIVE ANALYSIS OF PRIMARY DATA COLLECTED

FROM COMMUNITY MEMBERS AND STAKEHOLDERS WITH QUANTITATIVE ANALYSIS OF

SECONDARY DATA. THE TWO FUNDAMENTALS OF OUR APPROACH ARE RIGOROUS DATA

ANALYSIS AND COMMUNITY VOICE. TO THAT END, WE USED A VARIETY OF METHODS

AND TOOLS TO ANALYZE THE DATA WE COLLECTED BOTH FROM COMMUNITY MEMBERS AND

OTHER SOURCES WE IDENTIFIED THROUGH CONSULTATION WITH TRUSTED COMMUNITY

PARTNERS IN EACH COUNTY.

WE CONDUCTED A TOTAL OF 23 FOCUS GROUPS ACROSS BURLINGTON, CAMDEN, AND

GLOUCESTER COUNTIES. OF THESE, 11 WERE WITH COMMUNITY MEMBERS AND 12 WERE

WITH STAKEHOLDERS (LEADERS AND STAFF OF RELEVANT ORGANIZATIONS). OUR MAIN

OBJECTIVE WAS TO GATHER THE THOUGHTS OF COMMUNITY MEMBERS AND STAKEHOLDERS

ON HEALTH ISSUES (SUCH AS ACCESS TO CARE, HEALTH EDUCATION, AND

COMMUNICATION) AND ANY BARRIERS RESIDENTS MAY CONFRONT IN OBTAINING CARE.

ADDITIONAL AREAS OF INQUIRY INCLUDED THE STRENGTHS AND WEAKNESSES OF THE

HEALTH CARE DELIVERY SYSTEM, AS WELL POTENTIAL AREAS OF IMPROVEMENT. THE

FOCUS GROUP FORMAT ALLOWED PARTICIPANTS TO EXPRESS THEIR OPINIONS,

SUGGESTIONS, AND RECOMMENDATIONS IN A CONFIDENTIAL FORMAT. BECAUSE THEY



**Part V Facility Information** (continued)

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

LIVE AND WORK WITHIN THE SOUTH JERSEY HEALTH COLLABORATIVE (SJHC) SERVICE

AREA, COMMUNITY MEMBER AND STAKEHOLDER INPUT WAS CRUCIAL TO THE COMMUNITY

HEALTH NEEDS ASSESSMENT PROCESS. OUR FOCUS GROUPS UTILIZED A

SEMI-STRUCTURED RESEARCH INSTRUMENT. FOCUS GROUPS RANGED IN SIZE FROM 2 TO

17 PARTICIPANTS. INFORMED CONSENT WAS OBTAINED AFTER THE PURPOSE OF THE

FOCUS GROUP WAS EXPLAINED AND PRIOR TO THE DATA COLLECTION PROCESS,

FOLLOWING THE APPROVED IRB PROTOCOL. ONE RESEARCH TEAM MEMBER FACILITATED

THE FOCUS GROUP AND ONE TO TWO ADDITIONAL RESEARCH TEAM MEMBERS TOOK

DETAILED NOTES. FOLLOWING EACH FOCUS GROUP, THE RESEARCH TEAM COMPILED A

REPORT INCLUDING NOTES AND A SUMMARY OF THE FOCUS GROUP.

WE CONDUCTED 5 INTERVIEWS WITH KEY STAKEHOLDERS IN THE COUNTIES WHO WERE

IDENTIFIED BY SJHC. THE INTERVIEWS WERE COMPLETED USING A SEMI-STRUCTURED

RESEARCH INSTRUMENT, AND THE GOALS OF THE INTERVIEW WERE SIMILAR TO THOSE

OF THE FOCUS GROUPS. THE PURPOSE OF THE RESEARCH PROJECT WAS EXPLAINED TO

POTENTIAL PARTICIPANTS AND INFORMED CONSENT WAS OBTAINED PRIOR TO THE DATA

COLLECTION PROCESS, FOLLOWING THE APPROVED IRB PROTOCOL. INTERVIEWS WERE

CONDUCTED IN A PRIVATE SETTING. RESEARCH TEAM MEMBERS TOOK NOTES, AND SOME

INTERVIEWS WERE ALSO AUDIO-RECORDED. INTERVIEW PARTICIPANTS WERE ASKED TO

THINK ABOUT AND SHARE THEIR PERSPECTIVES ON ACCESS TO CARE, HEALTH

EDUCATION AND COMMUNICATION, AS WELL AS THE BARRIERS RESIDENTS FACE IN

OBTAINING CARE. OTHER AREAS OF INQUIRY INCLUDED THE STRENGTHS AND

WEAKNESSES OF THE HEALTH CARE DELIVERY SYSTEM AS WELL POTENTIAL AREAS OF

IMPROVEMENT. BOTH THE RESEARCH INSTRUMENT AND THE PROTOCOL FOR THE

INTERVIEW WERE DEVELOPED BASED ON THE GROUNDED THEORY APPROACH WITHIN THE

QUALITATIVE RESEARCH FRAMEWORK. THIS METHOD PERMITS RESEARCH STUDY

PARTICIPANTS TO ANSWER THE QUESTIONS IN THE WAY THAT THEY FEEL

**Part V Facility Information** *(continued)*

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

COMFORTABLE. FURTHERMORE, THIS METHOD ALLOWS A FREE FLOWING CONVERSATION

BETWEEN THE INTERVIEWER AND INTERVIEWEE AND ALLOWS THE PARTICIPANT TO

DETAIL AND EXPLAIN VARIOUS VIEWPOINTS THROUGHOUT THE INTERVIEW. ANOTHER

BENEFIT IS THAT THE INTERVIEWER IS NOT CONSTRAINED TO THE QUESTIONS ON THE

INSTRUMENT AND IS PERMITTED TO ASK APPROPRIATE FOLLOW-UP QUESTIONS, FOR

INSTANCE, WHEN CLARITY IS NEEDED.

A LIST OF ALL LOCATIONS, PARTICIPATION NUMBERS AND PARTICIPATING AGENCIES

IS INCLUDED AS APPENDICES IN CHNA REPORT.

FACILITY REPORTING GROUP A

PART V, SECTION B, LINE 6A: - COOPER UNIVERSITY HEALTH CARE

- JEFFERSON HEALTH

FACILITY REPORTING GROUP A

PART V, SECTION B, LINE 6B: - BURLINGTON COUNTY HEALTH DEPARTMENT

- CAMDEN COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES, AND

- GLOUCESTER COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES.

PART V, SECTION B, LINE 11 CHNA ASSESSMENT:

PROVIDING THE BEST POSSIBLE HEALTH CARE FOR THE COMMUNITY REQUIRES A

DEEP UNDERSTANDING OF THE INDIVIDUALS AND FAMILIES IN THE REGION AND

IDENTIFYING ANY BARRIERS THAT LIMIT THEM FROM LIVING THEIR

HEALTHIEST-POSSIBLE LIVES.

TO ADDRESS THIS, THE 2022 SOUTH JERSEY HEALTH COLLABORATIVE (SJHC) CHNA

REVIEWED HEALTH INDICATORS, HOSTED FOCUS GROUPS WITH DIVERSE

**Part V Facility Information** *(continued)*

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

POPULATIONS, INCLUDING YOUTH, AND SOLICITED FEEDBACK THROUGH KEY

INFORMANT SURVEY AND STAKEHOLDER INTERVIEWS TO INTERPRET THE

QUANTITATIVE AND QUALITATIVE INFORMATION COLLECTED THROUGH A LENS OF

HEALTH EQUITY AND OPPORTUNITIES TO WORK TOWARD EQUITABLE OUTCOMES FOR

ALL PEOPLE. THE IMPACT OF THE INEQUITIES IN SOCIAL DETERMINANTS OF

HEALTH ARE MOST EVIDENT AMONG HEALTH OUTCOMES IN KEY AREAS:

KEY FOCUS AREAS

-ACCESS TO CARE

-CHRONIC DISEASE

-BEHAVIORAL HEALTH

-MENTAL HEALTH AMONG YOUTH AND MATERNAL AND CHILD HEALTH.

THE ALICE (ASSET LIMITED INCOME CONSTRAINED) INDEX MEASURES WORKING

HOUSEHOLDS THAT DO NOT EARN ENOUGH TO MEET ALL OF THEIR NEEDS GIVEN THE

COST OF LIVING. 1 IN 4 SOUTH JERSEY HOUSEHOLDS MET THE ALICE THRESHOLD

BEFORE THE COVID-19 PANDEMIC, AND ALL SOUTH JERSEY COUNTIES HAD LOWER

LIFE EXPECTANCIES THAN NEW JERSEY AS A WHOLE. COVID-19 EXPOSED

LONG-STANDING INEQUITIES THAT TAUGHT US WE NEED A MORE EQUITABLE

HEALTHCARE RESPONSE. THE RAPID PACE OF SOCIETAL CHANGE DUE COVID-19 HAS

DRAMATICALLY EXPOSED AND WORSENERD THE UNDERLYING INEQUITIES THAT HAVE

EXISTED FOR GENERATIONS THAT CONTINUE TO FUEL DISPARITIES IN HEALTH

OUTCOMES.

VIRTUA HEALTH, AS A COMPREHENSIVE NOT-FOR-PROFIT HEALTHCARE SYSTEM WITH

A MISSION TO HELP THE COMMUNITY TO BE WELL, GET WELL, AND STAY WELL,

EMBRACES THE OPPORTUNITY TO UTILIZE ITS RESOURCES TO ASSIST ITS SJHC

PARTNERS. THE CHNA TEAM COLLABORATED WITH COLLEAGUES AND LEADERS ACROSS

THE VIRTUA SYSTEM TO IDENTIFY RESOURCES THAT COULD BE LEVERAGED TO

ADDRESS SOME NEEDS IDENTIFIED BY SOUTH JERSEY RESIDENTS. THIS

**Part V Facility Information** *(continued)*

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

COLLABORATION VALIDATED ONGOING WORK WITHIN VIRTUA AND THE OPPORTUNITY

TO COORDINATE AND ALIGN TO BEST ADDRESS THE NEEDS IDENTIFIED IN THE

LATEST CHNA. THE COMMUNITY HEALTH IMPROVEMENT PLANNING TEAM (CHIP

TEAM), COMPRISING OF MULTI-DISCIPLINARY GROUPS OF VIRTUA LEADERS,

DEVELOPED THE FOLLOWING GOALS, OBJECTIVES, STRATEGIES AS PART OF THE

COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP) FOR 2023-2025 PERIOD.

PRIORITIES FOR ACTION: BUILDING TRUST AND EQUITY

HEALTH EQUITY APPROACH:

- ACHIEVE EQUITABLE OUTCOMES FOR ALL RESIDENTS REGARDLESS OF RACE,

ETHNICITY, AGE, INSURANCE, ZIP CODE, INCOME, GENDER OR LANGUAGE BY

CHALLENGING STRUCTURAL AND INSTITUTIONAL INEQUITIES

- LEVERAGE COLLABORATION TO COUNTERACT SOCIAL DRIVERS OF HEALTH

- CHANGE PROCESSES AND POLICIES TO REDEFINE EQUITABLE DISTRIBUTION OF

SERVICES

ACCESS TO CARE

THE SOUTH JERSEY AREA HAS AN ABUNDANCE OF HIGH-QUALITY HEALTH AND

SOCIAL SERVICES, EDUCATION, AND BUSINESSES, WHICH CONTRIBUTE TO

CREATING A HEALTHY PLACE TO LIVE. HOWEVER, NOT EVERYONE HAS THE SAME

ACCESS TO THESE COMMUNITY RESOURCES. A CLOSER LOOK AT THE DATA SHOWS

DISPARITIES AMONG BLACK AND BROWN COMMUNITIES AND THOSE WITH LOWER

INCOMES IN RECEIVING THE SERVICES THEY NEED WHEN THEY NEED THEM. THE

BARRIERS THAT KEEP PEOPLE WHO NEED SERVICES FROM RECEIVING THEM ARE

VARIED AND MANY. WE KNOW THAT SOCIAL DETERMINANTS OF HEALTH, LACK OF

ACCESS TO A COMPUTER OR INTERNET CONNECTION, LIMITED ENGLISH LANGUAGE

CAPACITY, LACK OF CHILDCARE OR TRANSPORTATION, AND LACK OF HEALTH

INSURANCE PERSIST AS BARRIERS TO ACCESSING CARE. PREVENTIVE CARE, SUCH

**Part V Facility Information** *(continued)*

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

AS PRENATAL CARE AND CANCER SCREENINGS, CAN DETECT SMALL PROBLEMS THAT

CAN BE TREATED MORE EASILY AND EFFECTIVELY THAN IF TREATMENT IS

DELAYED. WHILE THE PERCENT OF ALL POPULATIONS WITHOUT HEALTH INSURANCE

IS STEADILY DECREASING, MORE THAN 1 IN 10 PEOPLE IN THE CITY OF CAMDEN

LACK HEALTH INSURANCE.

GOAL: ACHIEVE EQUITABLE ACCESS TO SERVICES FOR ALL PEOPLE REGARDLESS OF

RACE, ETHNICITY, AGE, INSURANCE, ZIP CODE, INCOME, GENDER OR LANGUAGE.

