


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

Information about Form 990 and its instructions is at www.irs.gov/form990

OMB No 1545-0047

2014

Open to Public Inspection

A For the 2014 calendar year, or tax year beginning 01-01-2014, and ending 12-31-2014

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)Room/suite

50 Lake Ct 401 Rt 73 North No 400

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

MARLTON, NJ 080533427

F Name and address of principal officer

RICHARD P MILLER

50 Lake Ct 401 Rt 73 North No 400

MARLTON, NJ 080533427

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

D Employer identification number

21-0634532

E Telephone number

(856) 355-0620

G Gross receipts \$

776,568,247

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 | <div><div>1</div><div>Briefly describe the organization's mission or most significant activities</div><div>Our mission is to help the community to be well, get well and stay well</div></div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | <div><div>2</div><div>Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets</div></div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenue | <table><tr><td>3</td><td>Number of voting members of the governing body (Part VI, line 1a)</td><td>12</td></tr><tr><td>4</td><td>Number of independent voting members of the governing body (Part VI, line 1b)</td><td>9</td></tr><tr><td>5</td><td>Total number of individuals employed in calendar year 2014 (Part V, line 2a)</td><td>4,854</td></tr><tr><td>6</td><td>Total number of volunteers (estimate if necessary)</td><td>628</td></tr><tr><td>7a</td><td>Total unrelated business revenue from Part VIII, column (C), line 12</td><td>501,084</td></tr><tr><td>7b</td><td>Net unrelated business taxable income from Form 990-T, line 34</td><td>47,886</td></tr></table> | 3 | Number of voting members of the governing body (Part VI, line 1a) | 12 | 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 9 | 5 | Total number of individuals employed in calendar year 2014 (Part V, line 2a) | 4,854 | 6 | Total number of volunteers (estimate if necessary) | 628 | 7a | Total unrelated business revenue from Part VIII, column (C), line 12 | 501,084 | 7b | Net unrelated business taxable income from Form 990-T, line 34 | 47,886 | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Number of voting members of the governing body (Part VI, line 1a) | 12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Total number of individuals employed in calendar year 2014 (Part V, line 2a) | 4,854 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Total number of volunteers (estimate if necessary) | 628 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7a | Total unrelated business revenue from Part VIII, column (C), line 12 | 501,084 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7b | Net unrelated business taxable income from Form 990-T, line 34 | 47,886 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Expenses | <table><tr><th></th><th>Prior Year</th><th>Current Year</th></tr><tr><td>8</td><td>Contributions and grants (Part VIII, line 1h)</td><td>2,016,0931,854,322</td></tr><tr><td>9</td><td>Program service revenue (Part VIII, line 2g)</td><td>728,125,852739,230,846</td></tr><tr><td>10</td><td>Investment income (Part VIII, column (A), lines 3, 4, and 7d)</td><td>5,413,186549,450</td></tr><tr><td>11</td><td>Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)</td><td>22,163,05528,216,168</td></tr><tr><td>12</td><td>Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)</td><td>757,718,186769,850,786</td></tr><tr><td>13</td><td>Grants and similar amounts paid (Part IX, column (A), lines 1–3)</td><td>00</td></tr><tr><td>14</td><td>Benefits paid to or for members (Part IX, column (A), line 4)</td><td>00</td></tr><tr><td>15</td><td>Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)</td><td>275,563,927272,624,400</td></tr><tr><td>16a</td><td>Professional fundraising fees (Part IX, column (A), line 11e)</td><td>00</td></tr><tr><td>b</td><td>Total fundraising expenses (Part IX, column (D), line 25) <input type="checkbox"/>0</td><td></td></tr><tr><td>17</td><td>Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)</td><td>403,477,815415,414,303</td></tr><tr><td>18</td><td>Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)</td><td>679,041,742688,038,703</td></tr><tr><td>19</td><td>Revenue less expenses Subtract line 18 from line 12</td><td>78,676,44481,812,083</td></tr></table> | | Prior Year | Current Year | 8 | Contributions and grants (Part VIII, line 1h) | 2,016,0931,854,322 | 9 | Program service revenue (Part VIII, line 2g) | 728,125,852739,230,846 | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 5,413,186549,450 | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 22,163,05528,216,168 | 12 | Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 757,718,186769,850,786 | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1–3) | 00 | 14 | Benefits paid to or for members (Part IX, column (A), line 4) | 00 | 15 | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) | 275,563,927272,624,400 | 16a | Professional fundraising fees (Part IX, column (A), line 11e) | 00 | b | Total fundraising expenses (Part IX, column (D), line 25) <input type="checkbox"/> 0 | | 17 | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | 403,477,815415,414,303 | 18 | Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25) | 679,041,742688,038,703 | 19 | Revenue less expenses Subtract line 18 from line 12 | 78,676,44481,812,083 |
| | Prior Year | Current Year | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 13 | Grants and similar amounts paid (Part IX, column (A), lines 1–3) | 00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Benefits paid to or for members (Part IX, column (A), line 4) | 00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) | 275,563,927272,624,400 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16a | Professional fundraising fees (Part IX, column (A), line 11e) | 00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| b | Total fundraising expenses (Part IX, column (D), line 25) <input type="checkbox"/> 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | 403,477,815415,414,303 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25) | 679,041,742688,038,703 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | Revenue less expenses Subtract line 18 from line 12 | 78,676,44481,812,083 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Net Assets or Fund Balances | <table><tr><th></th><th>Beginning of Current Year</th><th>End of Year</th></tr><tr><td>20</td><td>Total assets (Part X, line 16)</td><td>1,665,005,4961,792,474,817</td></tr><tr><td>21</td><td>Total liabilities (Part X, line 26)</td><td>870,331,652891,835,619</td></tr><tr><td>22</td><td>Net assets or fund balances Subtract line 21 from line 20</td><td>794,673,844900,639,198</td></tr></table> | | Beginning of Current Year | End of Year | 20 | Total assets (Part X, line 16) | 1,665,005,4961,792,474,817 | 21 | Total liabilities (Part X, line 26) | 870,331,652891,835,619 | 22 | Net assets or fund balances Subtract line 21 from line 20 | 794,673,844900,639,198 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Beginning of Current Year | End of Year | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | Total assets (Part X, line 16) | 1,665,005,4961,792,474,817 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21 | Total liabilities (Part X, line 26) | 870,331,652891,835,619 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 | Net assets or fund balances Subtract line 21 from line 20 | 794,673,844900,639,198 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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Part II

Signature Block

Under penalties of perjury, I declare that I have examined this return, including 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

RICHARD P MILLER CEO

Type or print name and title

Print/Type preparer's name

Andrea O Kyzyma

Preparer's signature

Andrea O Kyzyma

Firm's name

GRANT THORNTON LLP

Firm's address

2001 MARKET STREET SUITE 700

PHILADELPHIA, PA 19103

Paid Preparer Use Only

May the IRS discuss this return with the preparer shown above? (see instructions)

For Paperwork Reduction Act Notice, see the separate instructions.

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☐ Yes ☒ No

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 professional growth.

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 \$ 85,926,124 including grants of \$) (Revenue \$ 60,869,959)

Services are also provided to those community members who are insured under medical assistance programs, such as the state administered Medicaid program. Reimbursement for these programs is less than the cost of the services provided by approximately \$25 million, as estimated by management. Services are provided on both an inpatient and outpatient basis, including through emergency departments and clinics.

4b

(Code) (Expenses \$ 17,462,712 including grants of \$) (Revenue \$ 3,107,364)

Under the guidance of its community based Board of Trustees and the support of the physicians on its open medical staff, Virtua- West Jersey, a multi-hospital healthcare system, provides medically necessary services to individuals irrespective of their ability to pay. Programs are in place to identify and provide financial assistance to those in need. Some patients will qualify for charity care assistance under State of New Jersey defined eligibility criteria. Virtua- West Jersey augments the State's program with its own assistance program for which the criteria is less restrictive than that of the State program, providing assistance to individuals earning up to 500% of the federal poverty guidelines. Management estimates the total cost of charity care provided during 2014 to be approximately \$14.4 million.

4c

(Code) (Expenses \$ 21,334,124 including grants of \$) (Revenue \$ 15,286,988)

Virtua provides a wide range of outpatient services to meet community need, including cancer care through our Cancer Education and Early Detection (CEED) program, primary and specialty care for infants, children, teens and adults through our Physician Charity Care and Early Intervention programs and our Camden Family Health Center. Virtua subsidizes women's clinics for gynecological and obstetrical care at our Centers for Women, as well as behavioral health at our Memorial Inpatient Psychiatric Care Unit. Virtua also provides emergency care through our Southstar and Mobile Intensive care units. The costs related to these services are in excess of reimbursements to Virtua.

