

CERTIFICATE OF NEED
Department Staff Project Summary, Analysis & Recommendations
Replacement Hospital/Relocation

Name of Facility: Inspira Medical Center-Woodbury CN# FR 160401-08-014-01

Name of Applicant: Inspira Medical Center-Woodbury Total Project Cost: \$326,356,144
Hospital Replacement and Relocation

Location: Mullica Hill-Gloucester County

Service Area: Gloucester County

Applicant's Project Description:

This application is for a replacement and relocation of the Inspira Medical Center-Woodbury (Inspira-Woodbury or Applicant), a general hospital, from its exiting location of 509 North Broad Street, Woodbury, NJ 08096 in Gloucester County to a \$326 million new replacement hospital campus to be constructed off of Route 55 and Route 322 in Harrison Township, Mullica Hill, New Jersey, also in Gloucester County. The proposed relocation site is adjacent to property owned by Rowan University and less than ten miles from the hospital's current Woodbury location. The Applicant states that given excellent highway proximity, Inspira Health Network is confident that accessibility will ultimately be improved for patients located in its primary service area, rather than continuing to remain at the current site in Woodbury, and as the population growth of Gloucester County is moving eastward to this area, future access to acute care hospital services will be improved.

Inspira-Woodbury is part of the non-profit Inspira Health Network, a major health system in South Jersey with its primary service area focused on the southwestern counties of Cumberland, Gloucester, and Salem. Inspira Health Network was formed in 2012 as a result of the merger of South Jersey Health System and Underwood-Memorial Health System. The newly merged health system was renamed Inspira Health Network in 2013. The merger created a three-hospital health system comprised of the former South Jersey Regional Medical Center (now known as Inspira Medical Center Vineland), Elmer Hospital (now known as Inspira Medical Center Elmer), and Underwood-Memorial Hospital (now known as Inspira Medical Center Woodbury). Along with the three medical centers, Inspira Health Network operates over 100 ambulatory care facilities.

Inspira-Woodbury's current licensed bed complement includes: 243 medical/surgical (med/surg) beds; 14 adult intensive care/cardiac care (ICU/CCU) beds; 11 adult acute psychiatric beds (closed); 9 adult acute psychiatric beds (open); 18 obstetric/gynecology (Ob/GYN) beds; 10 pediatric beds; and 6 neonatal intermediate care bassinets. Its licensed services include Acute Hemodialysis; 1 adult Cardiac Catheterization lab; 2 computerized tomography (CT) – fixed; 1 Cystoscopy Room, 1 Emergency PCI; 7 Inpatient Operating Rooms (ORs) and designations for Community Perinatal Center-Intermediate and Primary Stroke Center.

The Applicant states that at project completion, the replacement hospital will have a leaner complement of licensed beds including: 170 med/surg beds (10 med/surg beds are proposed for medical detox services); 20 adult ICU/CCU beds; 11 adult acute psychiatric beds (closed); 9 adult acute psychiatric beds (open); 18 OB/GYN beds; and 6 neonatal intermediate bassinets. In addition to the existing licensed bed complement, the Applicant is proposing to maintain 6 of its existing licensed pediatric beds and develop a "hybrid" pediatric unit that includes a pediatric emergency department (ED) service and pediatric observation beds. No changes are proposed for the hospital's other licensed services or designations.

The application includes a request that the 20 psychiatric beds and proposed 10 med/surg beds for medical detoxification remain at the Woodbury site, which is the same arrangement that is utilized for psychiatric beds located in the Inspira Bridgeton campus, and similar to some other acute care hospitals where the inpatient psychiatric services are located in former acute care hospital sites. Inspira Health Network will also maintain out-patient behavioral health services (behavioral health outpatient center, out-patient Co-occurring Program, Adult Partial Care and Children's Partial Care); women's health clinics and a 24-hour satellite emergency department at the Woodbury site. The Applicant states primary care will continue to be offered directly through Inspira at the current premises or through an FQHC (the Applicant has a current affiliation with Completecare Health Network, an FQHC located at 75 West Red Bank Avenue, Woodbury, NJ).