OBJECTIVES:

-REDUCE TRANSPORTATION BARRIERS ADDRESSING THE AREAS OF MOST NEED

-MAINTAIN PREVENTATIVE HEALTH SCREENINGS AND SERVICES THROUGH MOBILE

FLEET AND ON-SITE SERVICES

-IMPROVE NAVIGATION OF HEALTHCARE AND SOCIAL SERVICES TO LINK

INDIVIDUALS TO APPROPRIATE, TRANSPARENT AND COST-EFFECTIVE CARE

-COLLECT AND UTILIZE DATA TO DRIVE ACTION

STRATEGIES:

-CONTINUE TO PROVIDE TRANSPORTATION SERVICES FOR PATIENTS EXPERIENCING

TRANSPORTATION BARRIERS

-RIDE HEALTH PROGRAM: FREE RIDES FOR ELIGIBLE PATIENTS AT DISCHARGE

FROM HOSPITALS AND FOR MEDICAL APPOINTMENTS

-IMPROVE ACCESS TO SERVICES AND RESOURCES IN THE COMMUNITY VIA MOBILE

FLEET AND ON-SITE SERVICES

-EARLY INTERVENTION PROGRAM/PEDIATRIC MOBILE SERVICES: IMPROVE AND

INCREASE INFLUENZA VACCINATION; LEAD POISONING SCREENING; ORAL

PREVENTIVE HEALTHCARE; DEVELOPMENTAL SCREENINGS IN EARLY CHILDHOOD

-MOBILE HEALTH & CANCER SCREENING SERVICES: INCREASE THE NUMBER OF

INDIVIDUALS WHO ARE SCREENED FOR CANCER

-COMMUNITY CONNECTION: TRACK CONNECTION TO RESOURCES AND SERVICES

**Part V Facility Information** (continued)

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

WITHIN THE COMMUNITY VIA FINDHELP APPLICATION

-INCREASE A UNIFORMED DATA COLLECTION AND VALIDATION FRAMEWORK TO

SYSTEMATICALLY DRIVE ACTION

-ENTERPRISE-WIDE REAL (RACE, ETHNICITY AND LANGUAGE), SGN (SEX, GENDER,

NAMING) AND SDOH (SOCIAL DETERMINANTS OF HEALTH) DATA

CHRONIC DISEASE AND LIFE EXPECTANCY

PRIOR TO 2020, THE TOP LEADING CAUSES OF DEATH AMONG ALL POPULATIONS IN

THE U.S. WERE CHRONIC DISEASES. ACROSS SOUTH JERSEY, IT IS CLEAR THAT

PREVENTIVE CARE, EARLY DIAGNOSIS, AND COMPREHENSIVE TREATMENT ARE

EFFECTIVE AT MANAGING DISEASE AND PROLONGING THE LENGTH AND QUALITY OF

LIFE. WHILE GREAT INNOVATIONS EXPANDED THE USE OF HOME-BASED MONITORING

OF CHRONIC CONDITIONS AND TELEHEALTH SERVICES HELPED CONNECT PEOPLE

WITH PROVIDERS MORE EASILY THAN BEFORE, THESE INTERVENTIONS WERE NOT

EQUALLY ACCESSIBLE FOR ALL PEOPLE FOR A VARIETY OF REASONS. THE

RESTRICTIONS PUT IN PLACE TO HELP PREVENT THE SPREAD OF COVID-19 MADE

ACCESSING SCREENINGS AND MAINTENANCE CARE FOR MANY CHRONIC CONDITIONS

MORE CHALLENGING. THE DATA REINFORCE THAT SOCIAL DETERMINANTS OF HEALTH

DIRECTLY IMPACT HEALTH OUTCOMES FOR CHRONIC DISEASE, RESULTING IN

INEQUITIES IN LIFE EXPECTANCY BY RACE AND NEIGHBORHOOD.

GOAL: ACHIEVE EQUITABLE LIFE EXPECTANCY FOR ALL PEOPLE REGARDLESS OF

RACE, ETHNICITY, ZIP CODE, INSURANCE, INCOME, GENDER OR LANGUAGE.

OBJECTIVES:

-INCREASE CHRONIC DISEASE AND BEHAVIORAL HEALTH SCREENINGS

-IMPROVE CONTROL OF CHRONIC DISEASE

-IMPROVE COMMUNICATION WITH PATIENTS AND PROVIDERS TO ESTABLISH

CLEARER PATIENT UNDERSTANDING OF THEIR CARE PLAN

-INCREASE ACCESS TO CARE VIA MOBILE FLEET

**Part V Facility Information** *(continued)*

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

STRATEGIES:

-INCREASE DIABETIC AND HYPERTENSION SCREENING AND CONTROL TARGETING

SPECIFIC PRIMARY CARE PRACTICES

-IMPROVEMENT IN DIABETIC SCREENING AND CONTROL; CONTROLLING

HYPERTENSION METRICS TRACKED AT CERTAIN PRIMARY CARE LOCATIONS

-ASSIST PATIENTS IN OBTAINING AND UNDERSTANDING INFORMATION REGARDING

THEIR HEALTHCARE FOCUSING ON THE MOST VULNERABLE POPULATION

MY CHART: INCREASE UTILIZATION OF MY CHART AT PRIMARY CARE PRACTICES

HEALTHY NEIGHBOR: ADVANCE ENROLLMENT INTO HEALTHY NEIGHBOR VIA

COMMUNITY HEALTH WORKERS PROVIDING AN INNOVATIVE APPROACH TO HOW HEALTH

CARE IS DELIVERED

MOBILE OUTREACH: INCREASE OUTREACH OF VIRTUA MOBILE FLEET OF

COMMUNITY-HEALTH PROGRAMS IN UNDER-RESOURCED COMMUNITIES

VIRTUA INTEGRATED NETWORK- NJ QIP PROGRAM: QIP-NJ - PREVENTIVE CARE AND

SCREENING FOR DEPRESSION IN THE EMERGENCY DEPARTMENTS AND IMPROVEMENTS

IN CONNECTIONS TO BEHAVIORAL HEALTH SERVICES POST-DISCHARGE

BEHAVIORAL HEALTH, TRAUMA AND ADVERSE CHILDHOOD EXPERIENCES

MENTAL AND BEHAVIORAL DISORDERS SPAN A WIDE RANGE OF DIAGNOSES,

INCLUDING ANXIETY DISORDERS, SCHIZOPHRENIA, AND OTHER DELUSIONAL

DISORDERS, AS WELL AS MOOD DISORDERS SUCH AS DEPRESSION OR PERSONALITY

DISORDERS. THE DISORDERS ARE NOT INDUCED BY ALCOHOL AND OTHER

PSYCHOACTIVE SUBSTANCES, BUT THEY MAY CO-OCCUR WITH OR BE EXACERBATED

BY SUBSTANCE USE DISORDER. HAVING HEALTH INSURANCE REDUCES SOME

BARRIERS TO ACCESSING CARE, BUT HAVING ENOUGH PROVIDERS AND CAPACITY

AMONG AVAILABLE PROVIDERS ARE ALSO CRITICAL COMPONENTS. UNDERLYING

INEQUITIES AND SOCIAL DETERMINANTS OF HEALTH HAVE A NOTABLE IMPACT ON

NEGATIVE OUTCOMES FROM MENTAL DISTRESS AND BEHAVIORAL HEALTH IMPACTS.

**Part V Facility Information** (continued)

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

THE SOCIAL ISOLATION THAT STEMMED FROM THE EFFORTS TO REDUCE THE SPREAD

OF COVID-19 TOOK ITS TOLL ON THE EMOTIONAL WELL-BEING OF PEOPLE OF ALL

AGES. ACROSS THE SPECTRUM OF AGE, INCOME, AND NEIGHBORHOOD, RESPONDENTS

ACROSS SOUTH JERSEY REPORTED AN OVERALL INCREASE IN ANGER AS A COMMON

RESPONSE IN MANY SITUATIONS.

PART V, SECTION B, LINE 11 CHNA ASSESSMENT (CONTINUED):

ALCOHOL USE DISORDER IS THE MOST PREVALENT ADDICTIVE SUBSTANCE AMONG

ADULTS. SUBSTANCE USE DISORDER IS BOTH A CAUSE OF AND OUTCOME FROM

ADVERSE CHILDHOOD EXPERIENCES (ACES). THEREFORE, THE PREVALENCE OF

SUBSTANCE USE DISORDER SUGGESTS THE OPPORTUNITY FOR INTERVENTIONS TO

BOTH ADDRESS CURRENT ISSUES AND UNDERLYING ACES TO BUILD RESILIENCE AND

PREVENT TRAUMA THROUGH COMMUNITY-LEVEL INTERVENTIONS.

GOAL: FOSTER COMMUNITY BUILDING OPPORTUNITIES TO AMELIORATE THE IMPACT

OF TRAUMATIC EVENTS DESIGNED FOR ALL AGES.

OBJECTIVES:

-IMPROVE BEHAVIORAL HEALTH SCREENINGS AND ASSESSMENTS

-FOCUS ON BEHAVIORAL HEALTH CARE TRANSITIONS POST PATIENT DISCHARGE

-ADDRESS ACCESS TO BEHAVIORAL HEALTH CARE AND TREATMENT

-PROVIDE BEHAVIORAL HEALTH AND SUBSTANCE ABUSE TREATMENT SERVICES

STRATEGIES:

-PROVIDE SCREENINGS IN THE EMERGENCY DEPARTMENTS

-SCREENING FOR TOBACCO, DRUG, ALCOHOL USE AND SUICIDE IN ALL VIRTUA

EMERGENCY DEPARTMENTS

-CONNECT BEHAVIORAL HEALTH PATIENTS WITHIN 72 HOURS POST HOSPITAL

DISCHARGE

-VIRTUA INTEGRATED NETWORK- NJ QIP PROGRAM: INCREASE PATIENT FOLLOW-UP



**Part V Facility Information** (continued)

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

CONNECTIONS POST DISCHARGE BY IMPROVING CONNECTIONS TO BEHAVIORAL

HEALTH SERVICES

-INCREASE ACCESS TO BEHAVIORAL HEALTH TREATMENT IN PEDIATRICS

-CASTLE: IMPROVE ACCESS TO TREATMENT FOR VULNERABLE CHILDREN IN OUR

COMMUNITIES IN THE PARTIAL DAY PROGRAM FROM REFERRAL TO INTAKE

-INCREASE ACCESS TO SUBSTANCE USE TREATMENT

VMG MEDICATION FOR ADDICTIONS TREATMENT (MAT): INCREASE TOTAL

OUTPATIENT SUBSTANCE USE VISITS -ESPECIALLY IN VULNERABLE POPULATIONS

WITHIN OUR PRACTICES

WOMEN AND CHILDREN'S HEALTH

HAVING A HEALTHY PREGNANCY IS THE BEST WAY TO HAVE A HEALTHY BIRTH.

ACCORDING TO THE MARCH OF DIMES, INFANTS BORN TO MOTHERS WHO HAVE NOT

RECEIVED PRENATAL CARE HAVE AN INFANT DEATH RATE FIVE TIMES THE RATE OF

INFANTS BORN TO MOTHERS ACCESSING PRENATAL CARE STARTING IN THE FIRST

TRIMESTER OF PREGNANCY. THE HEALTHY PEOPLE 2030 TARGET IS 80.5% OF

PREGNANT MOTHERS ACCESSING PRENATAL CARE DURING THE FIRST TRIMESTER.

NONE OF THE SOUTH JERSEY COUNTIES HAVE MET THIS GOAL YET. WHEN BROKEN

DOWN BY RACE AND ETHNICITY, DIFFERENCES THROUGHOUT THE AREA REGARDING

PRENATAL CARE BECOME MORE EVIDENT.

INFANT MORTALITY IS WIDELY REGARDED AS AN IMPORTANT COMMUNITY HEALTH

INDICATOR BECAUSE IT IS PARTICULARLY SENSITIVE TO STRUCTURAL FACTORS

INCLUDING SOCIAL AND ECONOMIC FACTORS AND QUALITY OF LIFE CONDITIONS.

THE HIGH RATE OF INFANT DEATHS IN CAMDEN COUNTY, PARTICULARLY AMONG

BLACK/AFRICAN AMERICAN BABIES, REPRESENTS A SUBSTANTIAL INEQUITY THAT

RESULTS IN LIVES LOST, SUFFERING FOR FAMILIES, AND COMMUNITY ABSENCE

LASTING DECADES.

GOAL: TO REDUCE DISPARITIES RESULTING IN INCREASED EQUITABLE OUTCOMES

**Part V Facility Information** (continued)

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

AND SUPPORT FOR ALL BABIES AND PEOPLE WHO GIVE BIRTH.