See Additional Data

4d

Other program services (Describe in Schedule O)

(Expenses \$ 456,506,687 including grants of \$) (Revenue \$ 687,686,200)

4e


















Total program service expenses ☐

581,229,647

Form 990 (2014)

Part IV

Checklist of Required Schedules

| | Yes | No |
|--|---------|----|
| 1 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>  | 1 Yes | |
| 2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?  | 2 Yes | |
| 3 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> | 3 | No |
| 4 Section 501(c)(3) organizations. 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> | 4 | No |
| 5 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 Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> | 5 | No |
| 6 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>  | 6 | No |
| 7 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>  | 7 | No |
| 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>  | 8 | No |
| 9 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>  | 9 Yes | |
| 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>  | 10 | No |
| 11 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 | | |
| a 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>  | 11a Yes | |
| 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>  | 11b Yes | |
| c 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>  | 11c | No |
| d 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>  | 11d Yes | |
| e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>  | 11e Yes | |
| f 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>  | 11f Yes | |
| 12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>  | 12a | No |
| 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>  | 12b Yes | |
| 13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> | 13 | No |
| 14a Did the organization maintain an office, employees, or agents outside of the United States? | 14a | No |
| 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> | 14b | No |
| 15 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> | 15 | No |
| 16 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> | 16 | No |
| 17 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</i> (see instructions) | 17 | No |
| 18 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> | 18 | No |
| 19 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> | 19 | No |
| 20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>  | 20a Yes | |
| b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?  | 20b Yes | |

Part IV

Checklist of Required Schedules (continued)

| | | | | |
|-----|--|-----|-----|----|
| 21 | 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> | 21 | | No |
| 22 | 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> | 22 | | No |
| 23 | 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> | 23 | Yes | |
| 24a | 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> | 24a | | No |
| b | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | 24b | | |
| c | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | 24c | | |
| d | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | 24d | | |
| 25a | Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. 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> | 25a | | No |
| 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> | 25b | | No |
| 26 | Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> | 26 | | No |
| 27 | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> | 27 | | No |
| 28 | Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions) | | | |
| a | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28a | | No |
| b | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28b | | No |
| c | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> | 28c | Yes | |
| 29 | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | 29 | | No |
| 30 | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> | 30 | | No |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | 31 | | No |
| 32 | 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> | 32 | | No |
| 33 | 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> | 33 | | No |
| 34 | 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> | 34 | Yes | |
| 35a | Did the organization have a controlled entity within the meaning of section 512(b)(13)? | 35a | Yes | |
| 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> | 35b | Yes | |
| 36 | Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | 36 | | No |
| 37 | 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> | 37 | | No |
| 38 | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O | 38 | Yes | |

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 |
|-----|--|-----|----|
| 1a | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable. | | |
| 1b | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable. | | |
| 1c | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | | |
| 2a | 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. | | |
| 2b | If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions). | Yes | |
| 3a | Did the organization have unrelated business gross income of \$1,000 or more during the year? | Yes | |
| 3b | If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O. | Yes | |
| 4a | 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)? | | No |
| 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). | | |
| 5a | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? | | No |
| 5b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | | No |
| 5c | If "Yes," to line 5a or 5b, did the organization file Form 8886-T? | | |
| 6a | 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? | | No |
| 6b | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? | | |
| 7 | Organizations that may receive deductible contributions under section 170(c). | | |
| 7a | 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? | | No |
| 7b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | | |
| 7c | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? | | No |
| 7d | If "Yes," indicate the number of Forms 8282 filed during the year. | | |
| 7e | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | | No |
| 7f | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | | No |
| 7g | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? | | |
| 7h | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? | | |
| 8 | Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? | | |
| 9a | Did the sponsoring organization make any taxable distributions under section 4966? | | |
| 9b | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? | | |
| 10 | Section 501(c)(7) organizations. Enter: | | |
| 10a | Initiation fees and capital contributions included on Part VIII, line 12. | | |
| 10b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities. | | |
| 11 | Section 501(c)(12) organizations. Enter: | | |
| 11a | Gross income from members or shareholders. | | |
| 11b | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them). | | |
| 12a | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? | | |
| 12b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year. | | |
| 13 | Section 501(c)(29) qualified nonprofit health insurance issuers. | | |
| 13a | Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O. | | |
| 13b | 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. | | |
| 13c | Enter the amount of reserves on hand. | | |
| 14a | Did the organization receive any payments for indoor tanning services during the tax year? | | No |
| 14b | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O. | | |

Part VI

Governance, Management, and Disclosure

For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in 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 |
| 1a | Enter the number of voting members of the governing body at the end of the tax year | 12 | |
| 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 in Schedule O | | | |
| 1b | Enter the number of voting members included in line 1a, above, who are independent | 9 | |
| 2 | 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? | 2 | No |
| 3 | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | 3 | No |
| 4 | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | 4 | No |
| 5 | Did the organization become aware during the year of a significant diversion of the organization's assets? | 5 | No |
| 6 | Did the organization have members or stockholders? | 6 | Yes |
| 7a | 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? | 7a | Yes |
| 7b | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? | 7b | Yes |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following | | |
| 8a | The governing body? | 8a | Yes |
| 8b | Each committee with authority to act on behalf of the governing body? | 8b | Yes |
| 9 | 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 in Schedule O | 9 | No |

Section B. Policies

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

| | | | |
|--|--|-----|-----|
| | | Yes | No |
| 10a | Did the organization have local chapters, branches, or affiliates? | 10a | No |
| 10b | 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? | 10b | |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | 11a | Yes |
| 11b | Describe in Schedule O the process, if any, used by the organization to review this Form 990 | | |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13 | 12a | Yes |
| 12b | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | 12b | Yes |
| 12c | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done | 12c | Yes |
| 13 | Did the organization have a written whistleblower policy? | 13 | Yes |
| 14 | Did the organization have a written document retention and destruction policy? | 14 | Yes |
| 15 | 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? | | |
| 15a | The organization's CEO, Executive Director, or top management official | 15a | Yes |
| 15b | Other officers or key employees of the organization | 15b | Yes |
| If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions) | | | |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? | 16a | Yes |
| 16b | 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? | 16b | Yes |

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 Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O) | |
| 19 | Describe in 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 |

50 LAKE CENTER DR 401 RT 73 N STE
MARLTON, NJ 08053 (856) 355-0620

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 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 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or 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.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ 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 dotted 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) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (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 | | | |
| | | | | | | | | | | |

Part VII

[illegible]

| | | | | |
|-----------|--|-----------|-----------|---------|
| 1b | Sub-Total | | | |
| c | Total from continuation sheets to Part VII, Section A | | | |
| d | Total (add lines 1b and 1c) | 1,578,579 | 7,434,580 | 589,415 |

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 **295**

| | | Yes | No |
|---|---|-----|-----|
| 3 | Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> | 3 | No |
| 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? <i>If "Yes," complete Schedule J for such individual</i> | 4 | Yes |
| 5 | Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> | 5 | No |

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 |
|---|--------------------------------|---------------------|
| VOORHEES PHYSICIANS LLC PO BOX 636073 CINCINNATI, OH 45263 | RENT | 9,522,034 |
| CENTER FOR FAMILY GUIDANCE PO BOX 306 MARLTON, NJ 08053 | PROFESSIONAL FEE | 6,141,630 |
| W J ANESTHESIA ASSOC 102 E CENTRE BLVD MARLTON, NJ 08053 | ANESTHESIOLOGY SERVICES | 5,275,573 |
| MOORESTOWN PHYSICIANS LLC PO BOX 636073 CINCINNATI, OH 45263 | RENT | 4,583,985 |
| TURNER CONSTRUCTION CO 1500 SPRING GARDEN ST STE 220 PHILADELPHIA, PA 19103 | CONTRACTOR | 4,154,001 |

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 ►128

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 |
|---|-----|---|-----------------------------|--|---|---|
| Contributions, Gifts, Grants and Other Similar Amounts | 1a | Federated campaigns 1a | | | | |
| | b | Membership dues 1b | | | | |
| | c | Fundraising events 1c | | | | |
| | d | Related organizations 1d | 532,012 | | | |
| | e | Government grants (contributions) 1e | 1,322,310 | | | |
| | f | All other contributions, gifts, grants, and similar amounts not included above 1f | | | | |
| | g | Noncash contributions included in lines 1a-1f \$ | | | | |
| | h | Total. Add lines 1a-1f | 1,854,322 | | | |
| Program Service Revenue | 2a | NET PATIENT REV | Business Code 624100 | 737,854,137 | 737,365,727 | 488,410 |
| | b | ANESTHESIA (CRNA) | 621300 | 629,990 | 629,990 | |
| | c | SCHOOL OF PARAMEDIC SC | 611600 | 450,940 | 450,940 | |
| | d | EMERGENCY CARDIO EDUCA | 611600 | 122,879 | 122,879 | |
| | e | LAB SERVICES | 621500 | 4,507 | -3,586 | 8,093 |
| | f | All other program service revenue | | 168,393 | 168,393 | |
| | g | Total. Add lines 2a-2f | 739,230,846 | | | |
| Other Revenue | 3 | Investment income (including dividends, interest, and other similar amounts) | 91,666 | | | 91,666 |
| | 4 | Income from investment of tax-exempt bond proceeds | 44,771 | | | 44,771 |
| | 5 | Royalties | | | | |
| | 6a | Gross rents | (i) Real 3,629,587 | (ii) Personal | | |
| | b | Less rental expenses | 3,629,587 | | | |
| | c | Rental income or (loss) | 0 | | | |
| | d | Net rental income or (loss) | 0 | | | |
| | 7a | Gross amount from sales of assets other than inventory | (i) Securities 3,174,857 | (ii) Other 266,031 | | |
| | b | Less cost or other basis and sales expenses | 2,292,230 | 735,645 | | |
| | c | Gain or (loss) | 882,627 | -469,614 | | |
| | d | Net gain or (loss) | 413,013 | | 4,581 | 408,432 |
| | 8a | Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 | a | | | |
| | b | Less direct expenses | b | | | |
| | c | Net income or (loss) from fundraising events | | | | |
| | 9a | Gross income from gaming activities See Part IV, line 19 | a | | | |
| | b | Less direct expenses | b | | | |
| | c | Net income or (loss) from gaming activities | | | | |
| | 10a | Gross sales of inventory, less returns and allowances | a | | | |
| | b | Less cost of goods sold | b | | | |
| | c | Net income or (loss) from sales of inventory | 21,392 | 21,392 | | |
| | | Miscellaneous Revenue | Business Code | | | |
| | 11a | INC OF UNCONSOL J/V | 621990 | 16,521,911 | 16,521,911 | |
| | b | ROHRER FITNESS CENTER | 624100 | 3,705,477 | 3,705,477 | |
| | c | CAFETERIA | 722210 | 3,250,501 | 3,250,501 | |
| | d | All other revenue | | 4,716,887 | 4,716,887 | |
| | e | Total. Add lines 11a-11d | 28,194,776 | | | |
| | 12 | Total revenue. See Instructions | 769,850,786 | 766,950,511 | 501,084 | 544,869 |