According to the application, Inspira Health Network is well positioned to continue to meet the health needs of its community.

Applicant's Justification of Need:

The Applicant states that in 2012, following the merger of the South Jersey Health System and Underwood-Memorial Health Systems, the new Board of Trustees initiated a Strategic Planning process, which included the development of a Strategic Master Facility Plan, including a review of the physical needs of the entire network. Inspira Health Network retained the services of HKS, Inc. (HKS), a nationally-recognized hospital strategic planning consulting company, which also served as the architect of record for the Inspira Medical Center Vineland hospital site, which opened in 2004.

Inspira-Woodbury was found to have the greatest capital needs within the Inspira Health Network and was noted to underperform in six of eight building categories assessed by HKS as follows: General Building Considerations – brick and glazing failing; Cooling and Health Systems – old boilers with no space to expand; Air Handling Units – many old units; Medical Gas System/Plumbing – Medical Gas System – Problems with Domestic Water System and Sanitary Sewer System; Natural Gas System – Boiler only fires on fuel oil; Electrical – Service Equipment has exceeded its useful life; Several Transfer Switches requiring replacement; Distribution Equipment – old panels requiring replacement; Layout/Operating Planning – Minimal Family area within Semi-Private Rooms; and Physical Environment – Limited Separation of Public and Patient Flows.

HKS also indicated that the required infrastructure upgrades to Mechanical/Electrical/Plumbing (MEP) equipment and services, existing roofs, and exterior cladding required immediate attention and improvements could no longer be delayed. The consultants also noted the limited space and inability to expand due to location of the hospital within an urban setting, with private residences adjacent to the campus and physical proximity of the ancillary buildings to the hospital inpatient tower. In addition, the age of the building was problematic with respect to “building back into the infrastructure” the necessary technology improvements and enhancements that are required for the hospital of the future, as these enhancements were deemed critical to driving new patient models and establishing communication pathways between the hospital and its patients, physicians and other healthcare facilities. In addition, the strategic plan pointed out that the physical plant deficiencies contributed to several negative utilization and financial trends Inspira-Woodbury had experienced in recent years, including: a loss of market share, particularly in the primary service area, of about 2% since 2012; operating losses from 2012 through 2014; and Inpatient volume declines mostly in pediatrics and medical-surgical cases.

The consultant’s study concluded and recommended that constructing a new acute care hospital at a “Greenfield” site (“an area of agricultural or forest land, or some other undeveloped site earmarked for commercial development or industrial projects”) would ultimately significantly improve these utilization and financial trends. According to the application, HKS provided a number of alternatives, including: 1) construction of a mini-tower to house certain inpatient service lines and renovation in place of others, which would have resulted in the demolition of two aging and obsolete buildings, and would require skin and infrastructure upgrades to remaining structures; 2) construction of a full tower attached to the existing building with all inpatient beds, emergency department and surgery moving into the new tower building (two aging and obsolete buildings would have been demolished as with the mini-tower option, and would require skin and infrastructure upgrades and a new hospital entry); 3) replacement and/or renovation of the entire hospital with limited demolition of the existing hospital buildings, retrofitting the buildings to the extent feasible to incorporate new electronic technology systems; 4) retention of some services at the existing Inspira-Woodbury site and relocation of the general hospital’s acute care operations to a greenfield site, with portions of the existing Inspira-Woodbury used for consolidation of other existing services with relocation of some off-campus existing services to the current campus; 5) relocation of the general

hospital's acute care operations to a greenfield site, the sale or demolition of the existing hospital building, and the construction of a small building on the existing campus for behavioral health, a satellite emergency department (SED) and outpatient services; 6) relocation of the general hospital's acute care operations to a greenfield site and closure of the Inspira-Woodbury facilities, resulting in the greatest hospital operational efficiency of all the scenarios. However, under this last scenario, access to services in the Inspira-Woodbury community would have been eliminated.