**OBJECTIVES:**

-IMPACT EQUITABLE ACCESS TO CARE BY IMPROVING THE RATE OF INITIATION

OF PRENATAL CARE IN PREGNANT PEOPLE

-IMPROVE CONTROL OF HYPERTENSION IN ALL PEOPLE WHO GIVE BIRTH

-IMPROVE NSTV C-SECTION RATES TO ALIGN WITH HEALTHY PEOPLE 2030 GOALS

**STRATEGIES:**

-IMPROVE PRENATAL CARE INITIATION

-VIRTUA INTEGRATED NETWORK (VIN) & CAMDEN COALITION PILOT- INCREASE

OUTREACH TO WOMEN WITH NO EVIDENCE OF PRENATAL CARE, INCREASE THE

NUMBER OF WOMEN SUCCESSFULLY CONTACTED AND INCREASE THE NUMBER OF WOMEN

WHO ACCEPT PRENATAL CARE

-REDUCE DISPARITIES RESULTING IN INCREASED EQUITABLE OUTCOMES FOR ALL

BABIES AND PEOPLE WHO GIVE BIRTH THROUGH IMPROVED PRENATAL CARE AND

ACCESS TO PERINATAL SERVICES

-IMPROVE HYPERTENSION CONTROL: PROVIDE RECOMMENDED MEDICATION DURING

DELIVERY AND IMPROVE PRENATAL CARE AND SERVICES

-IMPROVE NSTV C SECTION RATES: MEET OR EXCEED HEALTHY PEOPLE 2023

TARGETED NSTV C-SECTION RATE THROUGH BEST-PRACTICES OF FOLLOWING

RECOMMENDED MANAGEMENT AND PROVIDER EDUCATION WITH FEEDBACK

-MIDWIFERY CARE MODEL: CONTINUE TO NURTURE THE COMMUNITY'S RELATIONSHIP

WITH HEALTHCARE BY PROMOTING THE MIDWIFERY CARE MODEL IN CAMDEN CITY

-MATERNAL FETAL MEDICINE SERVICES: CONTINUE TO IMPROVE TO ACCESS TO

HIGH-RISK PERINATAL SERVICES TO REDUCE PRETERM BIRTH AND LOW BIRTH

WEIGHT BABIES

-DOULA PROGRAM: IN PARTNERSHIP WITH THE COMMUNITY DOULAS, ESTABLISH A

VIRTUA-SPONSORED DOULA PROGRAM THROUGH OUTREACH TO COMMUNITY

**Part V Facility Information** *(continued)*

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

STAKEHOLDERS, PROVIDING EMPLOYMENT OPPORTUNITIES AND PERINATAL SUPPORT

SERVICES

OVER THE NEXT THREE YEARS, VIRTUA HEALTH, IN COLLABORATION WITH

COMMUNITY PARTNERS AND LOCAL PUBLIC HEALTH AGENCIES WILL WORK TOWARD

IMPLEMENTING THESE STRATEGIES TO ADDRESS THE CONCERNS IDENTIFIED BY OUR

COMMUNITY PROVIDING THE RESOURCES TO BE WELL, GET WELL AND STAY WELL.



**Part VI** Supplemental Information

Provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II and Part III, lines 2, 3, 4, 8, and 9b.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any CHNAs reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (for example, open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

PART I, LINE 3C:

NOT APPLICABLE

PART I, LINE 6A. COMMUNITY BENEFIT REPORT

THE COMMUNITY BENEFIT PROVIDED BY THE ORGANIZATION IS INCLUDED IN THE  
REPORT PREPARED BY A RELATED ORGANIZATION, VIRTUA HEALTH, INC. THIS  
REPORT IS MADE AVAILABLE TO THE PUBLIC VIA VIRTUA HEALTH'S WEBSITE,  
WWW.VIRTUA.ORG.

PART I, LINE 7, FINANCIAL ASSISTANCE AND OTHER COMMUNITY BENEFITS AT COST

A COST ACCOUNTING SYSTEM THAT ADDRESSED ALL PATIENT SEGMENTS WAS USED  
TO CALCULATE THE FINANCIAL ASSISTANCE, MEANS-TESTED GOVERNMENT PROGRAMS  
(ITEMS 7A THROUGH 7D) AND SUBSIDIZED HEALTH SERVICES (ITEM 7G) COST.  
THE CALCULATION OF COST FOR ALL OTHER BENEFITS (ITEMS 7E, 7F, 7H, AND  
7I) IS BASED ON ACTUAL COST.

PART II, COMMUNITY BUILDING ACTIVITIES:

332100 12-26-23

Schedule H (Form 990) 2023

**Part VI** Supplemental Information (Continuation)

## DESCRIPTION OF COMMUNITY BUILDING ACTIVITIES:

VIRTUA COMMITS EXTENSIVE RESOURCES TO THE COMMUNITIES IT SERVES THROUGH DIRECT FINANCIAL CONTRIBUTIONS AS WELL AS IN HEALTH/COMMUNITY-IMPROVEMENT PROGRAMMING AND PROFESSIONAL TIME AND EXPERTISE. VIRTUA FOCUSES ITS RESOURCES ON PROGRAMS THAT WILL HAVE THE MOST SIGNIFICANT IMPACT ON HEALTH IMPROVEMENT. SOCIAL DETERMINANTS OF HEALTH LIKE ACCESS TO GOOD MEDICAL CARE AND NUTRITIOUS FOOD ARE A CENTERPIECE OF VIRTUA'S COMMUNITY HEALTH IMPROVEMENT EFFORTS. THE VIRTUA MOBILE FARMERS MARKET OPERATES YEAR-ROUND MAKING STOPS AROUND SOUTH JERSEY, WHICH INCREASED HEALTHY FOOD ACCESS AND PURCHASES THROUGH THE SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP). FOOD DRIVES WERE ORGANIZED TO SUPPORT VIRTUA'S FOOD ACCESS PROGRAMS, WHICH INCLUDE TWO FOOD PANTRIES THAT PROVIDE AND DISTRIBUTE NON-PERISHABLES TO PATIENTS WHO SCREEN POSITIVE FOR FOOD INSECURITY AT NO COST. THE 2023 ANNUAL TURKEY AND PRODUCE GIVEAWAY PROVIDED COMPLETE HOLIDAY MEALS, INCLUDING A WHOLE TURKEY, FOR 700 FAMILIES IN CAMDEN CITY AND WILLINGBORO, NJ. ADDITIONALLY, THIS WAS THE FIRST YEAR WE EXTENDED OUR GIVEAWAY TO 500 FAMILIES IN ATLANTIC CITY. IN TOTAL, 1,200 HOLIDAY MEALS WERE SHARED THROUGHOUT CAMDEN, BURLINGTON AND ATLANTIC COUNTIES. VIRTUA HEALTH ORGANIZED, OR COLLABORATED WITH COMMUNITY STAKEHOLDERS, PARTICIPATION IN DOZENS OF COMMUNITY ENGAGEMENT AND BUILDING EVENTS. A SAMPLING INCLUDES, NUMEROUS DISEASE-SPECIFIC SUPPORT GROUPS, VARIOUS HEALTH AND WELLNESS FAIRS, COMMUNITY/SCHOOL CLEAN-UPS, AND EDUCATIONAL EVENTS ON A VARIETY OF HEALTH SERVICES TOPICS. VIRTUA'S MOBILE FARMERS MARKET, HOSPITAL-BASED FOOD PANTRIES, AND MOBILE UNITS FOR PEDIATRICS AND MAMMOGRAPHY HAVE PROVIDED A CRITICAL SAFETY NET IN COMMUNITIES WITH THE GREATEST NEED. VIRTUA COLLABORATES WITH OTHER TRUSTED COMMUNITY ORGANIZATIONS, SCHOOLS, NON-PROFIT FOUNDATIONS, AND FAITH-BASED ORGANIZATIONS TO REACH AS MANY

**Part VI** Supplemental Information (Continuation)

AREA RESIDENTS AS POSSIBLE. VIRTUA WORKS WITH THESE PARTNERS TO EDUCATE  
THE PUBLIC, PROMOTE HEALTH SERVICES AND WELLNESS ACTIVITIES, AND BRING  
VIRTUA SERVICES DIRECTLY TO THE PEOPLE WHO LIVE THERE. THE RIDE HEALTH  
TRANSPORTATION ASSISTANCE PROGRAM, WHICH PROVIDES FREE NON-EMERGENCY  
MEDICAL TRANSPORTATION FOR ESTABLISHED PATIENTS WHO FACE BARRIERS TO  
ACCESSING HEALTHCARE SERVICES, IS ANOTHER DIRECT WAY VIRTUA HELPS THEIR  
PATIENTS ON A DAILY BASIS.  
OUR FACILITIES PROVIDED FREE MEETING SPACE FOR A WIDE RANGE OF COMMUNITY  
GROUPS, AND OUR EMERGENCY SERVICES EXPERTS SUPPORT AN EXTENSIVE NETWORK OF  
DISASTER PLANNING ORGANIZATIONS THROUGHOUT THE STATE OF NEW JERSEY TO  
ENSURE COMMUNITY READINESS IN THE EVENT OF A MAJOR EMERGENCY. VIRTUA'S  
EMERGENCY SERVICES STAFF ALSO PROVIDE FREE SUPPORT AND EDUCATION AT  
COMMUNITY EVENTS THROUGHOUT THE YEAR.  
AS THE REGION'S LEADING PROVIDER OF MATERNITY AND WOMEN'S HEALTH SERVICES,  
VIRTUA PROVIDES EXPANSIVE PROGRAMMING, INCLUDING BREAST-FEEDING SUPPORT,  
FREE SCREENINGS FOR POST-PARTUM DEPRESSION, CHILD PASSENGER SAFETY SEATS  
AND SUPPORT FOR FAMILIES FOLLOWING THE LOSS OF AN INFANT.  
VIRTUA PROVIDES A WIDE RANGE OF FREE SERVICES FOR THE ENTIRE COMMUNITY AND  
HEALTH PROFESSIONALS, FROM SUPPORT GROUPS FOR THOSE AFFECTED BY CANCER AND  
DIABETES, TO HEALTH EDUCATION, SCREENING, AND FREE LAB WORK TO THOSE WHO  
CANNOT AFFORD TO PAY. VIRTUA IS ALSO A SUPPORTER OF THE CHERRY HILL FREE  
CLINIC, WHICH PROVIDES CARE TO THE WORKING POOR - RESIDENTS WHO ARE  
UNINSURED BUT NOT ELIGIBLE FOR PUBLIC ASSISTANCE SUCH AS MEDICAID.  
VIRTUA MANAGERS DONATE THEIR TIME AND SKILL TO A WIDE RANGE OF COMMUNITY  
ORGANIZATIONS, SUCH AS THE FOOD BANK OF SOUTH JERSEY AND CATHEDRAL  
KITCHEN. VIRTUA MANAGERS GIVE HUNDREDS OF HOURS OF THEIR TIME EACH YEAR TO  
PROVIDE HEALTH EDUCATION AND SUPPORT TO SCHOOL-AGE CHILDREN IN CAMDEN.  
PROJECTS INCLUDED PACKING NUTRITIOUS MEALS THAT ARE DELIVERED TO AT-RISK

**Part VI** Supplemental Information (Continuation)

SENIORS AS WELL AS COOKING AND SERVING MEALS TO INDIVIDUALS WHO ARE

HOMELESS, LOW-INCOME RESIDENTS, AND LOCAL FAMILIES.

PART III, LINE 2:

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC. ADOPTED ASU 2014-09 (ASC TOPIC

606) AS OF JANUARY 1, 2018. UNDER THE PROVISIONS OF ASU 2014-09, THE

ESTIMATED UNCOLLECTIBLE AMOUNTS OF ACCOUNTS RECEIVABLE ARE GENERALLY

CONSIDERED IMPLICIT PRICE CONCESSIONS THAT ARE A DIRECT REDUCTION TO

PATIENT ACCOUNTS RECEIVABLE AND NET PATIENT SERVICE REVENUE, RATHER THAN

AN ALLOWANCE FOR DOUBTFUL ACCOUNTS AND BAD DEBT EXPENSE. VIRTUA ESTIMATES

IMPLICIT PRICE CONCESSIONS BY EVALUATING THE COLLECTABILITY OF PATIENT

ACCOUNTS RECEIVABLE, ANALYZING HISTORICAL DATA AND IDENTIFYING TRENDS FOR

EACH OF ITS MAJOR PAYER SOURCES OF REVENUE.

PART III, LINE 3:

NOT APPLICABLE

PART III, LINE 4:

THE FOOTNOTE REGARDING BAD DEBT EXPENSE, OR IMPLICIT PRICE CONCESSIONS AS

DEFINED BY ASU 2014-09, CAN BE FOUND ON PAGE 15 OF THE ATTACHED FINANCIAL

STATEMENTS.

PART III, LINE 8:

VIRTUA BELIEVES THAT IT IS APPROPRIATE TO RECOGNIZE THE MEDICARE REVENUE

SHORTFALL AS COMMUNITY BENEFIT. IT HAS BEEN WIDELY RECOGNIZED THAT

MEDICARE PAYMENT RATES IN AGGREGATE HAVE BEEN SET AT A LEVEL THAT DOES NOT

COVER THE TOTAL COST OF CARE. BY BEARING THE REIMBURSEMENT SHORTFALL

RESULTING FROM THE BELOW COST MEDICARE PAYMENT LEVEL, VIRTUA AND OTHER



**Part VI** Supplemental Information (Continuation)

HOSPITALS ARE ALLEVIATING THE GOVERNMENT'S BURDEN WHICH PROMOTES THE  
CHARITABLE PURPOSE OF THE ORGANIZATION.

THE FILED MEDICARE COST REPORT IS THE BASIS FOR THE ALLOWABLE COST  
REPORTED ON LINE 6.