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 |
|--|--|-----------------------|---------------------------------|--|-----------------------------|
| 1 | Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21. | | | | |
| 2 | Grants and other assistance to domestic individuals. See Part IV, line 22. | | | | |
| 3 | Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16. | | | | |
| 4 | Benefits paid to or for members. | | | | |
| 5 | Compensation of current officers, directors, trustees, and key employees. | 491,858 | 442,672 | 49,186 | |
| 6 | Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). | | | | |
| 7 | Other salaries and wages. | 210,204,812 | 188,604,275 | 21,600,537 | |
| 8 | Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions). | 8,810,694 | 7,929,625 | 881,069 | |
| 9 | Other employee benefits. | 37,900,640 | 33,896,065 | 4,004,575 | |
| 10 | Payroll taxes. | 15,216,396 | 13,649,827 | 1,566,569 | |
| 11 | Fees for services (non-employees): | | | | |
| a | Management. | 58,222 | 58,222 | | |
| b | Legal. | | | | |
| c | Accounting. | | | | |
| d | Lobbying. | | | | |
| e | Professional fundraising services. See Part IV, line 17. | | | | |
| f | Investment management fees. | 3,277,159 | 2,621,727 | 655,432 | |
| g | Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O). | 46,521,640 | 30,209,912 | 16,311,728 | |
| 12 | Advertising and promotion. | 129,320 | 105,495 | 23,825 | |
| 13 | Office expenses. | 100,148,317 | 93,588,499 | 6,559,818 | |
| 14 | Information technology. | | | | |
| 15 | Royalties. | | | | |
| 16 | Occupancy. | 23,276,437 | 14,813,466 | 8,462,971 | |
| 17 | Travel. | 387,480 | 365,600 | 21,880 | |
| 18 | Payments of travel or entertainment expenses for any federal, state, or local public officials. | | | | |
| 19 | Conferences, conventions, and meetings. | 12,282 | 5,923 | 6,359 | |
| 20 | Interest. | 20,016,979 | 20,016,979 | | |
| 21 | Payments to affiliates. | | | | |
| 22 | Depreciation, depletion, and amortization. | 70,213,406 | 56,170,725 | 14,042,681 | |
| 23 | Insurance. | 41,592 | 33,274 | 8,318 | |
| 24 | Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O): | | | | |
| a | System Allocation | 123,847,807 | 99,078,246 | 24,769,561 | |
| b | UBI Tax | 10,238 | | 10,238 | |
| c | Bad Debt | 11,824,524 | 11,824,524 | | |
| d | Plant Maintenance | 5,318,104 | | 5,318,104 | |
| e | All other expenses | 10,330,796 | 7,814,591 | 2,516,205 | |
| 25 | Total functional expenses. Add lines 1 through 24e. | 688,038,703 | 581,229,647 | 106,809,056 | 0 |
| 26 | 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) | | (B) |
|-----------------------------|---|---|-----|---------------|-------------------|---------------|-------------|
| | | | | | Beginning of year | | End of year |
| Assets | 1 | Cash—non-interest-bearing | | | 10,159 | 1 | 5,928,891 |
| | 2 | Savings and temporary cash investments | | | 71,406,587 | 2 | 75,216,287 |
| | 3 | Pledges and grants receivable, net | | | 589,930 | 3 | 662,445 |
| | 4 | Accounts receivable, net | | | 73,104,664 | 4 | 73,894,476 |
| | 5 | Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L | | | | 5 | |
| | 6 | Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L | | | | 6 | |
| | 7 | Notes and loans receivable, net | | | | 7 | |
| | 8 | Inventories for sale or use | | | 3,177,575 | 8 | 3,029,587 |
| | 9 | Prepaid expenses and deferred charges | | | 39,594,589 | 9 | 31,465,816 |
| | 10a | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D | 10a | 1,173,738,414 | | | |
| | b | Less: accumulated depreciation | 10b | 489,736,630 | 714,091,209 | 10c | 684,001,784 |
| | 11 | Investments—publicly traded securities | | | 722,588,378 | 11 | |
| | 12 | Investments—other securities. See Part IV, line 11 | | | | 12 | 822,418,181 |
| | 13 | Investments—program-related. See Part IV, line 11 | | | | 13 | |
| | 14 | Intangible assets | | | | 14 | |
| | 15 | Other assets. See Part IV, line 11 | | | 40,442,405 | 15 | 95,857,350 |
| 16 | Total assets. Add lines 1 through 15 (must equal line 34) | | | 1,665,005,496 | 16 | 1,792,474,817 | |
| Liabilities | 17 | Accounts payable and accrued expenses | | | 68,807,729 | 17 | 74,599,830 |
| | 18 | Grants payable | | | | 18 | |
| | 19 | Deferred revenue | | | | 19 | |
| | 20 | Tax-exempt bond liabilities | | | 631,556,726 | 20 | 623,363,105 |
| | 21 | Escrow or custodial account liability. Complete Part IV of Schedule D | | | 130,238 | 21 | 86,976 |
| | 22 | Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L | | | | 22 | |
| | 23 | Secured mortgages and notes payable to unrelated third parties | | | 7,188,782 | 23 | 7,168,500 |
| | 24 | Unsecured notes and loans payable to unrelated third parties | | | | 24 | |
| | 25 | 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 | | | 162,648,177 | 25 | 186,617,208 |
| | 26 | Total liabilities. Add lines 17 through 25 | | | 870,331,652 | 26 | 891,835,619 |
| Net Assets or Fund Balances | Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. | | | | | | |
| | 27 | Unrestricted net assets | | | 792,536,162 | 27 | 898,449,206 |
| | 28 | Temporarily restricted net assets | | | 2,137,682 | 28 | 2,189,992 |
| | 29 | Permanently restricted net assets | | | | 29 | |
| | Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. | | | | | | |
| | 30 | Capital stock or trust principal, or current funds | | | | 30 | |
| | 31 | Paid-in or capital surplus, or land, building or equipment fund | | | | 31 | |
| | 32 | Retained earnings, endowment, accumulated income, or other funds | | | | 32 | |
| | 33 | Total net assets or fund balances | | | 794,673,844 | 33 | 900,639,198 |
| 34 | Total liabilities and net assets/fund balances | | | 1,665,005,496 | 34 | 1,792,474,817 | |

Part XI Reconciliation of Net Assets

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

| | | | |
|----|---|----|-------------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 769,850,786 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 688,038,703 |
| 3 | Revenue less expenses Subtract line 2 from line 1 | 3 | 81,812,083 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 794,673,844 |
| 5 | Net unrealized gains (losses) on investments | 5 | 47,837,358 |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | -23,684,087 |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 900,639,198 |

Part XII Financial Statements and Reporting

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

| | | Yes | No |
|----|--|-----|----|
| 1 | 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 in Schedule O | | |
| 2a | 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 | | No |
| 2b | 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 | Yes | |
| 2c | 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 in Schedule O | Yes | |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? | Yes | |
| 3b | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits | Yes | |

Additional Data

Software ID:
Software Version:
EIN: 21-0634532
Name: VIRTUA - WEST JERSEY HEALTH SYSTEM INC

Form 990, Part III - Line 4c: Program Service Accomplishments (See the Instructions)

| | | | | | |
|---|----------------|-------------|------------------------|---------------|---------------|
| (Code |) (Expenses \$ | 456,506,687 | including grants of \$ |) (Revenue \$ | 687,686,200) |
| Additional Community Benefits, Such as Community Health Improvement ServicesExpense of \$ 2,215,431Revenue of \$5,956Health Professions EducationExpense of \$8,455,608Revenue of \$1,797,144Subsidized Health ServicesExpense of \$ 20,379,810Revenue of \$15,284,422ResearchExpense of \$ 304,291Revenue of \$36,502Financial and In-kind ContributionsExpense of \$273,814Revenue of \$737Community Building ActivitiesExpense of \$469,026Revenue of \$1,262Providing Functional Patient Services for the HospitalsExpense of \$424,408,707Revenue of \$670,560,177 | | | | | |

| Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors | | | | | | | | | | |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted 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) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (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 FLANAGAN Chairman | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (1) DAVID KINDLICK Treasurer | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (2) PAULA FAIRLEY Vice Chairman | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (3) EDWARD B CLOUES Secretary | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (4) ANTHONY CHIGOUNIS Trustee | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (5) JEFFREY MORRIS MD Trustee | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (6) THOMAS KAY MD Trustee | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (7) JOHN SWEENEY Trustee | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (8) MARVIN SAMSON Trustee | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (9) FAYE MELOY Trustee | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (10) JOSEPH B HOWE Trustee | 1 00 6 00 | X | | | | | | 0 | 0 | 0 |
| (11) RICHARD P MILLER President/CEO | 1 00 47 00 | X | | X | | | | 0 | 1,898,701 | 37,395 |
| (12) ROBERT M SEGIN EVP/CFO | 1 00 49 00 | | | X | | | | 0 | 1,199,809 | 44,676 |
| (13) ALFRED CAMPANELLA EVP - Strategic Business G & A | 1 00 47 00 | | | | X | | | 0 | 1,039,166 | 44,533 |
| (14) MICHAEL KOTZEN EVP - Population Health Mgmt | 1 00 45 00 | | | | X | | | 0 | 771,143 | 45,614 |
| (15) GARY L LONG SVP - Population Health-South | 40 00 0 00 | | | | X | | | 0 | 595,725 | 44,445 |
| (16) CHRISTOPHER A CHEKOURAS SVP - Virtua Post Acute & CBS | 37 00 3 00 | | | | X | | | 0 | 475,937 | 44,737 |
| (17) JOHN M MATSINGER EVP & Chief Clinical Office | 1 00 47 00 | | | | X | | | 0 | 424,780 | 44,743 |
| (18) JAMES P DWYER EVP & CMO (End March 2014) | 1 00 47 00 | | | | X | | | 0 | 421,292 | 16,515 |
| (19) BARRY GRAF SVP - Partnerships & Business Development | 40 00 0 00 | | | | X | | | 0 | 325,580 | 34,557 |
| (20) THOMAS GORDON SVP - Chief Information Officer | 1 00 48 00 | | | | X | | | 0 | 282,447 | 41,137 |
| (21) PATRICIA M LUBRANO AVP - Surgical Service Lines | 40 00 0 00 | | | | X | | | 244,653 | 0 | 8,387 |
| (22) LISA C FERRARO VP Patient Care | 40 00 0 00 | | | | X | | | 210,667 | 0 | 28,151 |
| (23) DEAN MAZZONI VP Operations - Marlton | 40 00 0 00 | | | | | X | | 286,105 | 0 | 40,778 |
| (24) DEBRA MORAN VP Admininstrator - Marlton | 40 00 0 00 | | | | | X | | 252,930 | 0 | 41,476 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted 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) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | (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 | | | |
| (26) MARY FRANCES CAMPAGNOLO Director -Virtua Care ACO | 40 00 2 00 | | | | | X | | 196,724 | 0 | 20,422 |
| (1) ANTHONIA SCHMIDT Surgery Center Administrator | 40 00 0 00 | | | | | X | | 195,496 | 0 | 10,268 |
| (2) SCOTT ANDREW KASPER AVP - Emergency Services | 40 00 0 00 | | | | | X | | 192,004 | 0 | 41,581 |