After several months of careful deliberation, the Inspira Health Network's Board of Trustees narrowed the choices to construction of a replacement hospital at a greenfield site or building the full tower in option 2, which was determined to be \$50 million higher than constructing a replacement hospital at a greenfield site. It was also projected that constructing the full tower option would take at least one additional year in building construction. In addition, it would result in significant patient care and satisfaction issues during construction, creating a major concern about maintaining patient volume during construction and patient satisfaction given the disruption and noise. Inspira Health Network conducted a feasibility study which confirmed a replacement hospital would be more economically feasible than renovating Inspira-Woodbury at its current site. A new campus offers the benefits of a much more efficient design, and the full installation of the latest technology for advanced clinical care and health information. The replacement hospital was also felt to offer better opportunities (compared to the renovation in place options) to create more significant facility-related improvements to the quality of care offered to the patients. This was considered to be a feature that would enhance the retention of the existing medical staff and also serve to attract new physicians.

A thorough search for alternative locations followed the decision to replace and relocate the hospital, and it was determined that a site located in Harrison Township would provide the most optimal levels of accessibility to Inspira-Woodbury facilities. The Inspira Health Network Board selected the property owned by Rowan University, for both its existing and future service area patients. The location is less than ten miles from the present hospital in Woodbury. Given the excellent highway proximity, Applicant is confident that accessibility will ultimately be improved for patients located in its primary service area, rather than continuing to remain at the current site in Woodbury. Applicant believes that, as the population growth of Gloucester County is moving eastward to this area, future access to acute care hospital services will be improved.

The application further emphasizes that the replacement/relocation project will enable Inspira-Woodbury to fully implement a system of patient and family centered care. The hospital will have all private rooms, which will improve the experience of patients and families, while also allowing for better control of infection and acoustical privacy. Protection of patients' information will be significantly improved in the new hospital as Inspira Health Network is in the process of moving onto a Cerner Network Platform in all of its facilities. At the new hospital, the Cerner Smart Room will be implemented, which will represent a collection of health care solutions that improve clinical workflows and

engage patients in the process of care by bridging the gap between medical devices, clinical devices, clinical applications and real-time patient information. The continual focus of the Cerner Smart Room is around automating and simplifying workflows to positively impact patient outcomes. The Platform will allow for a fully integrated electronic medical records across all access sites so that patients will be able to access their health information at any entry point they choose. The system will also include electronic status boards and bed-side charting, which will allow the full support of real-time documentation and facilitate coordinated care across the health system and community.

The Applicant emphasizes that the relationship with Rowan University and the School of Osteopathic Medicine will become stronger moving forward. An affiliation agreement is being entered into between Rowan and Inspira Health Network that will greatly strengthen the clinical affiliation between these two major institutions. The clinical focus of this affiliation will be at the relocated hospital, Inspira Medical Center Mullica Hill (Inspira-Mullica Hill), thus offering greater access to students at Rowan, both at the graduate medical and undergraduate clinical education program levels, to have clinical experiences at the new hospital. Rowan students will be offered internships across undergraduate and graduate disciplines, including but not limited to nursing, nutrition, engineering, and health care management. Professional development programs and jointly planned academic medical appointments will be established mutually between Inspira and Rowan at the new campus.