PART III, LINE 9B:

VIRTUA IS DEDICATED TO PROVIDING THE HIGHEST QUALITY HEALTHCARE FOR OUR  
COMMUNITY, REGARDLESS OF ABILITY TO PAY. WE RECOGNIZE THAT THE COST OF  
HEALTH CARE CAN BE AN EXCESSIVE FINANCIAL BURDEN FOR OUR UNINSURED  
PATIENTS. FOR OUR UNINSURED PATIENTS WHO WERE INELIGIBLE FOR STATE OR  
FEDERAL ASSISTANCE (E.G., HEALTHCARE FOR THE UNINSURED, CHARITY CARE,  
MEDICAID), THERE IS AN OPPORTUNITY FOR FINANCIAL RELIEF UNDER THE VIRTUA  
CHARITY ASSISTANCE PROGRAM.

IF YOU MEET THE FOLLOWING CRITERIA, YOU CAN BE ELIGIBLE FOR A SIGNIFICANT  
REDUCTION TO YOUR HOSPITAL BILL:

- YOU HAVE NO INSURANCE COVERAGE.
- YOU ARE NOT ELIGIBLE FOR MEDICAID.
- YOU ARE NOT ELIGIBLE FOR A 100% ADJUSTMENT UNDER THE STATE OF NEW JERSEY  
CHARITY CARE PROGRAM.

- YOU ARE NOT ELIGIBLE FOR REIMBURSEMENT FROM ANY THIRD PARTY (E.G.,  
LAWSUIT, EMPLOYER, SCHOOL, CHURCH).
- THE GROSS ANNUAL INCOME FOR YOUR HOUSEHOLD IS LESS THAN \$211,900.

THE HEALTH SYSTEM REGULARLY MONITORS ALL APPLICABLE POLICIES FOR  
COMPLIANCE WITH 501R REGULATIONS, AND HAS MADE ANY NECESSARY CHANGES.

PART VI, LINE 2:

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

DESCRIPTION OF NEEDS ASSESSMENT: VIRTUA HAS BEEN AN ACTIVE PARTICIPANT IN INITIATIVES UNDERTAKEN BY THE THREE COUNTIES THAT COMPRISE ITS PRIMARY SERVICE AREA IN SOUTHERN NEW JERSEY: BURLINGTON COUNTY, CAMDEN COUNTY, AND GLOUCESTER COUNTY. INDIVIDUALLY THESE COUNTIES HAVE ASSESSED THE HEALTH CARE NEEDS OF THEIR RESIDENTS, WHICH HAVE RESULTED IN THE CREATION OF THREE DISTINCT REPORTS: THE BURLINGTON COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN, THE CAMDEN COUNTY MOBILIZING FOR ACTION THROUGH PLANNING AND PARTNERSHIP (MAPP) COALITION COMMUNITY HEALTH IMPROVEMENT PLAN, AND ACHIEVING A HEALTHIER GLOUCESTER COUNTY. BURLINGTON COUNTY HAS IDENTIFIED AS PRIORITIES EMERGENCY PREPAREDNESS, NUTRITION AND PHYSICAL ACTIVITY, PREVENTATIVE HEALTH CARE, ENVIRONMENTAL HEALTH, PEACE AND WELL-BEING INCLUDING ALCOHOL AND DRUG ABUSE REDUCTION, AND PARENTING. CAMDEN COUNTY PRIORITIES INCLUDE OBESITY AND NUTRITION, CARDIOVASCULAR HEALTH, CANCER, ENVIRONMENTAL HEALTH, AND MENTAL HEALTH. IN THE GLOUCESTER COUNTY ASSESSMENT, PRIORITY AREAS INCLUDE INCREASING AWARENESS OF EXISTING SERVICES (HEALTH EDUCATION), ENCOURAGING REGULAR SCREENINGS AND CHECK-UPS (ESPECIALLY FOR HEART, CANCER, DIABETES, AND SEXUALLY TRANSMITTED DISEASES), AND PROMOTING HEALTHY BEHAVIORS (ESPECIALLY DIET AND EXERCISE).

VIRTUA ALSO IS INVOLVED WITH THE CAMDEN CITY HEALTHY FUTURES COMMITTEE, WHICH HAS CONDUCTED A HEALTH NEEDS ASSESSMENT OF THE CITY AND HAS PUT ACTION PLANS IN PLACE FOR EACH OF THE TOP HEALTH PRIORITIES IDENTIFIED. PRIORITIES HAVE BEEN SET RELATIVE TO OBESITY (HEART DISEASE, DIABETES, AND STROKE), ACCESS TO CARE, THE HIGH CANCER MORTALITY RATE, MENTAL HEALTH, VIOLENCE AND SAFETY, ENVIRONMENTAL HEALTH (LEAD POISONING AND ASTHMA), AND FAMILY HEALTH (SPECIFICALLY TEEN PREGNANCY AND ACCESS TO DENTAL CARE). VIRTUA ALSO WORKS WITH THE CAMDEN COUNTY CANCER COALITION, A GROUP THAT HAS COMPLETED A CANCER NEEDS ASSESSMENT FOR THE COUNTY. CAMDEN COUNTY'S

**Part VI** Supplemental Information (Continuation)

MAJOR STRATEGY FOR ELIMINATING DISPARITIES IN CANCER CARE IS THE CANCER

EDUCATION AND EARLY DETECTION (CEED) PROGRAMS. THERE ARE CEED PROGRAMS

BASED AT VIRTUA AND THEY ARE THE FORCE BEHIND THE PLANS TO INCREASE

MINORITY SCREENING RATES, INCREASE PROSTATE CANCER SCREENING RATES, AND

REDUCE SMOKING.

VIRTUA PARTICIPATES IN DISASTER AND FLU PLANNING GROUPS IN BOTH BURLINGTON

COUNTY AND CAMDEN COUNTY, AS WELL AS THEIR PUBLIC HEALTH PLANNING

COMMITTEES. PART OF THE MISSION IS TO IDENTIFY AND DETERMINE HOW TO

ADDRESS COMMUNITY PUBLIC HEALTH NEEDS. VIRTUA HAS IMPLEMENTED A RISK

ASSESSMENT AND SCREENING PROCESS FOR ADMITTED HOSPITALIZED IN-PATIENTS

WITH A MULTI-DRUG RESISTANT ORGANISM, BASED ON PREVALENCE STUDIES WITHIN

THE HOSPITALS AND COMMUNITY EVALUATION. THESE EFFORTS HAVE RESULTED IN

PATIENT SCREENING AND ISOLATION PROTOCOLS. THROUGH PARTICIPATION IN

VARIOUS COMMUNITY MEETINGS AND FORUMS, VIRTUA RECEIVES INPUT FROM ITS

SERVICE AREA RELATIVE TO COMMUNITY HEALTH NEEDS. VIRTUA ALSO MONITORS

COMMUNITY NEEDS SPECIFIC TO ITS SERVICE LINES AND IDENTIFIES AVAILABLE

RESOURCES IT CAN CALL UPON TO ADDRESS THEM.

THE 2022 CHNA WAS CONDUCTED FOLLOWING IRS TAX CODE 501(R) REQUIREMENTS TO

CONDUCT A CHNA EVERY THREE YEARS AS SET FORTH BY THE PATIENT PROTECTION

AND AFFORDABLE CARE ACT (PPACA), THE PUBLIC HEALTH PRACTICE STANDARDS OF

PERFORMANCE FOR LOCAL BOARDS OF HEALTH IN NEW JERSEY, AND THE PUBLIC

HEALTH ACCREDITATION BOARD STANDARDS AND MEASURES. THE 2022 CHNA WAS

CONDUCTED FROM DECEMBER 2021 TO MAY 2022 AND INCLUDED QUANTITATIVE AND

QUALITATIVE RESEARCH METHODS TO DETERMINE HEALTH TRENDS AND DISPARITIES IN

BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES AND THE CITY OF CAMDEN WHERE

APPLICABLE.

PART VI, LINE 3:

Schedule H (Form 990)

**Part VI** Supplemental Information (Continuation)

DESCRIPTION OF PATIENT EDUCATION OF ELIGIBILITY FOR ASSISTANCE: THE  
AVAILABILITY OF FINANCIAL ASSISTANCE IS COMMUNICATED IN ENGLISH AND  
SEVERAL OTHER LANGUAGES IN A VARIETY OF WAYS. FINANCIAL ASSISTANCE  
INFORMATION IS PROVIDED BY REGISTRATION STAFF AND IS COVERED IN FINANCIAL  
COUNSELING APPOINTMENTS. BROCHURES ARE DISTRIBUTED AND ALSO MADE  
AVAILABLE IN THE PATIENT/FAMILY WAITING AREAS. BILINGUAL SIGNAGE IS  
POSTED THROUGHOUT THE HOSPITAL, INCLUDING IN THE EMERGENCY DEPARTMENTS AND  
OUTPATIENT REGISTRATION AREAS. THE ADMISSION BOOKLET AND HANDOUTS  
PROVIDED AT REGISTRATION/ADMISSION CONTAIN INFORMATION ABOUT FINANCIAL  
COUNSELING AND GUIDANCE SHOULD THE PATIENT HAVE DIFFICULTY IN PAYING THEIR  
HOSPITAL BILL. AVAILABILITY OF CHARITY CARE ASSISTANCE IS ALSO INDICATED  
ON ALL STATEMENTS AND LETTERS SENT TO PATIENTS. VIRTUA'S WEBSITE CONTAINS  
INFORMATION ON CHARITY CARE ASSISTANCE ALONG WITH THE APPLICATION. THE  
HEALTH SYSTEM REGULARLY MONITORS ALL APPLICABLE POLICIES FOR COMPLIANCE  
WITH 501R REGULATIONS, AND HAS MADE ANY NECESSARY CHANGES.  
ON A ONE-TO-ONE BASIS, FINANCIAL COUNSELING SERVICES ARE PROVIDED TO  
PATIENTS THAT ARE UNINSURED OR UNDERINSURED. SUPPORT IS PROVIDED TO HELP  
PATIENTS COMPLETE RELEVANT APPLICATIONS FOR ASSISTANCE UNDER THE STATE OF  
NEW JERSEY CHARITY CARE PROGRAM GUIDELINES, THE STATE OF NEW JERSEY  
MEDICAID PROGRAM, VIRTUA'S OWN CHARITY CARE PROGRAM, AND ANY OTHER  
ASSISTANCE FOR WHICH THEY MAY BE ELIGIBLE. COMPLETION OF APPLICATIONS IS  
CONDUCTED THROUGH BEDSIDE INTERVIEWS WITH ADMITTED PATIENTS, AND VIA  
LETTERS, PHONE CALLS, AND FIELD SERVICE VISITS TO PATIENT HOMES, WHEN  
APPROPRIATE. BILINGUAL STAFF ARE AVAILABLE ON-SITE AND INTERPRETATION  
SERVICES ARE AVAILABLE OVER THE PHONE.

PART VI, LINE 4:

BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES COMPRISE A SIGNIFICANT PORTION

**Part VI** Supplemental Information (Continuation)

OF THE AREA CONSIDERED TO BE SOUTH JERSEY, AND CONTAINS RURAL, SUBURBAN

AND URBAN COMMUNITIES. THIS AREA RUNS ALONG THE DELAWARE RIVER, WHICH

DIVIDES NEW JERSEY FROM NEIGHBORING PENNSYLVANIA. THE MOST POPULOUS CITY

IN THIS AREA, CAMDEN, LIES DIRECTLY ACROSS THE DELAWARE RIVER FROM

PHILADELPHIA.

BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES ALL INCREASED IN POPULATION

BETWEEN 2013-2023, BUT BY A SMALLER PROPORTION THAN THE UNITED STATES AS A

WHOLE. MEANWHILE, IN THE CITY OF CAMDEN, THE POPULATION DECREASED DURING

THE SAME TIME PERIOD.

2023 TOTAL POPULATION:

GEOGRAPHY 2023 TOTAL POPULATION PERCENT CHANGE SINCE 2013

BURLINGTON COUNTY 469,167 +4.1%

CAMDEN COUNTY 527,196 +2.8%

CAMDEN CITY 70,998\* -8.1%\*\*

GLOUCESTER COUNTY 308,423 +6.3%

NEW JERSEY 9,290,841 +4.4%

UNITED STATES 334,914,895 +5.9%

\*2023 DATA NOT AVAILABLE. THIS NUMBER REFLECTS 2022 DATA.

\*\*2023 DATA NOT AVAILABLE. PERCENT CHANGE CALCULATED FOR 2012-2022.

BURLINGTON COUNTY HAS CONSISTENTLY BEEN POPULATED BY PROPORTIONATELY MORE

OLDER PEOPLE THAN ANY OF THE OTHER COUNTIES, NEW JERSEY OR THE US.

BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES HAVE PROPORTIONATELY GOTTEN

OLDER FROM 2013-2023. THE CITY OF CAMDEN HAS PROPORTIONATELY FAR FEWER

ADULTS OVER THE AGE OF 65 AND FAR MORE PEOPLE UNDER 18 THAN ANY OF THE

OTHER GEOGRAPHIES.