SCHEDULE A
(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

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

Part I

Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 11, 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)
- 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 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)
- 10

☐

An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 11

☐

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 in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g
- 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)

| (i)Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1- 9 above or IRC section (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 | | |
| | | | | | | |
| | | | | | | |
| Total | | | | | | |

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) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.") | | | | | | |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 Total. Add lines 1 through 3 | | | | | | |
| 5 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) | | | | | | |
| 6 Public support. Subtract line 5 from line 4 | | | | | | |

| Section B. Total Support | | | | | | |
|--|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) ▶ | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 7 Amounts from line 4 | | | | | | |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | | | | | | |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI) | | | | | | |
| 11 Total support Add lines 7 through 10 | | | | | | |
| 12 Gross receipts from related activities, etc (see instructions) | | | | | 12 | |
| 13 First five 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 | | |
|---|----|---|
| 14 Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f)) | 14 | |
| 15 Public support percentage for 2013 Schedule A, Part II, line 14 | 15 | |
| 16a 33 1/3% support test—2014. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization | | ▶ |
| b 33 1/3% support test—2013. 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 stop here. The organization qualifies as a publicly supported organization | | ▶ |
| 17a 10%-facts-and-circumstances test—2014. 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 stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization | | ▶ |
| b 10%-facts-and-circumstances test—2013. 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 stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization | | ▶ |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions | | ▶ |

Part IIISupport Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 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) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.") | | | | | | |
| 2 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 | | | | | | |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 6 Total. Add lines 1 through 5 | | | | | | |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | | | | | | |
| 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 | | | | | | |
| c Add lines 7a and 7b | | | | | | |
| 8 Public support (Subtract line 7c from line 6.) | | | | | | |

| Section B. Total Support | | | | | | |
|--|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) ▶ | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
| 9 Amounts from line 6 | | | | | | |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | | | | | | |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 | | | | | | |
| c Add lines 10a and 10b | | | | | | |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on | | | | | | |
| 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) | | | | | | |
| 13 Total support. (Add lines 9, 10c, 11, and 12.) | | | | | | |
| 14 First five 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 | | | |
|---|----|--|--|
| 15 Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f)) | 15 | | |
| 16 Public support percentage from 2013 Schedule A, Part III, line 15 | 16 | | |

| Section D. Computation of Investment Income Percentage | | | |
|--|----|--|--|
| 17 Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f)) | 17 | | |
| 18 Investment income percentage from 2013 Schedule A, Part III, line 17 | 18 | | |
| 19a 33 1/3% support tests—2014. 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—2013. 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 11 of Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

| | Yes | No |
|--|-----|----|
| 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? 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. | 1 | |
| 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2). | 2 | |
| 3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below. | 3a | |
| 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)? If "Yes," describe in Part VI when and how the organization made the determination. | 3b | |
| c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use. | 3c | |
| 4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below. | 4a | |
| b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? 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. | 4b | |
| c 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)? 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. | 4c | |
| 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) 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). | 5a | |
| b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document? | 5b | |
| c Substitutions only. Was the substitution the result of an event beyond the organization's control? | 5c | |
| 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations, (b) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI . | 6 | |
| 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990). | 7 | |
| 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part II of Schedule L (Form 990). | 8 | |
| 9a 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))? If "Yes," provide detail in Part VI . | 9a | |
| b Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI . | 9b | |
| c Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI . | 9c | |
| 10a Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer b below. | 10a | |
| b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings). | 10b | |
| 11 Has the organization accepted a gift or contribution from any of the following persons? | | |
| a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization? | 11a | |
| b A family member of a person described in (a) above? | 11b | |
| c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI. | 11c | |

Part IV

Supporting Organizations (continued)

Section B. Type I Supporting Organizations

| | Yes | No |
|--|-----|----|
| 1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI 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 directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year. | | |
| 2 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 Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization. | | |

Section C. Type II Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 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 Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s). | | |

Section D. All Type III Supporting Organizations

| | Yes | No |
|---|-----|----|
| 1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (1) a written notice describing the type and amount of support provided during the prior tax year, (2) a copy of the Form 990 that was most recently filed as of the date of notification, and (3) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | | |
| 2 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 Part VI how the organization maintained a close and continuous working relationship with the supported organization(s). | | |
| 3 By reason of the relationship described in (2), 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 Part VI the role the organization's supported organizations played in this regard. | | |

Section E. Type III Functionally-Integrated Supporting Organizations

| | | | |
|--|--|--|--|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions) | | | |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | | |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | | |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions). | | | |
| 2 <u>Activities Test</u> Answer (a) and (b) below. | | | |
| a 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 Part VI 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 Did the activities described in (a) 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 Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement. | | | |
| 3 <u>Parent of Supported Organizations</u> Answer (a) and (b) below. | | | |
| a 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? Provide details in Part VI. | | | |
| 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 Part VI the role played by the organization in this regard. | | | |

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 **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 | Adjusted Net Income (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) | 1 | |
| 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 | Total (add lines 1a, 1b, and 1c) | 1d | |
| e | Discount claimed for blockage or other factors (explain in detail in Part VI) _____ | | |
| 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 1-1/2% 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 .035 | 6 | |
| 7 | Recoveries of prior-year distributions | 7 | |
| 8 | Minimum Asset Amount (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 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 | Distributable Amount. 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) | | |

| Section D - Distributions | Current Year |
|--|--------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes | |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations | |
| 4 Amounts paid to acquire exempt-use assets | |
| 5 Qualified set-aside amounts (prior IRS approval required) | |
| 6 Other distributions (describe in Part VI) See instructions | |
| 7 Total annual distributions. Add lines 1 through 6 | |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions | |
| 9 Distributable amount for 2014 from Section C, line 6 | |
| 10 Line 8 amount divided by Line 9 amount | |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2014 | (iii) Distributable Amount for 2014 |
|---|-----------------------------|--|---|
| 1 Distributable amount for 2014 from Section C, line 6 | | | |
| 2 Underdistributions, if any, for years prior to 2014 (reasonable cause required--see instructions) | | | |
| 3 Excess distributions carryover, if any, to 2014 | | | |
| a From 2009. | | | |
| b From 2010. | | | |
| c From 2011. | | | |
| d From 2012. | | | |
| e From 2013. | | | |
| f Total of lines 3a through e | | | |
| g Applied to underdistributions of prior years | | | |
| h Applied to 2014 distributable amount | | | |
| i Carryover from 2009 not applied (see instructions) | | | |
| j Remainder Subtract lines 3g, 3h, and 3i from 3f | | | |
| 4 Distributions for 2014 from Section D, line 7 \$ | | | |
| a Applied to underdistributions of prior years | | | |
| b Applied to 2014 distributable amount | | | |
| c Remainder Subtract lines 4a and 4b from 4 | | | |
| 5 Remaining underdistributions for years prior to 2014, if any Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions) | | | |
| 6 Remaining underdistributions for 2014 Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions) | | | |
| 7 Excess distributions carryover to 2015. Add lines 3j and 4c | | | |
| 8 Breakdown of line 7 | | | |
| a From 2010. | | | |
| b From 2011. | | | |
| c From 2012. | | | |
| d From 2013. | | | |
| e From 2014. | | | |

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).

Facts And Circumstances Test

Return Reference

Explanation

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

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" to 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? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> | |
| 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? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div> | |

Part II

Conservation Easements. Complete if the organization answered "Yes" to 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 (e g , recreation or education) ☐ Preservation of an 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 Year |
| a | Total number of conservation easements |
| b | Total acreage restricted by conservation easements |
| c | Number of conservation easements on a certified historic structure included in (a) |
| d | Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register |

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, and enforcing conservation easements during the year ► _____

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$ _____

8

Does each conservation easement reported on line 2(d) 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" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116 (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 SFAS 116 (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 in 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 SFAS 116 (ASC 958) relating to these items

a

Revenue included in Form 990, Part VIII, line 1

► \$ _____

b

Assets included in Form 990, Part X

► \$ _____

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 are a significant use of its collection items (check all that apply)
- a ☐ Public exhibition

b ☐ Scholarly research

c ☐ Preservation for future generations

d ☐ Loan or exchange programs

e ☐ Other
- 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" to 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
- c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

| | Amount |
|----|--------|
| 1c | |
| 1d | |
| 1e | |
| 1f | |
- 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" to Form 990, Part IV, line 10.