APPLICANT'S STATEMENT OF COMPLIANCE WITH STATUTORY AND REGULATORY REQUIREMENTS:

The Applicant has stated the following to demonstrate its proposed compliance with the statutory criteria contained in the Health Care Facilities Planning Act, as amended, at N.J.S.A. 26:2H-1 et seq., and N.J.A.C. 8:33-1.1 et seq. as follows:

1. The availability of facilities or services which may serve as alternatives or substitutes:

According to the Applicant:

Gloucester County is currently served by only two acute care hospitals – Inspira-Woodbury and Kennedy University Hospital-Washington Township Division. Gloucester County, with a current population of over 290,000 residents, is not an “over-bedded” county, and with the reductions in licensed capacity proposed by this project, there will be two efficient and modern acute care hospitals services for Gloucester County residents. The replacement and relocation of Inspira-Woodbury will not result in “over-bedding” or an excess of acute care hospital facilities. Regardless of the location of the hospital in Gloucester County, continuation of the current Inspira-Woodbury at a reduced size will not create an excess of beds or significantly impact other institutions in the area. The new location of Inspira-Woodbury is sized to be consistent with the population needs

of the county. Inspira-Woodbury's relocation to the Harrison Township/Mullica Hill area is consistent with the fact that these municipalities are well within a 10-12 minute average driving distance of the existing hospital primary service area. Inspira has historically serviced the Gloucester County community for inpatient and ambulatory care services to these communities.

Inspira Health Network operates numerous ambulatory care centers and physician offices throughout the Gloucester County area, including several locations in the Mullica Hill area.

The Applicant acknowledges that while the geographic relocation of Inspira-Woodbury to Harrison Township will likely have some limited impact on existing hospital market shares and patient choice, other factors may have equivalent or even more effect on patient choice. These include considerations such as their physician's admitting privileges and recommendations, the patient's perceptions of the quality and outcomes of care, and amenities such as the availability of single-bedded rooms and new high-tech hospital facilities.

The Applicant points out that other factors may have the same level of impact on the market share as may result from geographic location, such as the selection of Inspira Health Network hospitals to be tier one hospitals in the Horizon OMNIA tiered network, which may affect patient choice to the same extent as the factor of where the new hospital building will be located. The Applicant adds that the location of hospitals throughout the State of New Jersey, as a densely populated state, is such that most are located within 5-10 miles distance of the next closest acute care hospital. Inspira-Mullica Hill will be geographically closer, six miles to Kennedy Washington Township Division rather than the current distance of 10 miles. Both hospitals share the eastern Gloucester County market for inpatient services, along with numerous hospitals in neighboring counties.

According to the Applicant, hospital utilization data collected by the Department of Health (Department) reveals that in 2013 over 1,400 patients were admitted to Inspira-Woodbury from the four zip codes that immediately surround and include the new location (08062, 08028, 08071, and 08080). These communities are serviced by numerous acute care hospitals, less than half of whom were admitted to either Inspira-Woodbury or Kennedy University Hospital's Washington Township campus (Kennedy-Washington Division). In the Harrison Township zip code itself, 28% of residents chose Inspira-Woodbury in 2013, while 31.3% chose Kennedy-Washington Division. The remainder of admissions, went to Virtua, Our Lady of Lourdes, or Cooper University Medical Center (Cooper). In the Glassboro zip code and the Pitman zip code, each of which immediately adjoin Harrison Township, over 50% of admissions went to either Inspira-Woodbury, Virtua, Our Lady of Lourdes, or Cooper, compared to 48% who were admitted to Kennedy-Washington Division.

The data shows that Gloucester County is already a highly competitive market area for acute care hospitals. However, the Applicant states that the relocation of Inspira-Woodbury to Harrison Township alone will have minimal impact on existing health care providers.

Inspira-Woodbury offers several direct service programs for the provision of needed services and clinics for the underserved: The Prenatal Care Program located in Woodbury is a designated Health Start Program that provides comprehensive pregnancy care to uninsured or underinsured women. Inspira-Woodbury contracts with a private Obstetrical group to provide outpatient office-based services, as well as 24-hour availability for delivery services at Inspira-Woodbury. The Prenatal Care Program averages approximately 3,750 outpatient visits annually-equating to around 300 deliveries. Approximately 50% of patients come from the area within a 5-mile radius of the current location. Inspira-Woodbury is committed to continuing to provide outstanding obstetrical care to this vulnerable population. Inspira will continue to operate an outpatient women's health service at the current Inspira-Woodbury campus.