**Part VI** Supplemental Information (Continuation)

## 2023 POPULATION BY RACE AND ETHNICITY

	WHITE	BLACK OR AFRICAN AMERICAN	ASIAN	OTHER RACE*	LATINX ORIGIN
BURLINGTON COUNTY	64.3%	19.0%	6.0%	3.7%	9.6%
CAMDEN COUNTY	53.7%	22.3%	6.3%	3.7%	19.0%
GLOUCESTER COUNTY	75.6%	12.1%	3.3%	2.9%	7.9%
NEW JERSEY	52.9%	15.4%	10.5%	3.2%	21.9%
UNITED STATES	58.9%	13.6%	6.3%	4.6%	19.1%

\*INCLUDES AMERICAN INDIAN, NATIVE HAWAIIAN, AND TWO OR MORE RACES TOGETHER

BURLINGTON, CAMDEN AND GLOUCESTER COUNTIES ALL REPORT HIGH MEDIAN INCOME

COMPARED TO THE US. HOWEVER, THE MEDIAN INCOME IN THE CITY OF CAMDEN IS

LESS THAN HALF OF THE US MEDIAN INCOME. IN THE CITY OF CAMDEN, THERE IS

MORE THAN THREE TIMES THE PROPORTION OF ADULTS WHO DO NOT HAVE A HIGH

SCHOOL DIPLOMA AS IN BURLINGTON, GLOUCESTER AND CAMDEN COUNTIES. THE CITY

OF CAMDEN HAS LESS THAN ONE-FIFTH AS MANY ADULTS (PER CAPITA) WHO HAVE

COMPLETED A BACHELOR'S DEGREE THAN EACH OF THE THREE COUNTIES.

ROUGHLY 1 IN 3 HOMEOWNERS AND 1 IN 2 RENTERS IN THE SOUTH JERSEY REGION

ARE HOUSING COST BURDENED, MEANING THEY PAY 30% OR MORE OF THEIR INCOME

TOWARDS HOUSING. IN CAMDEN CITY, HOUSING VACANCY RANGES FROM 40-60%, ABOUT

HALF OF ALL AVAILABLE HOUSING STOCK. WHILE THE MEDIAN HOME VALUE AND

MEDIAN RENT IN CAMDEN CITY ARE LESS EXPENSIVE THAN THE OTHER AREAS, HALF

OF ALL HOMEOWNERS AND RENTERS IN CAMDEN CITY ARE HOUSING COST BURDENED.

THE COMBINATION OF LARGE PROPORTIONS OF VACANT HOUSES, HIGH-COST BURDEN

AND LOW HOME VALUES IS BOTH A RESULT AND A CAUSE OF SUSTAINED ECONOMIC

STRAIN IN CAMDEN CITY.

THE VAST MAJORITY OF HOUSEHOLDS IN THE SOUTH JERSEY AREA HAVE ACCESS TO A

COMPUTER DEVICE, LAPTOP OR SMARTPHONE AS WELL AS ACCESS TO THE INTERNET.

HOWEVER, WHEN CAMDEN CITY IS REVIEWED INDEPENDENTLY, THE PROPORTION OF

**Part VI** Supplemental Information (Continuation)

HOUSEHOLDS WITH ACCESS TO A COMPUTER, LAPTOP OR SMARTPHONE RANGE FROM

50-79%, AND ROUGHLY 1 IN 3 HOUSEHOLDS DO NOT HAVE INTERNET ACCESS, DESPITE

BEING A DENSELY POPULATED URBAN AREA.

PART VI, LINE 5:

DESCRIPTION OF PROMOTING THE HEALTH OF THE COMMUNITY: VIRTUA'S CLINICIANS

AND STAFF PROVIDE HEALTH EDUCATION TO THOUSANDS OF COMMUNITY MEMBERS AT

HUNDREDS OF EVENTS. INCLUDED WITHIN THESE ARE DIABETES SCREENING AND

EDUCATION, FREE DIAGNOSTIC TESTING, CANCER-SPECIFIC EDUCATION, PARAMEDIC

SAFETY EDUCATION, CLINICS FOR CHILDREN TO HELP DISPEL FEAR OF HOSPITALS,

AND OTHER FREE CLASSES ATTENDED BY THOUSANDS OF COMMUNITY MEMBERS. AS THE

REGION'S LEADING PROVIDER OF MATERNITY AND WOMEN'S HEALTH SERVICES, VIRTUA

PROVIDES EXPANSIVE PROGRAMMING, INCLUDING BREAST-FEEDING SUPPORT, FREE

SCREENINGS FOR POST-PARTUM DEPRESSION, CHILD PASSENGER SAFETY SEATS AND

SUPPORT FOR FAMILIES FOLLOWING THE LOSS OF AN INFANT. VIRTUA CLINICIANS

ALSO ATTEND AND PARTICIPATE IN MANY EVENTS SPONSORED BY THE LOCAL

COMMUNITIES. VIRTUA IS ALSO AN ACTIVE SPONSOR IN MANY COMMUNITY WELLNESS

EVENTS, SUCH AS FITNESS RUNS. THE MEMBERS OF VIRTUA'S BOARD OF TRUSTEES

ARE ALMOST ENTIRELY FROM THE LOCAL COMMUNITIES, MANY OF WHICH HAVE SPENT

MOST OR ALL OF THEIR LIVES RESIDING IN. THEY ARE INDIVIDUALS WITH VARYING

PROFESSIONAL BACKGROUNDS, INCLUDING SOME PHYSICIANS. BECAUSE OF THEIR

EXPERIENCES FROM LIVING IN THE HOSPITAL'S PRIMARY SERVICE AREA, THEY ARE

TRUE ADVOCATES FOR THE COMMUNITY. VIRTUA HAS UTILIZED ITS FINANCIAL

RESOURCES TO INVEST IN PROJECTS, TECHNOLOGIES, AND PROGRAMS THAT WILL

CONTRIBUTE TO IMPROVED HEALTH STATUS FOR ITS COMMUNITY MEMBERS. THE

ORGANIZATION HAS AN OPEN MEDICAL STAFF THAT PROVIDES PRIVILEGES TO

QUALIFIED PHYSICIANS FROM WITHIN THE COMMUNITY.

VIRTUA OFFERS TRANSPORTATION ASSISTANCE TO PATIENTS WHO QUALIFY BASED ON

**Part VI** Supplemental Information (Continuation)

MEDICAL NEEDS, TRANSPORTATION NEEDS, AND/OR FINANCIAL CONSIDERATIONS.

VIRTUA PROVIDES TRANSPORTATION ASSISTANCE TO NEEDY PATIENTS AS A PART OF

COMMUNITY BENEFIT INITIATIVE UNDER THE "RIDE HEALTH PROGRAM." DURING 2023,

VIRTUA PROVIDED 19,366 FREE RIDES TO NEEDY PATIENTS FOR THEIR MEDICAL

APPOINTMENTS AND HOSPITAL DISCHARGES.

VIRTUA PROVIDES COMPREHENSIVE HEALTH CARE SERVICES AND FOOD ACCESS

PROGRAMS IN ORDER TO ADDRESS THE CONNECTION BETWEEN DIET AND CHRONIC

DISEASE. VIRTUA IS COMMITTED TO OUR MISSION TO HELP OUR COMMUNITIES BE

WELL, GET WELL, AND STAY WELL. OUR GOAL IS TO IMPROVE HEALTH AND ENSURE

GOOD NUTRITION IN THE UNDERSERVED AREAS OF CAMDEN AND BURLINGTON COUNTIES,

WHICH HAVE BEEN IDENTIFIED AS FOOD DESERTS. FOOD DESERTS ARE THOSE AREAS

DEFINED AS LACKING IN RELIABLE ACCESS TO SUFFICIENT, AFFORDABLE,

NUTRITIOUS FOOD.

OUR PROGRAMS PROVIDE INTEGRATED INTERVENTIONS THROUGH THE "FOOD AS

MEDICINE" FOOD FARMACY, MOBILE FARMERS MARKET (MFM) AND MOBILE GROCERY

STORE (MGS). VIRTUA ALSO PROVIDES WRAP-AROUND SOCIAL SERVICES, HEALTH

EDUCATION, AND NUTRITION LITERACY. IT IS OUR GOAL FOR THESE PROGRAMS TO

HAVE A MEASURABLE HEALTH IMPROVEMENT IMPACT IN THE COMMUNITIES WE SERVE.

THE 2023 ANNUAL TURKEY AND PRODUCE GIVEAWAY PROVIDED COMPLETE HOLIDAY

MEALS, INCLUDING A WHOLE TURKEY, FOR 700 FAMILIES IN CAMDEN CITY AND

WILLINGBORO, NJ. ADDITIONALLY, THIS WAS THE FIRST YEAR WE EXTENDED OUR

GIVEAWAY TO 500 FAMILIES IN ATLANTIC CITY. IN TOTAL, 1,200 HOLIDAY MEALS

WERE SHARED THROUGHOUT CAMDEN, BURLINGTON AND ATLANTIC COUNTIES.

VIRTUA'S MT. HOLLY FOOD FARMACY LAUNCHED IN AUGUST 2018, WHILE THE CAMDEN

FOOD FARMACY LAUNCHED IN 2019. IN 2023, THE FOOD FARMACIES DISTRIBUTED

64,510 POUNDS OF FRESH PRODUCE AND HEALTHY NON-PERISHABLES THROUGH OUR

CHOICE PANTRIES. THAT SAME YEAR, 1,972 UNIQUE PATIENTS WERE ENROLLED IN

THE FREE, 6-9 MONTH VOLUNTARY PROGRAM AND COMPLETED A TOTAL OF 2,017



**Part VI** Supplemental Information (Continuation)

APPOINTMENTS. IN 2023, VIRTUA'S MFM DISTRIBUTED 104,508 POUNDS OF  
HIGH-QUALITY PRODUCE, INCLUDING LOCAL PRODUCTS SOURCED FROM BLACK-OWNED  
FARMS. MORE THAN 6,500 POUNDS OF FREE FOOD WERE DONATED TO CATHEDRAL  
KITCHEN AND OTHER COMMUNITY PARTNERS. SHOPPERS SERVED BY THE MFM REPORTED  
A SIGNIFICANT DECREASE IN OBSTACLES TO OBTAINING FRESH FRUIT AND  
VEGETABLES. SPECIFICALLY, 96% OF MFM CUSTOMERS REPORTED GREATER ACCESS TO  
AFFORDABLE PRODUCE, AND 93% SAID THAT THEY CONSUMED MORE FRUITS AND  
VEGETABLES BECAUSE OF THE MFM. THE MFM TYPICALLY PROVIDES ACCESS TO A  
VARIETY OF HEALTHY PRODUCE FOUR DAYS A WEEK, YEAR-ROUND. THIS 23-FOOT BUS  
IS BRIMMING WITH FRESH FRUITS AND VEGETABLES THAT ARE SOLD AT  
SIGNIFICANTLY REDUCED PRICES IN COMMUNITIES THROUGHOUT BURLINGTON AND  
CAMDEN COUNTIES.

VIRTUA'S FOOD ACCESS PROGRAMS ARE COMMITTED TO PROVIDING THE HIGHEST  
QUALITY AND MOST NUTRITIOUS PRODUCE FOR OUR PATIENTS AND CUSTOMERS. OUR  
PROGRAM DIETICIANS CURATE RECIPES AND OFFERINGS BASED ON CLIENT INPUT AND  
COMMUNITY VOICE, WHICH INCREASES OUR DIVERSITY IN VARIETY AND CULTURAL  
COMPETENCY. DOING SO OFFERS NEW OPPORTUNITIES TO MEET THE CLIENT WHERE  
THEY ARE IN THEIR NUTRITION JOURNEY AND ENCOURAGES INCORPORATING NEW AND  
HEALTHY FOODS INTO THEIR DIET. THE 1:1 NUTRITION EDUCATION ENSURES ADVICE  
IS TAILORED TO THE CLIENT AND NOT ONLY INCREASES ACCESS TO HEALTHY FOOD,  
BUT ALSO CREATES SUSTAINABLE BEHAVIOR CHANGES THAT PROMOTE LIFE-LONG  
HEALTHY EATING PATTERNS.

IN FALL 2020, VIRTUA HEALTH ANNOUNCED THE LATEST COMPONENT OF ITS FOOD  
ACCESS INITIATIVES: THE EAT WELL MOBILE GROCERY STORE (MGS). THIS 40-FOOT,  
YEAR-ROUND, STORE-ON-WHEELS OFFERS FRESH, HEALTHY AND CULTURALLY RELEVANT  
FOODS AT BELOW-MARKET PRICES TO RESIDENTS OF CAMDEN AND BURLINGTON  
COUNTIES. IN 2023, 96% OF MGS SHOPPERS SAID THAT THEY INCREASED THEIR  
FRUIT AND VEGETABLE INTAKE BECAUSE OF THE MGS, WHILE 100% OF THESE

**Part VI** Supplemental Information (Continuation)

CUSTOMERS REPORTED GREATER ACCESS TO AFFORDABLE HEALTHY FOOD. THE MFM, MGS

AND THE VIRTUA FOOD PHARMACIES ARE UPSTREAM COMMUNITY HEALTH PROGRAMS

MANAGED BY VIRTUA'S COMMUNITY HEALTH ENGAGEMENT DEPARTMENT (CHE). CHE IS

DEDICATED TO ERADICATING HEALTH DISPARITIES IN UNDERSERVED COMMUNITIES AND

IS COMPRISED OF A WIDE RANGE OF HEALTH CARE, CLINICAL, AND PUBLIC HEALTH

PROFESSIONALS WORKING TOGETHER, ALONG WITH COMMUNITY PARTNERS, TO ADVANCE

HEALTH EQUITY. PARTNERS INCLUDE THE FOOD BANK OF SOUTH JERSEY, THE FOOD

TRUST, CAMDEN COUNTY HEALTH AND HUMAN SERVICES, BURLINGTON COUNTY HEALTH

DEPARTMENT, GLOUCESTER COUNTY HEALTH DEPARTMENT, AND THE NJ CANCER

EDUCATION AND EARLY DETECTION. VIRTUA ALSO WORKS CLOSELY WITH

COMMUNITY-BASED ORGANIZATIONS, SUCH THE CAMDEN COALITION OF HEALTHCARE

PROVIDERS AND PARKSIDE BUSINESS & COMMUNITY IN PARTNERSHIP TO ENGAGE

RESIDENTS AND LOCAL STAKEHOLDERS. LASTLY, VIRTUA, IN PARTNERSHIP WITH

LOCAL ORGANIZATIONS, CONVENES MONTHLY COMMUNITY LISTENING SESSIONS TO

LEARN FROM RESIDENTS ON WHAT THEIR NEEDS ARE, WHERE GAPS IN SERVICES

EXIST, AND HOW TO ADDRESS THOSE GAPS.