- | | (a)Current year | (b)Prior year | b (c)Two years back | (d)Three years back | (e)Four years back |
|--|-----------------|---------------|---------------------|---------------------|--------------------|
| 1a Beginning of year balance | | | | | |
| b Contributions | | | | | |
| c Net investment earnings, gains, and losses | | | | | |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | | | | | |
| f Administrative expenses | | | | | |
| g 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 Temporarily restricted endowment ➤
- The percentages in 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

(ii) related organizations

| | Yes | No |
|--------|-----|----|
| 3a(i) | | |
| 3a(ii) | | |
| 3b | | |
- b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?
- 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' to 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 |
|--|--------------------------------------|--------------------------------|------------------------------|----------------|
| 1a Land | 72,858,412 | | | 72,858,412 |
| b Buildings | 461,950,908 | | 144,576,735 | 317,374,173 |
| c Leasehold improvements | 29,264,012 | | 8,280,375 | 20,983,637 |
| d Equipment | 586,016,397 | | 336,879,520 | 249,136,877 |
| e Other | 23,648,685 | | | 23,648,685 |
| Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).) ➤ | | | | 684,001,784 |

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

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

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return. Complete if the organization answered 'Yes' to Form 990, Part IV, line 12a.

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

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.

| Return Reference | Explanation |
|------------------|---|
| Part IV, Line 2b | TENANT ESCROW ACCOUNT FOR SECURITY DEPOSIT |
| Part X, Line 2 | Virtua - West Jersey Health System, Inc. is a not-for-profit corporation as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from federal income taxes on related income pursuant to Section 501(a) of the Code. Virta - West Jersey Health System, Inc. is also exempt from state income taxes. |
| | |
| | |
| | |
| | |

[illegible]

SCHEDULE H
(Form 990)

Department of the Treasury
Internal Revenue Service

Hospitals

► Complete if the organization answered "Yes" to Form 990, Part IV, question 20.
► Attach to Form 990.
► Information about Schedule H (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

2014

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

| | | | | |
|----|--|-----|-----|----|
| | | Yes | No | |
| 1a | Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a | 1a | Yes | |
| b | If "Yes," was it a written policy? | 1b | Yes | |
| 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 <input checked="" type="checkbox"/> Applied uniformly to all hospital facilities <input type="checkbox"/> Applied uniformly to most hospital facilities <input type="checkbox"/> 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 <i>free</i> care? If "Yes," indicate which of the following was the FPG family income limit for eligibility for <i>free</i> care <input type="checkbox"/> 100% <input type="checkbox"/> 150% <input type="checkbox"/> 200% <input checked="" type="checkbox"/> Other <u>30000 0000000000 %</u> b Did the organization use FPG as a factor in determining eligibility for providing <i>discounted</i> care? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care <input type="checkbox"/> 200% <input type="checkbox"/> 250% <input type="checkbox"/> 300% <input type="checkbox"/> 350% <input type="checkbox"/> 400% <input checked="" type="checkbox"/> Other <u>50000 0000000000 %</u> 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"? | 3a | Yes | |
| 5a | Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year? | 3b | Yes | |
| b | If "Yes," did the organization's financial assistance expenses exceed the budgeted amount? | 4 | Yes | |
| c | 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? | 5a | | No |
| 6a | Did the organization prepare a community benefit report during the tax year? | 5b | | |
| b | If "Yes," did the organization make it available to the public? | 5c | | |
| | Complete the following table using the worksheets provided in the Schedule H instructions Do not submit these worksheets with the Schedule H | 6a | Yes | |
| | | 6b | Yes | |
| | | | | |

7

Financial Assistance and Certain Other Community Benefits at Cost

| Financial Assistance and Means-Tested Government Programs | (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 |
|---|---|-------------------------------|-------------------------------------|-------------------------------|-----------------------------------|------------------------------|
| a Financial Assistance at cost (from Worksheet 1) | | | 17,462,712 | 3,107,364 | 14,355,348 | 2 120 % |
| b Medicaid (from Worksheet 3, column a) | | | 85,926,124 | 60,869,959 | 25,056,165 | 3 710 % |
| c Costs of other means-tested government programs (from Worksheet 3, column b) | | | | | | |
| d Total Financial Assistance and Means-Tested Government Programs | | | 103,388,836 | 63,977,323 | 39,411,513 | 5 830 % |
| Other Benefits | | | | | | |
| e Community health improvement services and community benefit operations (from Worksheet 4) | | | 2,215,431 | 5,956 | 2,209,475 | 0 330 % |
| f Health professions education (from Worksheet 5) | | | 8,455,608 | 1,797,144 | 6,658,464 | 0 980 % |
| g Subsidized health services (from Worksheet 6) | | | 20,379,810 | 15,284,422 | 5,095,388 | 0 750 % |
| h Research (from Worksheet 7) | | | 304,291 | 36,502 | 267,789 | 0 040 % |
| i Cash and in-kind contributions for community benefit (from Worksheet 8) | | | 273,814 | 737 | 273,077 | 0 040 % |
| j Total. Other Benefits | | | 31,628,954 | 17,124,761 | 14,504,193 | 2 140 % |
| k Total. Add lines 7d and 7j | | | 135,017,790 | 81,102,084 | 53,915,706 | 7 970 % |

Part IICommunity 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 |
|--|---|-------------------------------|--------------------------------------|-------------------------------|------------------------------------|------------------------------|
| 1Physical improvements and housing | | | | | | |
| 2Economic development | 3 | 2,600 | 12,277 | 34 | 12,243 | 0 % |
| 3Community support | 4 | 6,010 | 209,615 | 564 | 209,051 | 0 030 % |
| 4Environmental improvements | | | | | | |
| 5Leadership development and training for community members | | | | | | |
| 6Coalition building | 2 | 750 | 9,453 | 25 | 9,428 | 0 % |
| 7Community health improvement advocacy | 4 | 1,037,000 | 232,847 | 626 | 232,221 | 0 030 % |
| 8Workforce development | 1 | 7 | 4,834 | 13 | 4,821 | 0 % |
| 9Other | | | | | | |
| 10Total | 14 | 1,046,367 | 469,026 | 1,262 | 467,764 | 0 060 % |

Part IIIBad Debt, Medicare, & Collection Practices

Section A. Bad Debt Expense

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

1

Yes

No

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

2

11,824,524

3Enter 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

4Provide 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

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

5

148,645,312

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

6

208,281,115

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

7

-59,635,803

8Describe in Part VI the extent to which any shortfall reported in 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

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

9a

Yes

No

bIf "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

Yes

No

Part IVManagement 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 1 Virtua Radiation Oncology Associates LLC | Radiology Services | 51 000 % | | 49 000 % |
| 2 2 South Jersey Musculoskeletal Institute Inc | Surgical Center | 51 820 % | 0 % | 0 % |
| 3 3 Summit Surgical Center LLC | Surgical Center | 54 740 % | 0 % | 0 % |
| 4 4 Ambulatory Surgery Center at Virtua Washington Township | Surgical Center | 65 270 % | 0 % | 0 % |
| 5 5 Shore Ambulatory Surgery Center | Surgical Center | 51 000 % | 0 % | 0 % |
| 6 6 Rockland Surgical Project LLC Ramapo Valley Surgical Center | Surgical Center | 51 000 % | 0 % | 0 % |
| 7 7 Freehold Endoscopy Associates LLC | surgical Center | 60 000 % | 0 % | 0 % |
| 8 8 Center for Ambulatory and Minimally Invasive Surgery LLC | surgical Center | 55 000 % | 0 % | 0 % |
| 9 9 Virtua Adult Imaging Services at Voorhees LLC | Imaging Services | 50 000 % | 0 % | 0 % |
| 10 | | | | |
| 11 | | | | |
| 12 | | | | |
| 13 | | | | |

Part V

Facility Information

Section A. Hospital Facilities

(list in order of size from largest to smallest—see instructions)
How many hospital facilities did the organization operate during the tax year?

3
Name, address, primary website address, and state license number (and if a group return, the name and EIN of the subordinate hospital organization that operates the hospital facility)

| | | Licensed hospital | General medical & surgical | Children's hospital | Teaching hospital | Critical access hospital | Research facility | ER-24 hours | ER-other | Other (describe) | Facility reporting group |
|--|---------------------------|-------------------|----------------------------|---------------------|-------------------|--------------------------|-------------------|-------------|----------|------------------|--------------------------|
| | See Additional Data Table | | | | | | | | | | |
| | | | | | | | | | | | |
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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)
Facility Reporting Group A

Name of hospital facility or letter of facility reporting group

Line number of hospital facility, or line numbers of hospital facilities in a facility reporting group (from Part V, Section A):

| | Yes | No |
|--|-----|-----|
| Community Health Needs Assessment | | |
| 1 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? | 1 | No |
| 2 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 | 2 | No |
| 3 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 If "Yes," indicate what the CHNA report describes (check all that apply) | 3 | Yes |
| a <input checked="" type="checkbox"/> A definition of the community served by the hospital facility | | |
| b <input checked="" type="checkbox"/> Demographics of the community | | |
| c <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 | | |
| d <input checked="" type="checkbox"/> How data was obtained | | |
| e <input checked="" type="checkbox"/> The significant health needs of the community | | |
| f <input checked="" type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups | | |
| g <input checked="" type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs | | |
| h <input checked="" type="checkbox"/> The process for consulting with persons representing the community's interests | | |
| i <input checked="" type="checkbox"/> Information gaps that limit the hospital facility's ability to assess the community's health needs | | |
| j <input type="checkbox"/> Other (describe in Section C) | | |
| 4 Indicate the tax year the hospital facility last conducted a CHNA 20 13 | | |
| 5 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 | 5 | Yes |
| 6a Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C | 6a | Yes |
| 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 | 6b | Yes |
| 7 Did the hospital facility make its CHNA report widely available to the public? If "Yes," indicate how the CHNA report was made widely available (check all that apply) | 7 | Yes |
| a <input checked="" type="checkbox"/> Hospital facility's website (list url) www virtua org | | |
| b <input type="checkbox"/> Other website (list url) | | |
| c <input checked="" type="checkbox"/> Made a paper copy available for public inspection without charge at the hospital facility | | |
| d <input type="checkbox"/> Other (describe in Section C) | | |
| 8 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 | 8 | Yes |
| 9 Indicate the tax year the hospital facility last adopted an implementation strategy 20 13 | | |
| 10 Is the hospital facility's most recently adopted implementation strategy posted on a website? | 10 | Yes |
| a If "Yes" (list url) www virtua org/about/community-action-plan | | |
| b If "No," is the hospital facility's most recently adopted implementation strategy attached to this return? | 10b | No |
| 11 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 | | |
| 12a 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)? | 12a | No |
| b If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax? | 12b | |
| c 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)