2. **Need for specialized equipment in the area**

Inspira states that the replacement hospital will maintain existing and well-utilized specialized equipment at current levels. Most moveable hospital equipment will be replaced with current state-of-the-art technology, which will improve the quality of care.

3. **Improvements in service anticipated from joint central services**

The Applicant states that as part of the Inspira Health Network, the new replacement hospital will be able to reduce the size and scope of its hospital inpatient facilities and share specialized services with other Inspira facilities. In addition, co-locating on a campus with Rowan University facilities will allow sharing of institutional support, utilities, and campus maintenance services.

4. **Adequacy of financial resources**

According to the independent auditor's report for Inspira-Woodbury's consolidated financial statements submitted with the application for 2014 and 2013, the hospital had an increase in cash and cash equivalents from \$6,300,000 in 2013 to \$7,596,00 in 2014 with total current assets of \$30,065,00 in 2013 to \$41,198,00 in 2014, and total assets of \$244,403,000 in 2013 and \$244,403,000 in 2014.

An independent third party verification letter, dated December 4, 2015, confirmed that Inspira Health Network had in excess of \$50,000,000 on deposit with TD Bank as of December 4, 2015.

According to the application, Inspira Health Network plans to finance the project through the Health Care Facilities Financing Authority. The Applicant will provide a minimum of \$50 million in equity contributions towards the cost of the project.

5. Ability of sufficient manpower

Applicant states that Inspira Health Network has an excellent workforce and clinical staff whose retention will be fostered by the construction of a new hospital campus. In addition, the ongoing retention of jobs at the Inspira-Woodbury location will minimize any economic impact to that community. Applicant does not project a net loss of jobs.

6. The replacement hospital will not have an adverse economic or financial impact on the delivery of health care services in the region or statewide and will contribute to the orderly development of adequate and effective health care services:

The Applicant states that the new hospital replacement facility will be located in an area of Gloucester County that is growing and is central to the primary service area. The population and demographics of the primary service area support the need for continuation of the hospital's services. Once complete, the new physical plant will significantly improve the efficiency of the delivery of acute care services to service area residents. The project will result in an appropriate reduction in the scope of inpatient beds on the Inspira-Woodbury license, as demonstrated by existing utilization patterns, supplemented by a thorough analysis of the projected needs for inpatient and specialized care. As all licensed services are either being replaced at or below existing capacities, the new hospital will have a positive impact on the delivery of acute care services, and will enhance quality, efficiency, and accessibility of acute care services to the residents of Gloucester County. The Applicant also states that the proposed 25% reduction in bed capacity (77 beds) from the license of Inspira-Woodbury will serve to eliminate any duplicative or unnecessary acute care inpatient services in the area.

Public Hearing:

A Public hearing was held on December 14, 2016 at the Woodbury Junior-Senior High School Library from 6:00 pm until 7:15 pm regarding the certificate of need (CN) application submitted by Inspira Health Network for the relocation of Inspira-Woodbury to Mullica Hill. There were eighteen persons in attendance, with ten persons speaking, including three representatives from Inspira Health Network. Six speakers, including the newly elected Mayor of Woodbury, Jessica Floyd, voiced opposition to the application, citing concerns about access to the new site, the loss of healthcare services to the large population in Woodbury and surrounding towns, the potential loss of

physician practices, and the possible negative economic implications for the town of Woodbury. One additional speaker, a resident of Woodbury, voiced concern about the move but understood why Inspira Health Network moved in this direction. The three speakers from Inspira Health Network explained the project and tried to allay the concerns of community members. At 7:00 pm the hearing was suspended since there were no additional persons who wanted to speak on the application. The public hearing was reconvened at 7:15 pm but since no additional persons had arrived and no one else indicated a desire to speak, the hearing was formally closed.