PART VI, LINE 6:

DESCRIPTION OF PROMOTING THE HEALTH OF THE COMMUNITIES SERVED: VIRTUA

WEST JERSEY HEALTH SYSTEM IS A CONTROLLED ENTITY OF A COMMUNITY-OWNED

HEALTH SYSTEM, VIRTUA HEALTH, INC. VIRTUA HEALTH IS AN ACADEMIC HEALTH

SYSTEM COMMITTED TO HELPING THE PEOPLE OF SOUTH JERSEY BE WELL, GET WELL,

AND STAY WELL BY PROVIDING THE COMPLETE SPECTRUM OF ADVANCED, ACCESSIBLE,

AND TRUSTED HEALTH CARE SERVICES. VIRTUA'S 14,000 COLLEAGUES PROVIDE

TERTIARY CARE, INCLUDING RENOWNED CARDIOLOGY AND TRANSPLANT PROGRAMS,

COMPLEMENTED BY A COMMUNITY-BASED CARE PORTFOLIO. IN ADDITION TO FIVE

HOSPITALS, TWO SATELLITE EMERGENCY DEPARTMENTS, 41 AMBULATORY SURGERY

CENTERS, AND MORE THAN 400 OTHER LOCATIONS, VIRTUA BRINGS HEALTH SERVICES

**Part VI** Supplemental Information (Continuation)

DIRECTLY INTO COMMUNITIES THROUGH HOSPITAL AT HOME, PHYSICAL THERAPY AND  
REHABILITATION, MOBILE SCREENINGS, AND ITS PARAMEDIC PROGRAM.

VIRTUA HAS 2,850 AFFILIATED DOCTORS AND OTHER CLINICIANS, AND ITS  
SPECIALTIES INCLUDE ORTHOPEDICS, ADVANCED SURGERY, AND MATERNITY. VIRTUA  
IS ACADEMICALLY AFFILIATED WITH ROWAN UNIVERSITY, LEADING RESEARCH,  
INNOVATION, AND IMMERSIVE EDUCATION AT THE VIRTUA HEALTH COLLEGE OF  
MEDICINE & LIFE SCIENCES OF ROWAN UNIVERSITY. VIRTUA IS ALSO AFFILIATED  
WITH PENN MEDICINE FOR CANCER AND NEUROSCIENCE, AND THE CHILDREN'S  
HOSPITAL OF PHILADELPHIA FOR PEDIATRICS. A MAGNET-RECOGNIZED HEALTH SYSTEM  
RANKED BY U.S. NEWS AND WORLD REPORT, VIRTUA HAS RECEIVED MANY AWARDS FOR  
QUALITY, SAFETY, AND ITS OUTSTANDING WORK ENVIRONMENT. AS A  
NOT-FOR-PROFIT, VIRTUA IS COMMITTED TO THE WELL-BEING OF THE COMMUNITY AND  
PROVIDES INNOVATIVE OUTREACH PROGRAMS THAT ADDRESS SOCIAL CHALLENGES  
AFFECTING HEALTH. THE INDIVIDUAL HOSPITALS DEVELOP, IMPLEMENT, AND FUND  
PROGRAMS SPECIFIC TO THE NEEDS OF ITS LOCAL COMMUNITY. IN ADDITION, UNDER  
THE PARENT COMPANY'S CENTRALIZED PROGRAM OF EXCELLENCE STRUCTURE,  
INITIATIVES ARE UNDERTAKEN THAT HAVE IMPACT ACROSS ALL VIRTUA ENTITIES AND  
COMMUNITIES.

RIVER AHEC (AREA HEALTH EDUCATION CENTER), HOSTED BY VIRTUA HEALTH, IS A  
PROGRAM IN AFFILIATION WITH ROWAN SCHOOL OF MEDICINE AND IS THE NEWEST  
ADDITION TO THE NJ AHEC PROGRAM. HEALTH PROFESSIONALS AND THIRD-YEAR  
MEDICAL STUDENTS ARE GIVEN COMMUNITY OUTREACH OPPORTUNITIES THAT ENHANCE  
ACCESS TO QUALITY HEALTHCARE.

PART VI, LINE 7

THE STATE OF NEW JERSEY DOES NOT REQUIRE FILING OF THE COMMUNITY  
BENEFIT REPORT.

<b>Part VI</b>	<b>Supplemental Information</b> <i>(Continuation)</i>
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[illegible]

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest  
Compensated Employees  
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.  
Attach to Form 990.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2023**

Open to Public  
Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

**Part I Questions Regarding Compensation**

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

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

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

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

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

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

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

- a** Receive a severance payment or change-of-control payment? .....
- b** Participate in or receive payment from a supplemental nonqualified retirement plan? .....
- c** Participate in or receive payment from an equity-based compensation arrangement? .....
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 6a or 6b, describe in Part III.

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

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

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

Yes No

<b>1b</b>		
<b>2</b>		
<b>4a</b>		X
<b>4b</b>	X	
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>		X
<b>6a</b>		X
<b>6b</b>		X
<b>7</b>	X	
<b>8</b>		X
<b>9</b>		

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

Schedule J (Form 990) 2023

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) DENNIS W. PULLIN PRESIDENT/CEO (END 7/31/23)	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	1,818,689.	1,599,084.	12,000.	14,850.	42,916.	3,487,539.	0.
(2) JOHN M. MATSINGER EVP/COO	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	1,006,349.	509,256.	26,250.	14,850.	41,721.	1,598,426.	0.
(3) ROBERT M. SEGIN TREASURER - EVP/CFO (END 7/31/23)	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	786,100.	416,801.	34,500.	14,850.	30,011.	1,282,262.	0.
(4) DR. CRAIG ZARETSKY TRUSTEE - PHYSICIAN (START 8/1/23)	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	777,569.	142,245.	31,500.	14,850.	45,766.	1,011,930.	0.
(5) STEPHANIE FENDRICK (START 8/23) TRUSTEE - EVP & CHIEF STRATEGY OFF.	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	587,293.	335,140.	34,500.	14,850.	2,210.	973,993.	0.
(6) LAUREN ROWINSKI (END 7/31/23) SECRETARY-SVP & CHIEF LEGAL OFFICER	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	580,181.	265,080.	9,000.	14,850.	27,181.	896,292.	0.
(7) PAUL MINNICK (START 8/1/23) TRUSTEE - SVP & COO VOORH & MARL HOS	(i)	404,168.	115,121.	9,000.	14,850.	31,914.	575,053.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) LISA C. FERRARO SVP-CHIEF QUALITY SFTY RISK OFF.	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	324,656.	81,738.	31,500.	14,850.	26,948.	479,692.	0.
(9) ERIK N. DELUE VP CMO - VOORH & MARL HOSPITAL	(i)	366,494.	84,754.	9,000.	13,339.	2,751.	476,338.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) RICHARD PALUZZI MEDICAL DIRECTOR	(i)	310,008.	84,214.	9,000.	13,958.	15,838.	433,018.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) HEIDI BAUR VP CMO - VOORH & MARL HOSPITAL	(i)	287,369.	66,009.	9,000.	14,850.	15,806.	393,034.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) LING QI PAN REGISTERED NURSE (RN)-JNES	(i)	382,723.	150.	0.	0.	0.	382,873.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) ANGELA BARODY VP HOME HEALTH	(i)	222,374.	54,810.	9,000.	8,908.	42,007.	337,099.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(14) JOSEPH V. ABAT REGISTERED NURSE (RN)-JNES	(i)	288,117.	500.	5,319.	0.	1,150.	295,086.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							

**Part III** Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

## PART I, LINE 3:

VIRTUA - WEST JERSEY HEALTH SYSTEMS, INC. ADOPTS THE POLICIES OF VIRTUA  
HEALTH, INC. REGARDING ESTABLISHING THE COMPENSATION OF THE ORGANIZATION'S  
CEO/EXECUTIVE DIRECTOR. THE POLICY USES THE FOLLOWING: COMPENSATION  
COMMITTEE, INDEPENDENT COMPENSATION CONSULTANT, WRITTEN EMPLOYMENT  
CONTRACT, COMPENSATION SURVEY OR STUDY, AND APPROVAL BY THE VIRTUA BOARD OR  
COMPENSATION COMMITTEE.

## PART I, LINE 4B:

A RELATED ORGANIZATION, VIRTUA HEALTH, INC., HAS A "COLLATERAL ASSIGNMENT  
SPLIT DOLLAR PLAN" (CASD), WHICH IS DESCRIBED IN SCHEDULE O.

## PART I, LINE 7:

PAY AT RISK AND/OR DISCRETIONARY BONUSES PROVIDED TO THE INDIVIDUALS LISTED  
ON FORM 990, PART VII, SECTION A, LINE 1A ARE BASED ON THE ACHIEVEMENT OF  
SIGNIFICANT QUANTITATIVE, QUALITATIVE, AND/OR PROGRAMMATIC GOALS AND ARE  
APPROVED BY THE COMPENSATION COMMITTEE FOR DISQUALIFIED INDIVIDUALS AND BY  
THE CEO FOR ALL OTHERS.

**SCHEDULE M  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Noncash Contributions**

Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.  
Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2023**

Open to Public  
Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

**Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art .....				
2 Art - Historical treasures .....				
3 Art - Fractional interests .....				
4 Books and publications .....				
5 Clothing and household goods .....				
6 Cars and other vehicles .....				
7 Boats and planes .....				
8 Intellectual property .....				
9 Securities - Publicly traded .....				
10 Securities - Closely held stock .....				
11 Securities - Partnership, LLC, or trust interests .....				
12 Securities - Miscellaneous .....				
13 Qualified conservation contribution - Historic structures .....				
14 Qualified conservation contribution - Other ...				
15 Real estate - Residential .....				
16 Real estate - Commercial .....				
17 Real estate - Other .....				
18 Collectibles .....				
19 Food inventory .....				
20 Drugs and medical supplies .....	X	50,000	1,390,396.	
21 Taxidermy .....				
22 Historical artifacts .....				
23 Scientific specimens .....				
24 Archeological artifacts .....				
25 Other ( ..... )				
26 Other ( ..... )				
27 Other ( ..... )				
28 Other ( ..... )				

29 Number of Forms 8283 received by the organization during the tax year for contributions  
for which the organization completed Form 8283, Part V, Donee Acknowledgement .....

29

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it  
must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for  
exempt purposes for the entire holding period? .....

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions? .....

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash  
contributions? .....

b If "Yes," describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked,  
describe in Part II.

Yes No

--	--	--

30a X

--	--	--

31 X

--	--	--

32a X

--	--	--

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

Schedule M (Form 990) 2023



**Part II** **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

50,0000 WORTH OF COVID 4 PLEX TESTS FROM THE CDC. DID NOT RECEIVE ANY

8283 FORMS FROM THE CDC DUE TO THEM BEING A FEDERAL AGENCY.

**SCHEDULE O**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
Attach to Form 990 or Form 990-EZ.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2023**

Open to Public  
Inspection

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

PROFESSIONAL GROWTH.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

ADDITIONAL COMMUNITY BENEFITS, SUCH AS:

COMMUNITY HEALTH IMPROVEMENT SERVICES: HELD EVENTS THROUGHOUT THE YEAR

TO BRING AWARENESS TO MANY MEDICAL ISSUES TO THE COMMUNITY.

EXPENSE OF \$5,233,573

REVENUE OF \$1,457,238

FINANCIAL ASSISTANCE AT COST: CHARITY CARE

EXPENSE OF \$9,767,299

REVENUE OF \$1,747,871

RESEARCH: PREFORMED ONCOLOGY CLINICAL RESEARCH STUDIES.

EXPENSE OF \$414,751

REVENUE OF \$12,608

FINANCIAL AND IN-KIND CONTRIBUTIONS: PROVIDED CONTRIBUTIONS TO

NON-PROFIT COMMUNITIES AND HEALTHCARE ORGANIZATIONS THROUGHOUT CAMDEN

AND GLOUCESTER COUNTIES. ALSO PROVIDED MEETING SPACES TO ORGANIZATIONS

AND MEDICAL SUPPLIES TO FAMILIES IN NEED.

EXPENSE OF \$211,471

REVENUE OF \$15,663

COMMUNITY BUILDING ACTIVITIES: HELD EVENTS THROUGHOUT THE YEAR TO FEED

AND PROVIDE PRESENTS TO MANY FAMILIES IN NEED.

EXPENSE OF \$771,995

REVENUE OF \$339,502

PROVIDING FUNCTIONAL PATIENT SERVICES FOR THE HOSPITALS

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2023

LHA 332211 11-14-23

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
--	--

EXPENSE OF \$539,094,839

REVENUE OF \$932,375,594

EXPENSES \$ 555,493,928. INCLUDING GRANTS OF \$ 0. REVENUE \$ 935,948,476.