| | | | |
|---|---|-----|-----|
| Facility Reporting Group A | | | |
| Name of hospital facility or letter of facility reporting group | | | |
| | | Yes | No |
| 19 | Did the hospital facility or other authorized third 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? 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"/> Actions that require a legal or judicial process d <input type="checkbox"/> Other similar actions (describe in Section C) 20 Indicate which efforts the hospital facility or other authorized party made before initiating any of the actions listed (whether or not checked) in line 18 (check all that apply) a <input checked="" type="checkbox"/> Notified individuals of the financial assistance policy on admission b <input type="checkbox"/> Notified individuals of the financial assistance policy prior to discharge c <input checked="" type="checkbox"/> Notified individuals of the financial assistance policy in communications with the individuals regarding the individuals' bills d <input checked="" type="checkbox"/> Documented its determination of whether individuals were eligible for financial assistance under the hospital facility's financial assistance policy e <input type="checkbox"/> Other (describe in Section C) f <input type="checkbox"/> None of these efforts were made | 19 | No |
| Policy Relating to Emergency Medical Care | | | |
| 21 | 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? 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) | 21 | Yes |
| Charges to Individuals Eligible for Assistance Under the FAP (FAP-Eligible Individuals) | | | |
| 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 <input type="checkbox"/> The hospital facility used its lowest negotiated commercial insurance rate when calculating the maximum amounts that can be charged b <input type="checkbox"/> The hospital facility used the average of its three lowest negotiated commercial insurance rates when calculating the maximum amounts that can be charged c <input type="checkbox"/> The hospital facility used the Medicare rates when calculating the maximum amounts that can be charged d <input checked="" type="checkbox"/> Other (describe in Section C) 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 | 23 | No |
| | | 24 | No |

Part V

Facility Information (continued)

Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility
(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? **1**

| Name and address | Type of Facility (describe) |
|---|---|
| 1 Virtua - Camden 1000 Atlantic Avenue Camden,NJ 08104 | Hospital-based offsite Ambulatory Care Facility |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |
| 8 | |
| 9 | |
| 10 | |

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 (e g , 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

| Form and Line Reference | Explanation |
|-------------------------|--|
| Part I, Line 6a | 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 |

| Form and Line Reference | Explanation |
|-------------------------|---|
| Part I, Line 7 | A cost accounting system that addressed all patient segments was used to calculate the Financial Assistance, Means-Tested Government Programs (items 7a-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. |

| Form and Line Reference | Explanation |
|--|--|
| Part II, Community Building Activities | Virtua supports many different community groups and organizations, focusing on those which are oriented toward health care and quality of life. Virtua staff conducts outreach across South Jersey, with particular emphasis on those areas hardest hit by the economy. Virtua's community building activities include providing meeting space at no cost to community organizations in order to encourage the development of non-profit, charitable organizations that serve, enhance and improve the health and welfare of our communities. They also include hosting weekly farmers markets (to improve nutrition and overall health), financial literacy training (teaches young students basic skills to manage personal finances), community day (provides free medical education and health screenings), community service (employees volunteer their time for community art shows, celebrations and to help other area non-profit organizations), senior dinner (providing a holiday meal for local senior residents), Health Insurance Exchange advertising (conducting an awareness campaign regarding counseling for HIX enrollment), promoting economic development and revitalization of the City of Camden, providing treatment for emotionally and/or behaviorally disturbed children, career transition (support, counsel and advise out of work residents on networking, resume development and interviewing skills), as well as offering internships (to provide students with practical knowledge and skills with the hope of attracting them to the healthcare field). |

| Form and Line Reference | Explanation |
|-------------------------|--|
| Part III, Line 2 | Virtua estimates bad debt expense by evaluating the collectability of patient accounts receivable, analyzes historical data and identifies trends for each of its major payer sources of revenue to estimate the appropriate allowance for doubtful accounts and provision for bad debts |

| Form and Line Reference | Explanation |
|-------------------------|--|
| 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 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. |

| Form and Line Reference | Explanation |
|-------------------------|--|
| 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 healthcare 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 \$200,452. |

| Form and Line Reference | Explanation |
|-------------------------|--|
| Part VI, Line 2 | <p>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 healthcare 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 healthcare, 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, 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 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 on 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</p> |

| Form and Line Reference | Explanation |
|-------------------------|---|
| Part VI, Line 3 | The availability of financial assistance is communicated in both English and Spanish 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. 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. |

| Form and Line Reference | Explanation |
|-------------------------|--|
| Part VI, Line 4 | <p>Virtua Health, Inc. has four acute care hospitals. They fall under two legal entities, Virtua-West Jersey Health Systems, Inc. (Berlin, Marlton and Voorhees based hospitals) and Virtua-Memorial Hospital Burlington County, Inc. Virtua Health, Inc. is the largest health system in Southern New Jersey, serving approximately 1.3 million individuals residing in Burlington, Camden, and Gloucester counties. In addition to Virtua's four acute care hospitals, there are five other health organizations operating a combined total of eight hospitals (including one heart and lung specialty hospital) within these three counties. This area represents a variety of geographies and socioeconomic statuses, from the affluent suburbs of Philadelphia, to the rural, agricultural communities in eastern Burlington and southern Gloucester County, to the city of Camden where over 50 percent of individuals reside below the federal poverty level. The U.S. Department of Health and Human Services' Health Resources and Services Administration has designated Pemberton/Browns Mills (Burlington County), the city of Camden (Camden County), and Gloucester City as medically underserved areas or populations. Residents 65 and over represent a large percentage of the service area, and this population is projected to grow by 15.2 percent in the next five years. Though the Virtua service area is mostly Caucasian, minority populations are projected to experience the highest population growth over the next five years, particularly Hispanic and Asian communities. As such, Virtua is committed to providing care for the diverse and growing community.</p> |

| Form and Line Reference | Explanation |
|-------------------------|---|
| Part VI, Line 5 | <p>Virtua has an accountable care organization (ACO) that currently oversees specific patient populations under agreements with Medicare and major managed care insurers in its region. The ACO's objective is to manage the health of the patient populations included in the program, advancing proper management of chronic health conditions and promoting overall health and wellness. Done effectively these will also have the related benefit of reducing the costs of healthcare. The ACO's scope is expected to expand moving forward in terms of the number of community members for which Virtua is responsible for their health and wellness. The Delivery System Reform Incentive Payment Program (DSRIP) is a program under the Affordable Care Act that incentivizes hospitals to improve health outcomes for community members. The objective is to develop an infrastructure that will produce measureable health outcomes improvement for a specific group of patients. It is a five year project under which each hospital selected one of sixteen disease oriented projects to focus on. For Virtua, diabetes management, one of the chronic conditions identified in the CHNA, is the area of focus. Virtua has provided "Survival Skills for Diabetes" education classes (with free transportation and lunch), health literacy and depression screening for all participants. 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, free car seat safety checks, clinics for children to help dispel fear of hospitals, and other free classes attended by thousands of community members. 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. Within the last five years Virtua invested in constructing a new state-of-the-art digital hospital and outpatient centers that provide easy access to a wide variety of comprehensive services. The organization has an open medical staff that will provide privileges to qualified physicians from within the community.</p> |

| Form and Line Reference | Explanation |
|-------------------------|---|
| Part VI, Line 6 | Virtua- West Jersey Health System is a controlled entity of a community-owned health system, Virtua Health, Inc. In its entirety, Virtua Health Inc. consists of four acute care hospitals, two nursing homes, four health and wellness centers, eleven ambulatory surgery joint ventures, a physician organization, Virtua Retail, two home health agencies, a foundation, an insurance captive, Virtua CARES, and two strategic partnerships with Children's Hospital of Philadelphia and Fox Chase Cancer Center. Community benefit programs are coordinated across the entire health system. The individual hospitals will 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. |

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" to Form 990, Part IV, line 23.
▶ Attach to Form 990.

▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

Name of the organization
VIRTUA - WEST JERSEY HEALTH SYSTEM INC

Employer identification number
21-0634532

| Part I | Questions Regarding Compensation | | Yes | No |
|--------|--|----|-----|----|
| 1a | Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. <div><input type="checkbox"/> First-class or charter travel</div> <div><input type="checkbox"/> Travel for companions</div> <div><input type="checkbox"/> Tax idemnification and gross-up payments</div> <div><input type="checkbox"/> Discretionary spending account</div> <div><input type="checkbox"/> Housing allowance or residence for personal use</div> <div><input type="checkbox"/> Payments for business use of personal residence</div> <div><input type="checkbox"/> Health or social club dues or initiation fees</div> <div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div> | | | |
| b | If any of the boxes in 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 | 1b | | |
| 2 | Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a? | 2 | | |
| 3 | Indicate which, if any, of the following the filing 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. <div><input checked="" type="checkbox"/> Compensation committee</div> <div><input checked="" type="checkbox"/> Independent compensation consultant</div> <div><input type="checkbox"/> Form 990 of other organizations</div> <div><input type="checkbox"/> Written employment contract</div> <div><input checked="" type="checkbox"/> Compensation survey or study</div> <div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div> | | | |
| 4 | During the year, did any person listed in 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? | 4a | | No |
| b | Participate in, or receive payment from, a supplemental nonqualified retirement plan? | 4b | Yes | |
| 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. | 4c | | No |
| | Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9. | | | |
| 5 | For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of: | | | |
| a | The organization? | 5a | | No |
| b | Any related organization? If "Yes," to line 5a or 5b, describe in Part III. | 5b | | No |
| 6 | For persons listed in 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? | 6a | | No |
| b | Any related organization? If "Yes," to line 6a or 6b, describe in Part III. | 6b | | No |
| 7 | For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III. | 7 | Yes | |
| 8 | Were any amounts reported in 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. | 8 | | No |
| 9 | If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? | 9 | | |

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 in 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 are not 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 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 in prior Form 990 |
|---------------------------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|--|
| | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| See Additional Data Table | | | | | | | |

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.

| Return Reference | Explanation |
|-----------------------------|---|
| Part I, Line 7 | Some of the individuals listed on Form 990, Part VII, Section A, line 1a received discretionary non-fixed bonus payments |
| Schedule J, 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. |
| Schedule J, Part I, Line 4b | Virtua Health, Inc. provides a supplemental nonqualified retirement plan, plan described in Section 457(f) to the CEO, President, Executive Vice President and any other Corporate Officer, with the approval by the Compensation Committee of the Virtua Board. Payment Received from Virtua Health (related Org.): Richard P. Miller - \$357,939; Robert M. Segin - \$134,434; Alfred Campanella - \$464,590; Michael Kotzen - \$125,544; Gary L. Long - \$80,532; Christopher A. Chekouras - \$63,913; James P. Dwyer - \$134,043. |

Additional Data

Software ID:
Software Version:
EIN: 21-0634532
Name: VIRTUA - WEST JERSEY HEALTH SYSTEM INC

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

| (A) Name and Title | | (B) Breakdown of W-2 and/or 1099-MISC 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 in prior Form 990 |
|--|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
| | | (i) Base Compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| 1 RICHARD P MILLER, President/CEO | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 1,159,624 | 351,639 | 387,438 | 11,700 | 25,695 | 1,936,096 | 0 |
| 1 ROBERT M SEGIN, EVP/CFO | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 518,730 | 517,766 | 163,313 | 11,700 | 32,976 | 1,244,485 | 0 |
| 2 ALFRED CAMPANELLA, EVP - Strategic Business G & A | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 426,317 | 118,759 | 494,090 | 11,700 | 32,833 | 1,083,699 | 0 |
| 3 MICHAEL KOTZEN, EVP - Population Health Mgmt | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 494,773 | 133,326 | 143,044 | 11,700 | 33,914 | 816,757 | 0 |
| 4 GARY L LONG, SVP - Population Health-South | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 393,802 | 94,891 | 107,032 | 11,700 | 32,745 | 640,170 | 0 |
| 5 CHRISTOPHER A CHEKOURAS, SVP - Virtua Post Acute & CBS | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 310,525 | 74,999 | 90,413 | 11,700 | 33,037 | 520,674 | 0 |
| 6 JOHN M MATSINGER, EVP & Chief Clinical Office | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 348,637 | 61,369 | 14,774 | 10,045 | 34,698 | 469,523 | 0 |
| 7 JAMES P DWYER, EVP & CMO (End March 2014) | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 140,994 | 142,351 | 137,947 | 7,637 | 8,878 | 437,807 | 0 |
| 8 BARRY GRAF, SVP - Partnerships & Business Develo | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 256,927 | 42,153 | 26,500 | 9,282 | 25,275 | 360,137 | 0 |
| 9 THOMAS GORDON, SVP - Chief Information Officer | (i) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | (ii) | 238,381 | 35,066 | 9,000 | 9,679 | 31,458 | 323,584 | 0 |
| 10 PATRICIA M LUBRANO, AVP - Surgical Service Lines | (i) | 204,833 | 30,820 | 9,000 | 6,375 | 2,012 | 253,040 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 LISA C FERRARO, VP Patient Care | (i) | 174,373 | 27,294 | 9,000 | 8,821 | 19,330 | 238,818 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 DEAN MAZZONI, VP Operations - Marlton | (i) | 240,004 | 37,101 | 9,000 | 6,806 | 33,972 | 326,883 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 DEBRA MORAN, VP Admininstrator - Marlton | (i) | 210,797 | 33,133 | 9,000 | 10,202 | 31,274 | 294,406 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 MARY FRANCES CAMPAGNOLO, Director - Virtua Care ACO | (i) | 193,497 | 3,227 | 0 | 7,872 | 12,550 | 217,146 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 ANTHONIA SCHMIDT, Surgery Center Administrator | (i) | 176,318 | 19,178 | 0 | 8,526 | 1,742 | 205,764 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 SCOTT ANDREW KASPER, AVP - Emergency Services | (i) | 172,034 | 19,970 | 0 | 8,165 | 33,416 | 233,585 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Schedule L
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Transactions with Interested Persons

► Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.
► Attach to Form 990 or Form 990-EZ.
► Information about Schedule L (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

Open to Public Inspection

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

| Part I Excess Benefit Transactions (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only) Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b | | | | |
|--|---------------------------------|---|--------------------------------|----------------|
| 1 | (a) Name of disqualified person | (b) Relationship between disqualified person and organization | (c) Description of transaction | (d) Corrected? |
| | | | | YesNo |
| | | | | |

| | | | |
|---|--|------|--|
| 2 | Enter the amount of tax incurred by organization managers or disqualified persons during the year under section 4958 | ► \$ | |
| 3 | Enter the amount of tax, if any, on line 2, above, reimbursed by the organization | ► \$ | |

Part II

Loans to and/or From Interested Persons.

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

| (a) Name of interested person | (b) Relationship with organization | (c) Purpose of loan | (d) Loan to or from the organization? | | (e) Original principal amount | (f) Balance due | (g) In default? | | (h) Approved by board or committee? | (i) Written agreement? | |
|-------------------------------|------------------------------------|---------------------|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|------------------------|----|
| | | | To | From | | | Yes | No | | Yes | No |
| | | | | | | | | | | | |

| | | | | |
|-------|------|--|--|--|
| Total | ► \$ | | | |
|-------|------|--|--|--|

| Part III Grants or Assistance Benefiting Interested Persons. Complete if the organization answered "Yes" on Form 990, Part IV, line 27. | | | | |
|---|---|--------------------------|------------------------|---------------------------|
| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of assistance | (d) Type of assistance | (e) Purpose of assistance |
| | | | | |
| | | | | |

Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of transaction | (d) Description of transaction | (e) Sharing of organization's revenues? | |
|-----------------------------------|---|---------------------------|--------------------------------|---|----|
| | | | | Yes | No |
| (1) REGIONAL WOMEN'S HEALTH GROUP | THOMAS KAY, MD/TRUSTEE OF VIRTUA/MEDICAL DIRECTOR OF REGIONAL WOMENS HEALTH | 1,271,372 | MEDICAL SERVICES FEE | | No |

Part V Supplemental Information

Provide additional information for responses to questions on Schedule L (see instructions)

| Return Reference | Explanation |
|------------------|-------------|
|------------------|-------------|

SCHEDULE O
(Form 990 or 990-EZ)

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 990-EZ.

**▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at
www.irs.gov/form990.**

OMB No 1545-0047

2014

**Open to Public
Inspection**

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

| Return Reference | Explanation |
|--------------------------------------|---|
| Form 990, Part VI, Section A, line 6 | Virtua Health, Inc is the Sole Corporate Member |

| Return Reference | Explanation |
|--|---|
| Form 990, Part VI, Section A, line 7a | The Virtua - West Jersey Health Systems, Inc Governance Committee of the Board of Trustees makes recommendations for new membership and the Virtua Health, Inc Board of Trustees gives the final approval |

| Return Reference | Explanation |
|--|---|
| Form 990, Part VI, Section A, line 7b | The Chairs of the various committees of Virtua-West Jersey Health Systems, Inc present their recommendations on significant matters to the full Virtua Health, Inc Board of Trustees for their approval |

| Return Reference | Explanation |
|---------------------------------------|---|
| Form 990, Part VI, Section B, line 11 | The form 990 is review ed 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 |

| Return Reference | Explanation |
|---|---|
| Form 990, Part VI, Section B, line 12c | <p>Virtua - West Jersey Health Systems, Inc. adopts the policies of Virtua Health, Inc. regarding monitoring and enforcing a conflict-of-interest policy. Virtua - West Jersey Health Systems, Inc. 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.</p> |

| Return Reference | Explanation |
|--|--|
| Form 990, Part VI, Section B, line 15 | Virtua - West Jersey Health Systems, Inc does not compensate its executives, but rather, 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 determine the compensation paid to the executives |

| Return Reference | Explanation |
|---------------------------------------|---|
| Form 990, Part VI, Section C, line 19 | The organization's governing documents and conflict of interest policy were not made available to the public. Financial statements are available through the repository websites EMMA (Electronic Municipal Market Access System) and DAC (Digital Assurance Certification), or upon request. |

| Return Reference | Explanation |
|--|--|
| Form 990, Part VII, Column A, Number 19 | James P Dwyer served as EVP/CMO until March 2014. Accordingly, the compensation reported on Form 990, Part VII and Schedule J is for a partial year. |

| Return Reference | Explanation |
|---|---|
| Form 990, Part VII, Section A, Column B | Each Officer and Key Employee is compensated by Virtua Health, Inc (EIN 22-3524939), a related organization. Some Officers and Key Employees 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. |

| Return Reference | Explanation |
|--------------------------------|--|
| Form 990, Part IX, line 11g | Professional Fees Program service expenses 16,925,564 Management and general expenses 411,970 Fundraising expenses 0 Total expenses 17,337,534 Outside Services Program service expenses 12,337,594 Management and general expenses 15,899,758 Fundraising expenses 0 Total expenses 28,237,352 Agency Program service expenses 867,587 Management and general expenses 0 Fundraising expenses 0 Total expenses 867,587 Other Program service expenses 79,167 Management and general expenses 0 Fundraising expenses 0 Total expenses 79,167 |