Track Record:

Inspira Health Network does not operate any out-of-state facilities. The Department analyzed its track record for all of its New Jersey licensed facilities, and Department staff identified no track record violations sufficiently serious to warrant denial of the application.

Department Staff Analysis:

Department staff have concluded that the Applicant has adequately documented compliance with the applicable CN rules (N.J.A.C. 8:33-1.1 et seq.) and general statutory standards at N.J.S.A. 26:2H-1 et seq. for this project. This application is proposing to replace the Inspira-Woodbury hospital with a \$326 million new acute care hospital campus in Mullica Hill, Gloucester County approximately ten (10) miles from its current location. Inspira-Woodbury plans to retain the same licensed services and designations while streamlining its licensed bed capacity from 305 to 204 licensed beds. At the same time, it will also retain services such as a Satellite Emergency Department, Outpatient behavioral health clinic, women's clinic services, primary care services (provided directly by Inspira-Woodbury or through affiliation with an FQHC) and a 30-bed behavioral health inpatient unit at the hospital's current Woodbury site. The replacement of the hospital appears to be a feasible option for ensuring continued acute care service to the hospital's primary service area and the Gloucester County community as a whole. Based on Inspira Health Network's documented assessment and that of the consulting construction group, the current hospital building is essentially obsolete and in need of full upgrade in order to maintain quality and to function as a competitive acute care hospital in today's health care system.

Adequacy of financial resources and sources of present and future revenues

A report by the New Jersey Health Facilities Financing Authority (NJHCFFA) revealed that according to combined financial statements for the twelve months ended 12/31/2015 that were provided by Inspira Health Network in connection with the issuance of the NJHCFFA Refunding Bonds, Inspira Health Obligated Group Issue, Series 2016A, Inspira Health Network reported an excess of revenues over expenses of \$65,147,000, which translates to a profit margin of approximately 10.2%. Unrestricted cash, including board-designated funds as of 12/31/2015 was \$524,207,000, which translates to 357 days cash on hand. As of 12/21/2016, the Authority is not aware of

any significant change in Inspira Health Network’s financial position subsequent to 12/31/2015.

In addition, Inspira Health Network is currently rated A2 and A by Moody’s Investors Services and Fitch Ratings, respectively, which are considered “investment grade.” As such, InspiraHealth Network’s financial resources appear sufficient to undertake the above-referenced project as proposed.

After reviewing the data pertaining to licensed and maintained beds (see Appendices), Department staff does not foresee any negative outcome or negative impact resulting from Applicant replacing and relocating Inspira-Woodbury to Mullica Hill. The option to replace the hospital would be the least disruptive of all the possible options identified in the application. Staff does not believe this hospital replacement/relocation would significantly affect any of the existing providers in Gloucester County or create access problems, since Applicant will be serving the same primary service area in a new hospital with much more efficient design, with the full installation of the latest technology for advanced clinical care and health information. **Please refer to Condition #5 related to a transportation plan.**

In reviewing the availability of facilities or services that may serve as alternatives or substitutes, Department staff notes that there are seven general hospitals within 27 miles of Inspira-Woodbury’s current location, with travel times within 30 minutes. (Kennedy-Washington Twp., Our Lady of Lourdes-Camden, Cooper University Med. Center, Virtua West Jersey-Voorhees, Virtua West Jersey-Marlton, Virtua West Jersey - Burlington and Lourdes-Burlington). **Please refer to Table 1.**

**Table 1
Distance from Inspira-Woodbury
to Area Hospitals**

Hospitals	Distance from Inspira - Woodbury (miles)	Travel Time (minutes)
Inspira Medical Center - Woodbury - 10801 509 North Broad Street Woodbury, NJ 08096	0	0
Kennedy - Washington Twp - 10802 435 Hurffville Cross Keys Road Turnersville, NJ 08012	7.9	18
Our Lady of Lourdes - Camden - 10404 1600 Haddon Avenue Camden, NJ 08103	8.9	14
Cooper Uniuersity Medical Center - 10402 1 Cooper Plaza Camden, NJ 08103	9.5	13
Virtua West Jersey - Voorhees - 10405 100 Bowman Drive Voorhees, NJ 08043	15.9	27