FORM 990, PART VI, SECTION A, LINE 4:

IN THE THIRD QUARTER OF 2023, WJHS ADOPTED REVISED BY-LAWS. AS A RESULT OF

THESE CHANGES, THE HOSPITAL MOVED FROM A MIRROR BOARD WITH ITS PARENT

COMPANY, VIRTUA HEALTH, INC., TO A SEPARATE BOARD. THIS NEW BOARD IS

COMPRISED OF FIVE (5) MEMBERS DOWN FROM ITS PREVIOUS BOARD OF EIGHTEEN (18)

MEMBERS.

FORM 990, PART VI, SECTION A, LINE 6:

VIRTUA HEALTH, INC. IS THE SOLE CORPORATE MEMBER.

FORM 990, PART VI, SECTION A, LINE 7A:

THE WJHS GOVERNANCE COMMITTEE OF THE BOARD OF TRUSTEES MAKES

RECOMMENDATIONS FOR NEW MEMBERSHIP AND THE VIRTUA HEALTH, INC. BOARD OF

TRUSTEES GIVES THE FINAL APPROVAL.

FORM 990, PART VI, SECTION A, LINE 7B:

THE CHAIRS OF THE VARIOUS COMMITTEES OF WJHS PRESENT THEIR RECOMMENDATIONS

ON SIGNIFICANT MATTERS TO THE FULL VIRTUA HEALTH, INC. BOARD OF TRUSTEES

FOR THEIR APPROVAL.

FORM 990, PART VI, SECTION B, LINE 11B:

THE FORM 990 IS REVIEWED BY IN-HOUSE COUNSEL, EXTERNAL TAX CONSULTANTS, AND

THE BOARD OF TRUSTEES. A FINAL COPY OF FORM 990 IS PROVIDED TO THE VIRTUA

BOARD PRIOR TO FILING.

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
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FORM 990, PART VI, SECTION B, LINE 12C:

WJHS ADOPTS THE POLICIES OF VIRTUA HEALTH, INC. REGARDING MONITORING AND ENFORCING A CONFLICT-OF-INTEREST POLICY. WJHS REQUIRES EACH TRUSTEE, OFFICER, KEY EMPLOYEE AND MEMBER OF A COMMITTEE WITH BOARD-DELEGATED POWERS TO ANNUALLY SIGN A STATEMENT IN WHICH THEY AGREE TO COMPLY WITH THE CONFLICT-OF-INTEREST POLICY. THE BOARD OF TRUSTEES IS RESPONSIBLE FOR ENSURING THAT PERIODIC REVIEWS OF OPERATIONS ARE CONDUCTED SO THAT THE ORGANIZATION OPERATES IN A MANNER CONSISTENT WITH ITS CHARITABLE PURPOSES AND DOES NOT ENGAGE IN ACTIVITIES THAT COULD JEOPARDIZE ITS STATUS AS AN ORGANIZATION EXEMPT FROM FEDERAL INCOME TAX. IN CONNECTION WITH ANY ACTUAL OR POSSIBLE CONFLICT OF INTEREST, AN INTERESTED PERSON MUST DISCLOSE THE EXISTENCE OF HIS OR HER FINANCIAL INTEREST AND MUST BE GIVEN THE OPPORTUNITY TO DISCLOSE ALL MATERIAL FACTS TO THE TRUSTEES AND MEMBERS OF COMMITTEES WITH BOARD-DELEGATED POWERS CONSIDERING THE PROPOSED TRANSACTION OR ARRANGEMENT. AFTER DISCLOSURE OF THE FINANCIAL INTEREST AND ALL MATERIAL FACTS, AND AFTER ANY DISCUSSION WITH THE INTERESTED PERSON, HE/SHE SHALL LEAVE THE BOARD OR COMMITTEE MEETING WHILE THE DETERMINATION OF A CONFLICT OF INTEREST IS DISCUSSED AND VOTED UPON. THE REMAINING TRUSTEES OR COMMITTEE MEMBERS SHALL DECIDE IF A CONFLICT OF INTEREST EXISTS. IF IT IS DETERMINED THAT ONE DOES EXIST, THE CONFLICT IS EITHER MITIGATED, IF POSSIBLE, OR THE PERSON IS REMOVED FROM THE BOARD

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

WJHS DOES COMPENSATE SOME OF ITS EXECUTIVES; BUT MAJORITY OF THE EXECUTIVES RECEIVE COMPENSATION FROM VIRTUA HEALTH, INC. (EIN 22-3524939), A RELATED ENTITY. SEE SCHEDULE J, PART III (REFERENCE TO SCHEDULE J, PART I, LINE 3) FOR A DESCRIPTION OF THE MANNER IN WHICH VIRTUA HEALTH, INC. UTILIZES TO

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
--	--

DETERMINE THE COMPENSATION PAID TO THE EXECUTIVES.

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION'S GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE

ORDINARILY NOT MADE AVAILABLE TO THE PUBLIC. FINANCIAL STATEMENTS ARE

POSTED ON THE VIRTUA HEALTH WEBSITE AT

HTTPS://WWW.VIRTUA.ORG/ABOUT/FINANCIAL-INFORMATION AND ALSO ARE AVAILABLE

THROUGH THE REPOSITORY WEBSITES EMMA (ELECTRONIC MUNICIPAL MARKET ACCESS

SYSTEM) AND DAC (DIGITAL ASSURANCE CERTIFICATION), OR UPON REQUEST.

FORM 990, PART VII

ONE OR MORE OF THE OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES IN

PART VII HAD TRANSACTIONS RELATED TO THE 'COLLATERAL ASSIGNMENT SPLIT

DOLLAR' (CASD) PROGRAM OFFERED BY VIRTUA HEALTH, INC. ALL TRANSACTIONS

RELATED TO THIS PROGRAM WERE BETWEEN THE INDIVIDUAL AND VIRTUA HEALTH,

INC. (EIN 22-3524939). THEREFORE, ALL PART X AND SCHEDULE L REPORTING

RELATED TO THESE TRANSACTIONS WERE REPORTED ON VIRTUA HEALTH'S RETURN.

FORM 990, PART VII, SECTION A, COLUMN B

MAJORITY OF THE OFFICERS ARE COMPENSATED BY VIRTUA HEALTH, INC. (EIN

22-3524939), A RELATED ORGANIZATION. SOME OFFICERS DEVOTE 40 HOURS A

WEEK TO VIRTUA HEALTH, INC. THE AMOUNT OF TIME DEVOTED TO RELATED

ORGANIZATIONS IS DEPENDENT UPON THEIR INVOLVEMENT IN THOSE

ORGANIZATIONS. AS A RESULT, THE TOTAL AVERAGE HOURS PER WEEK FOR EACH

OFFICER AND KEY EMPLOYEES MAY VARY.

NO BOARD MEMBER IS PAID FOR BEING A TRUSTEE, RATHER THE COMPENSATION

DISCLOSED IS RELATED TO THE INDIVIDUALS' PROVISION OF SERVICES TO THE

Name of the organization VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.	Employer identification number 21-0634532
--	--

FILING ORGANIZATION OR A RELATED ORGANIZATION.

PART VII, SECTION A

KEY EMPLOYEE DESIGNATION

IN PRIOR YEARS, WJHS DETERMINED THE INDIVIDUALS THAT THE FORM 990 WOULD

LIST AS KEY EMPLOYEES FROM A GLOBAL HEALTH SYSTEM PERSPECTIVE, NOT ON

AN ENTITY-BY-ENTITY BASIS. WJHS THEN PROCEEDED TO PRESENT SOME OF

THOSE INDIVIDUALS AS KEY EMPLOYEES ON NUMEROUS FORMS 990. IN THE

CURRENT YEAR, MORE IN ACCORDANCE WITH THE FORM 990 INSTRUCTIONS, WJHS

DETERMINED WHICH INDIVIDUALS MET THE DEFINITION OF KEY EMPLOYEE ON AN

ENTITY-BY-ENTITY BASIS FOR THE ENTITY THEY ARE EMPLOYED BY AND ONLY

THOSE INDIVIDUALS ARE PRESENTED IN PART VII AS KEY EMPLOYEE. WJHS WILL

PRESENT THE "FORMER KEY EMPLOYEES" ON THE VARIOUS FORMS 990 FOR THE

REQUIRED FIVE YEARS.

FORM 990, PART X, LINE 20

THE AMOUNT REPORTED ON LINE 20 IS THE ORGANIZATIONS' ALLOCATED AMOUNT

OF TOTAL BOND ISSUANCE. THE TOTAL BOND ISSUANCE IS REPORTED BY VIRTUA

HEALTH, INC. ON SCHEDULE K (TAX ID #22-3524939).

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

TRANSFER WITH AFFILIATES - VHRCB	-134,691.
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TRANSFER WITH AFFILIATES - VHRCMH	-280,778.
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TRANSFER WITH AFFILIATES - CNS	-1,811,954.
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TEMPORARY RESTRICTED TRANSFER WITH AFFILIATES VIRTUA	954,269.
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TRANSFER WITH AFFILIATES - VIRTUA MEDICAL GROUP	-120,816,866.
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TRANSFER WITH AFFILIATES - LOURDES CARDIOLOGY SERVICES PC	-12,122,782.
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VHF - RESTRICTED GIFT EXPENSES RELEASED FROM RESTRICTION	-95,430.
--	----------

CAMPUS HOLDCO EQUITY ADJ	2,171.
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Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

TRANSFER WITH AFFILIATES - VPP

200,336.

TOTAL TO FORM 990, PART XI, LINE 9

-134,105,725.

**SCHEDULE R**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2023**

**Open to Public  
Inspection**

Name of the organization

VIRTUA - WEST JERSEY HEALTH SYSTEM, INC.

Employer identification number

21-0634532

**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
VIRTUA HEALTH, INC. - 22-3524939 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	SUPPORTING ORGANIZATION	NEW JERSEY	501(C)(3)	12C	N/A		X
VIRTUA - MEMORIAL HOSPITAL BURLINGTON COUNTY - 21-0634562, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	GENERAL ACUTE CARE HOSPITALS	NEW JERSEY	501(C)(3)	3	VIRTUA HEALTH, INC.		X
VIRTUA HEALTH AND REHABILITATION CENTER AT BERLIN - 22-3554707, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 80853	REHABILITATION CENTER AND NURSING HOME	NEW JERSEY	501(C)(3)	10	VIRTUA HEALTH, INC.		X
VIRTUA HEALTH AND REHABILITATION CENTER AT MOUNT HOLLY - 22-2394675, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	REHABILITATION CENTER AND NURSING HOME	NEW JERSEY	501(C)(3)	10	VIRTUA HEALTH, INC.		X

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

Schedule R (Form 990) 2023

SEE PART VII FOR CONTINUATIONS



**Part II** Continuation of Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization?	
						Yes	No
VIRTUA HOME CARE - COMMUNITY NURSING SERVICES - 21-0679591, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	HOME CARE	NEW JERSEY	501(C)(3)	10	VIRTUA HEALTH, INC.		X
VIRTUA HEALTH FOUNDATION, INC. - 04-3722352 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	FUNDRAISING FOUNDATION	NEW JERSEY	501(C)(3)	7	VIRTUA HEALTH, INC.		X
VIRTUA MEDICAL GROUP, P.A. - 27-1348772 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	PHYSICIAN SERVICES	NEW JERSEY	501(C)(3)	10	N/A		X
WEST JERSEY HEALTH SYSTEM WORKERS COMP TRUST - 22-3142739, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	WORKERS COMP TRUST	NEW JERSEY	501(C)(3)	12A	VIRTUA HEALTH, INC.		X
VIRTUA OUR LADY OF LOURDES HOSPITAL, INC - 21-0635001, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	GENERAL ACUTE CARE HOSPITALS	NEW JERSEY	501(C)(3)	3	OUR LADY OF LOURDES HEALTH CARE SERVICES,		X
VIRTUA WILLINGBORO HOSPITAL, INC - 22-3612265 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	GENERAL ACUTE CARE HOSPITALS	NEW JERSEY	501(C)(3)	3	OUR LADY OF LOURDES HEALTH CARE SERVICES,		X
LOURDES CARDIOLOGY SERVICES PC - 27-4357794 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	HEALTH CARE SERVICES	NEW JERSEY	501(C)(3)	3	N/A		X
LOURDES ANCILLARY SERVICES - 22-2568525 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	HEALTH CARE SYSTEM SUPPORT	NEW JERSEY	501(C)(3)	12B	OUR LADY OF LOURDES HEALTH CARE SERVICES,		X
OUR LADY OF LOURDES HEALTH CARE SERVICES, INC - 22-2568528, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053	HEALTH CARE SYSTEM MANAGEMENT AND SUPPORT	NEW JERSEY	501(C)(3)	12B	VIRTUA HEALTH, INC.		X