| Return Reference | Explanation |
|-----------------------------------|---|
| Form 990, Part IX, line 24e | <p>Cancer Screening Program service expenses 3,756,420 Management and general expenses 0 Fundraising expenses 0 Total expenses 3,756,420 Bond & LOC fees Program service expenses 2,361,088 Management and general expenses 0 Fundraising expenses 0 Total expenses 2,361,088 Patient Transportation Program service expenses 0 Management and general expenses 1,771,250 Fundraising expenses 0 Total expenses 1,771,250 Health & Sr Services Assessment Fee Program service expenses 565,970 Management and general expenses 0 Fundraising expenses 0 Total expenses 565,970 Repairs & Maintenance Program service expenses 234,805 Management and general expenses 331,133 Fundraising expenses 0 Total expenses 565,938 Rental/Cintron Beds Program service expenses 434,644 Management and general expenses 0 Fundraising expenses 0 Total expenses 434,644 Heat & Air Program service expenses 0 Management and general expenses 286,945 Fundraising expenses 0 Total expenses 286,945 Education & Development Program service expenses 233,241 Management and general expenses 34,240 Fundraising expenses 0 Total expenses 267,481 Dues and Licenses Program service expenses 177,578 Management and general expenses 68,680 Fundraising expenses 0 Total expenses 246,258 Activities Program service expenses 2,480 Management and general expenses 23,885 Fundraising expenses 0 Total expenses 26,365 Waste Removal Program service expenses 25,422 Management and general expenses 0 Fundraising expenses 0 Total expenses 25,422 Recruitment Program service expenses 22,643 Management and general expenses 0 Fundraising expenses 0 Total expenses 22,643 Misc Program service expenses 300 Management and general expenses 0 Fundraising expenses 0 Total expenses 300 Recognition Program service expenses 0 Management and general expenses 72 Fundraising expenses 0 Total expenses 72</p> |

| Return Reference | Explanation |
|----------------------------|--|
| 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) |

| Return Reference | Explanation |
|---------------------------|--|
| Form 990, Part XI, line 9 | Transfer with Affiliates - Net -23,684,087 |

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.
▶ Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2014

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 |
| See Additional Data Table | | | | | | | |

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) Disproprtionate 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 | |
| See Additional Data Table | | | | | | | | | | | | |

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 |
| (1) Virtua Assurance 76 Saint Paul St Suite 500 Burlington, VT 05401 20-3025606 | Captive Insurance Company | VT | N/A | C | | | | | No |
| (2) VRI Inc 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 26-0247120 | Health and Wellness | NJ | N/A | C | | | | | No |

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 | | Yes | No |
| 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? | | | |
| a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity | 1a | | No |
| b Gift, grant, or capital contribution to related organization(s) | 1b | | No |
| c Gift, grant, or capital contribution from related organization(s) | 1c | Yes | |
| d Loans or loan guarantees to or for related organization(s) | 1d | | No |
| e Loans or loan guarantees by related organization(s) | 1e | | No |
| f Dividends from related organization(s) | 1f | | No |
| g Sale of assets to related organization(s) | 1g | | No |
| h Purchase of assets from related organization(s) | 1h | | No |
| i Exchange of assets with related organization(s) | 1i | Yes | |
| j Lease of facilities, equipment, or other assets to related organization(s) | 1j | | No |
| k Lease of facilities, equipment, or other assets from related organization(s) | 1k | | No |
| l Performance of services or membership or fundraising solicitations for related organization(s) | 1l | | No |
| m Performance of services or membership or fundraising solicitations by related organization(s) | 1m | | No |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | 1n | | No |
| o Sharing of paid employees with related organization(s) | 1o | Yes | |
| p Reimbursement paid to related organization(s) for expenses | 1p | Yes | |
| q Reimbursement paid by related organization(s) for expenses | 1q | Yes | |
| r Other transfer of cash or property to related organization(s) | 1r | | No |
| s Other transfer of cash or property from related organization(s) | 1s | Yes | |

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 |
|-------------------------------------|----------------------------------|------------------------|--|
| See Additional Data Table | | | |

Part VI **Unrelated Organizations Taxable as a Partnership** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.
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.

| (a) Name, address, and EIN of entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Predominant income (related, unrelated, excluded from tax under sections 512-514) | (e) Are all partners section 501(c)(3) organizations? | | (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 | | Yes | No | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)

| Return Reference | Explanation |
|------------------|-------------|
|------------------|-------------|

Additional Data

Software ID:

Software Version:

EIN: 21-0634532

Name: VIRTUA - WEST JERSEY HEALTH SYSTEM INC

Form 990, Schedule R, Part II - 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 entity? | |
|---|--|--|----------------------------|---|----------------------------------|---|----|
| | | | | | | Yes | No |
| (1) Virtua Health Inc 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 22-3524939 | Supporting Organization | NJ | 501 (c) (3) | 11A | N/A | Yes | |
| (1) Virtua - Memorial Hospital Burlington County Inc 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 21-0634562 | Acute Care Hospital | NJ | 501 (c) (3) | 3 | Virtua Health Inc | | No |
| (2) Virtua Surgical Group PA 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 22-2580215 | Surgical Physician Practice | NJ | 501 (c) (3) | 9 | N/A | | No |
| (3) Virtua Health and Rehabilitation Center at Berlin Inc 100 Long-A-Coming Lane Berlin, NJ 08009 22-3554707 | Rehabilitation Center and Nursing Home | NJ | 501 (c) (3) | 3 | Virtua Health Inc | | No |
| (4) Virtua Health and Rehabilitation Center at Mount Holly Inc 62 Richmond Avenue Mount Holly, NJ 08060 22-2394675 | Rehabilitation Center and Nursing Home | NJ | 501 (c) (3) | 9 | Virtua Health Inc | | No |
| (5) Virtua Home Care - Community Nursing Services Inc 175 Madison Avenue Mount Holly, NJ 08060 21-0679591 | Home Care | NJ | 501 (c) (3) | 9 | Virtua Health Inc | | No |
| (6) Summit Health - Virtua Inc 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 52-1814579 | Health and Wellness Services | NJ | 501 (c) (3) | 3 | Virtua Medical Group PA | | No |
| (7) West Jersey Renew Inc 1000 Atlantic Avenue Camden, NJ 08104 22-3580917 | Low Income Housing | NJ | 501 (c) (3) | 9 | Virtua Health Inc | | No |
| (8) Memorial Hospital of Burlington County Foundation Inc 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 22-2337170 | Fund Raising Foundation | NJ | 501 (c) (3) | 7 | Virtua Health Inc | | No |
| (9) West Jersey Health & Hospital Foundation Inc 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 23-7414388 | Fund Raising Foundation | NJ | 501 (c) (3) | 7 | Virtua Health Inc | | No |
| (10) Virtua Health Foundation Inc 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 04-3722352 | Fund Raising Foundation | NJ | 501 (c) (3) | 7 | Virtua Health Inc | | No |
| (11) Virtua Medical Group PA 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 27-1348772 | Physician Services | NJ | 501 (c) (3) | 9 | N/A | | No |
| (12) West Jersey Health System Workers Comp Trust 50 Lake Center 401 Route 73 North S Marlton, NJ 08053 22-3142739 | Worker Comp Trust | NJ | 501 (c) (3) | 11A | Virtua Health Inc | | No |

Form 990, Schedule R, Part V - Transactions With Related Organizations

| (a) Name of related organization | (b) Transaction type(a-s) | (c) Amount Involved | (d) Method of determining amount involved |
|--|---------------------------------|------------------------|---|
| Virtua Health and Rehabilitation Center at Mount Holly Inc | P | 18,412,744 | fair market value |
| Virtua Health and Rehabilitation Center at Mount Holly Inc | Q | 13,995,865 | fair market value |
| Virtua Health and Rehabilitation Center at Mount Holly Inc | I | 3,797,448 | fair market value |
| Virtua Health Foundation Inc | C | 455,733 | fair market value |
| Virtua Health Foundation Inc | P | 2,469,708 | fair market value |
| Virtua Health Foundation Inc | Q | 1,321,838 | fair market value |
| Virtua Surgical Group PA | P | 13,031,739 | fair market value |
| Virtua Surgical Group PA | Q | 9,156,969 | fair market value |
| Virtua Surgical Group PA | I | 3,180,407 | fair market value |
| Virtua Home Care - Community Nursing Services Inc | Q | 1,139,640 | fair market value |
| Virtua Home Care - Community Nursing Services Inc | P | 1,655,911 | fair market value |
| Virtua Home Care - Community Nursing Services Inc | I | 448,844 | fair market value |
| Virtua Medical Group PA | I | 15,146,987 | fair market value |
| Virtua Medical Group PA | P | 106,190,453 | fair market value |
| Virtua Medical Group PA | Q | 61,112,698 | fair market value |
| Virtua Health and Rehabilitation Center at Berlin Inc | P | 14,712,177 | fair market value |
| Virtua Health and Rehabilitation Center at Berlin Inc | Q | 15,502,015 | fair market value |
| Virtua Health and Rehabilitation Center at Berlin Inc | I | 92,517 | fair market value |
| Virtua - Memorial Hospital Burlington County Inc | P | 230,288,272 | fair market value |
| Virtua - Memorial Hospital Burlington County Inc | Q | 30,213,367 | fair market value |
| Virtua - Memorial Hospital Burlington County Inc | S | 340,524,379 | fair market value |
| Virtua Health Inc | P | 326,188,372 | fair market value |
| Virtua Health Inc | Q | 218,419,848 | fair market value |
| Virtua Radiation Oncology Associates LLC | P | 14,241,037 | fair market value |
| Virtua Radiation Oncology Associates LLC | Q | 14,460,592 | fair market value |