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
SOUTH JERSEY MUSCULOSKELETAL INSTITUTE, LLC - 20-4481032, 556 EGG HARBOR ROAD, SEWELL, NJ 08080	SURGICAL CENTER	NJ	N/A	RELATED	4,751,805.	3,904,049.		X	N/A	X		55.88%
SUMMIT SURGICAL CENTER, LLC - 73-1730859, 200 BOWMAN DRIVE, SUITE D160, VOORHEES, NJ 08043								X				
AMBULATORY SURGERY CENTER AT VIRTUA WASHINGTON TOWNSHIP, LLC - 20-8643005, 239 HURRFVILLE-CROSS KEYS RD, STE SHORE AMBULATORY SURGERY CENTER, LLC SEE PART VII - 22-3778333, 405 BETHEL ROAD, SOMERS POINT, NJ 08244								X				
	SURGICAL CENTER	NJ	N/A	RELATED	1,962,226.	2,174,367.	X		N/A	X		57.96%
	SURGICAL CENTER	NJ	N/A	RELATED	1,065,725.	0.	X		N/A	X		.00%

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
VRI, INC. - 26-0247120 303 LIPPINCOTT DR. 4/FLR MARLTON, NJ 08053	HEALTH AND WELLNESS	NJ	N/A	C CORP					X
VIRTUA ASSURANCE - 20-3025606 76 SAINT PAUL ST., SUITE 500 BURLINGTON, VT 05401									
HEALTH MANAGEMENT SERVICES ORGANIZATION, INC - 22-3366580, 303 LIPPINCOTT DR. 4/FLR, MARLTON, NJ 08053									
	CAPTIVE INSURANCE COMPANY	VT	N/A	C CORP					X
	MEDICAL ADMINISTRATION	NJ	N/A	C CORP					X

**Part III** Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportion- ate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
ROCKLAND SURGICAL PROJECT LLC	SURGICAL CENTER	NJ	N/A	RELATED	872,345.	646,958.	X		N/A	X		51.25%
RAMAPO VALLEY SURGICAL CENTER												
- 20-0580403, 500 NORTH												
FRANKLIN TURNPIKE, RAMSEY, NJ	SURGICAL CENTER	NJ	N/A	RELATED	2,557,824.	800,202.	X		N/A	X		60.00%
FREEHOLD ENDOSCOPY ASSOCIATES												
LLC - 84-1634126, 222 SCHANCK												
ROAD SUITE 100, FREEHOLD, NJ	SURGICAL CENTER	NJ	N/A	RELATED	3,835,072.	12,656,110.	X		N/A	X		55.27%
07728												
CENTER FOR AMBULATORY AND												
MINIMALLY INVASIVE SURGERY,	SURGICAL CENTER	NJ	N/A	RELATED	4,989,518.	3,180,347.	X		N/A	X		50.00%
LLC - 27-0907140, 234												
INDUSTRIAL WAY BUILDING B,												
VIRTUA ADULT IMAGING SERVICES	IMAGING	NJ	N/A	RELATED	2,873,683.	1,433,085.	X		N/A	X		51.79%
AT VOORHEES, LLC -												
46-4055781, 303 LIPPINCOTT												
DRIVE, 4TH FLOOR, MARLTON, NJ	SURGICAL CENTER	NJ	N/A	RELATED	5,308,730.	3,841,671.	X		N/A	X		51.00%
GASTRO-SURGI CENTER OF NJ,												
LLC - 22-3472632, 1132 SPRUCE												
DRIVE, MOUNTAINSIDE, NJ	MEDICAL	NJ	WJHS	RELATED	3,588,304.	45,786,786.	X		N/A	X		51.00%
07092												
VOORHEES ENDOSCOPY HOLDING CO												
LLC - 47-4669710, 1A BURTON	RADIOLOGY	NJ	N/A	RELATED	3,765,807.	7,078,005.	X		N/A	X		50.00%
HILLS BLVD, NASHVILLE, TN												
37215												
VIRTUA PENN RADIATION	LEASING	NJ	N/A	RELATED	705,653.	674,436.	X		N/A	X		30.00%
ONCOLOGY PARTNERS, LLC -												
82-1947444, 200 BOWMAN DRIVE,												
SUITE D190, VOORHEES, NJ	DIALYSIS	NJ	N/A	RELATED								
VIRTUA PENN RADIATION												
ONCOLOGY LEASING, LLC -												
83-1438811, 303 LIPPINCOTT												
DR., MARLTON, NJ 08053												
FRESENIUS MEDICAL CARE												
MARLTON, LLC - 47-2128074,												
920 WINTER STREET, WALTHAM,												
MA 02451												

**Part III** Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportion- ate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
VANTAGE SURGICAL CENTER, LLC - 45-0516750, 180 ROUTE 70, MEDFORD, NJ 08055	SURGICAL CENTER	NJ	N/A					X	N/A		X	
VIRTUA-SCA HOLDINGS, LLC - 47-3247166, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	NJ	N/A					X	N/A		X	
BURLINGTON CTY ENDO CTR, LLC C/O PHYSICIANS ENDOSCOPY, LLC - 20-8205206, 2500 YORK ROAD, SUITE 300, JAMISON, PA 18929	HEALTH CARE	NJ	N/A					X	N/A		X	
VIRTUA-USP PRINCETON, LLC - 81-3270494, 15305 DALLAS PKWY, STE 1600, LB 28, ADDISON, TX 75001	MEDICAL	NJ	N/A					X	N/A		X	
ACENTUS PRACTICE MANAGEMENT, LLC - 81-4861192, 1040 N KINGS HIGHWAY, STE 701, CHERRY HILL, NJ 08034	COLLECTIONS SERVICE	NJ	N/A					X	N/A		X	
EMMAUS HOLDINGS, LLC - 83-1806511, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	NJ	N/A					X	N/A		X	
MT LAUREL ENDOSCOPY CENTER, L.P - 56-2350370, 15000 MIDLANTIC DR, SUITE 110, MT. LAUREL, NJ 08054	OUTPATIENT CARE CENTER	NJ	N/A	RELATED	1,940,154.	1,000,754.		X	N/A		X	51.92%
USRC GLOUCESTER, LLC - 38-4117029, 5851 LEGACY CIRCLE, SUITE 900, PLANO, TX 75024	MEDICAL	NJ	N/A	RELATED	18,796.	588,632.		X	N/A		X	29.00%
LOURDES SPECIALTY HOSPITAL OF SOUTHERN NJ, LLC - 86-1139477, 10735 DAVID TAYLOR DRIVE, SUITE 200,	HEALTH CARE	NJ	N/A					X	N/A		X	

**Part III** Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportion- ate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
CENTENNIAL SURGUNIT, LLC - 22-3580847, 502 CENTENNIAL BLVD., SUITE 1, VOORHEES, NJ 08043	AMBULATORY HEALTH CARE SERVICES	NJ	N/A					X	N/A		X	
SPECIALIZED SURGICAL CENTER OF CENTRAL NEW JERSEY, LLC - 22-3296144, 562 EASTON AVE, SOMERSET, NJ 08873	SURGICAL CENTER	NJ	N/A	RELATED	1,658,502.	5,576,677.		X	N/A	X		52.70%
TYLER DIALYSIS, LLC - 45-4079716, C/O TAX DEPT; P.O. BOX 4388, FEDERAL WAY, WA 98063	DIALYSIS	NJ	N/A					X	N/A		X	
VIRTUA - SCA HOLDINGS II, LLC - 85-2278858, 569 BROOKWOOD VILLAGE, SUITE 901, BIRMINGHAM, AL 35209	MEDICAL	DE	N/A					X	N/A		X	
RIVER DRIVE HOLDING COMPANY, LLC - 84-3655618, 303 LIPPINCOTT DR FL 4TH, MARLTON, NJ 08053	MEDICAL	NJ	WJHS	RELATED	6,291,012.	18,054,978.		X	N/A	X		51.00%
ACCESS HOLDING COMPANY, LLC - 85-0718604, 2500 YORK ROAD, SUITE 300, JAMISON, PA 18929	MEDICAL	NJ	WJHS	RELATED	1,135,152.	3,100,434.		X	N/A	X		59.64%
SJV MANAGEMENT, LLC - 20-2273476, 200 CENTURY PKWY, STE 200E, MOUNT LAUREL, NJ 08054	RADIOLOGY SERVICES	NJ	WJHS	RELATED	500,302.	157,467.		X	N/A	X		51.00%
VIRTUA CAMPUS HOLDING, LLC - 87-3806666, 303 LIPPINCOTT DRIVE, 4TH FLOOR, MARLTON, NJ 08053	MEDICAL	NJ	WJHS	RELATED	1,349,506.	9,964,566.		X	N/A	X		51.70%
ENDO SURGI CENTER OF OLD BRIDGE L.L.C. - 22-3679920, 42 THROCKMORTON LANE 1ST FLOOR, OLD BRIDGE, NJ 08857	SURGICAL CENTER	NJ	N/A					X	N/A		X	

[illegible]

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
<b>a</b> Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity .....		X
<b>b</b> Gift, grant, or capital contribution to related organization(s) .....		X
<b>c</b> Gift, grant, or capital contribution from related organization(s) .....	X	
<b>d</b> Loans or loan guarantees to or for related organization(s) .....		X
<b>e</b> Loans or loan guarantees by related organization(s) .....		X
<b>f</b> Dividends from related organization(s) .....		X
<b>g</b> Sale of assets to related organization(s) .....		X
<b>h</b> Purchase of assets from related organization(s) .....		X
<b>i</b> Exchange of assets with related organization(s) .....	X	
<b>j</b> Lease of facilities, equipment, or other assets to related organization(s) .....		X
<b>k</b> Lease of facilities, equipment, or other assets from related organization(s) .....		X
<b>l</b> Performance of services or membership or fundraising solicitations for related organization(s) .....		X
<b>m</b> Performance of services or membership or fundraising solicitations by related organization(s) .....		X
<b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) .....		X
<b>o</b> Sharing of paid employees with related organization(s) .....	X	
<b>p</b> Reimbursement paid to related organization(s) for expenses .....	X	
<b>q</b> Reimbursement paid by related organization(s) for expenses .....	X	
<b>r</b> Other transfer of cash or property to related organization(s) .....	X	
<b>s</b> Other transfer of cash or property from related organization(s) .....	X	

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) ACCESS HOLDING COMPANY, LLC	S	1,108,704.	FMV CASH DISTRIBUTIONS
(2) VOORHEES ENDOSCOPY HOLDING CO, LLC	S	5,218,777.	FMV CASH DISTRIBUTIONS
(3) RIVER DRIVE HOLDING COMPANY, LLC	S	6,417,606.	FMV CASH DISTRIBUTIONS
(4) SJV MANAGEMENT, LLC	S	408,000.	FMV CASH DISTRIBUTIONS
(5) CAMPUS HOLDING, LLC	S	1,424,852.	FMV CASH DISTRIBUTIONS
(6) NJEYE HOLDING COMPANY, LLC	R	3,755,263.	EQUITY TRANSACTION

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]



**Part VII** Supplemental Information

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

## PART II, IDENTIFICATION OF RELATED TAX-EXEMPT ORGANIZATIONS:

## NAME OF RELATED ORGANIZATION:

VIRTUA OUR LADY OF LOURDES HOSPITAL, INC

DIRECT CONTROLLING ENTITY: OUR LADY OF LOURDES HEALTH CARE SERVICES, INC

## NAME OF RELATED ORGANIZATION:

VIRTUA WILLINGBORO HOSPITAL, INC

DIRECT CONTROLLING ENTITY: OUR LADY OF LOURDES HEALTH CARE SERVICES, INC

## NAME OF RELATED ORGANIZATION:

LOURDES ANCILLARY SERVICES

DIRECT CONTROLLING ENTITY: OUR LADY OF LOURDES HEALTH CARE SERVICES, INC

## PART III, IDENTIFICATION OF RELATED ORGANIZATIONS TAXABLE AS PARTNERSHIP:

## NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

AMBULATORY SURGERY CENTER AT VIRTUA WASHINGTON TOWNSHIP,

LLC

EIN: 20-8643005

239 HURRFVILLE-CROSS KEYS RD, STE #180

SEWELL, NJ 08080

## NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

ROCKLAND SURGICAL PROJECT LLC RAMAPO VALLEY SURGICAL CENTER

EIN: 20-0580403

500 NORTH FRANKLIN TURNPIKE

RAMSEY, NJ 07446

**Part VII** Supplemental Information

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

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

CENTER FOR AMBULATORY AND MINIMALLY INVASIVE SURGERY, LLC

EIN: 27-0907140

234 INDUSTRIAL WAY BUILDING B

EATONTOWN, NJ 07724

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

VIRTUA ADULT IMAGING SERVICES AT VOORHEES, LLC

EIN: 46-4055781

303 LIPPINCOTT DRIVE, 4TH FLOOR

MARLTON, NJ 08053

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

VIRTUA PENN RADIATION ONCOLOGY PARTNERS, LLC

EIN: 82-1947444

200 BOWMAN DRIVE, SUITE D190

VOORHEES, NJ 08043

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

LOURDES SPECIALTY HOSPITAL OF SOUTHERN NJ, LLC

EIN: 86-1139477

10735 DAVID TAYLOR DRIVE, SUITE 200

CHARLOTTE, NC 28262

NAME, ADDRESS, AND EIN OF RELATED ORGANIZATION:

STRIVE AND VIRTUA HEALTH, PHYSICAL THERAPY &amp; REHABILITATION

LLC

**Part VII** Supplemental Information

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

EIN: 88-3712078

1650 LYNDON FARM CT SUITE 300

LOUISVILLE, KY 40223

FORM 990, SCHEDULE R, PART III

SHORE AMBULATORY SURGERY CENTER, LLC. - 22-3778333 DIVESTED 10/1/2023