Virtua West Jersey - Marlton - 10302 90 Brick Road Marlton, NJ 08053	16	24
Virtua West Jersey - Burlington - 10301 175 Madison Ave Mount Holly, NJ 08060	23.9	29
Lourdes - Burlington -10303 218A Sunset Road Willingboro, NJ 08046	26	29

Note: If more than one route suggested, shortest travel time route was chosen.

Source: Google Maps

Staff Recommendations:

Based on the documentation of compliance with regulatory and statutory criteria, Department staff recommends approving the application of the Replacement/Relocation of Inspira-Woodbury for the following reasons and with the conditions noted below:

1. The Board of Trustees at Inspira Health Network exercised its fiduciary duty in researching, reviewing and discussing options for the health care facilities operated by the Network, specifically Inspira-Woodbury. Department staff note the decision of the Board is in the best interest of the patients in the hospital’s service area and for the future provision of quality health care services by the hospital.
2. The Applicant has provided documentation from a construction consulting company and from the financial feasibility study, which supports its decision for the replacement hospital for Inspira-Woodbury.
3. The Applicant has stated that various services will remain located at the current Inspira-Woodbury site, such as a Satellite Emergency Department, clinic services offered directly through Inspira-Woodbury at the current premises or at an FQHC, behavioral health inpatient and outpatient services and women’s health services.
4. The Applicant’s plan to streamline the number of licensed medical/surgical beds at the proposed replacement hospital is appropriate. Staff review of Department B2 data reflects the hospital’s utilization data for licensed occupancy rates ranging from 46.04% in 2011 to 39.05% in 2014 to 34.42% in 2015.
5. The Applicant has complied with the Department’s general criteria for a CN for a replacement hospital and the Applicant has no identifiable track record violations sufficiently serious to warrant denial of the application.
6. The Applicant agrees to provide the same historic levels of care that Inspira-Woodbury provided in the past to uninsured and underinsured patients.

Specifically, it has agreed to to promote access to low-income, racial and ethnic minorities, women, disabled persons, the elderly and persons with HIV infection. Based on the Applicant's representations, the project will enhance the ability for Inspira-Woodbury to continue its long-standing mission of delivering services to the medically underserved by maintaining essential services at the Inspira-Woodbury site, such as a Satellite Emergency Department, clinic services, behavioral health inpatient and outpatient services and women's health clinics. In addition, patients who require services offered at the new Harrison Township location will be offered transportation assistance in order to do so. Finally, Applicant agrees to provide service to the medically underserved in the hospital's service area. The Applicant states that Inspira-Woodbury does not discriminate in admissions based upon a patient's ability or inability to pay or whether or not they are insured by Medicaid.

Conditions:

Based upon this documentation of proposed compliance with regulatory and statutory criteria, Department staff recommends approving this CN application for the replacement hospital for Inspira-Woodbury, with the following conditions:

1. At least 90 days prior to the completion of construction of Inspira-Mullica Hill, the Applicant shall file a licensing application with the Department's Division of Certificate of Need and Licensing (CN&L). Applicant shall not commence operations at Inspira-Mullica Hill, prior to licensure.
2. At least 90 days prior to the relocation of any services from Inspira-Woodbury to Inspira-Mullica Hill, the Applicant shall file a licensing application with the Division of CN&L for services that will operate at the current Woodbury site.
3. At least 60 days prior to the completion of construction of Inspira-Mullica Hill, the Applicant shall develop a written plan for the transition of all services from the existing hospital to Inspira-Mullica Hill and provide a copy to the Department.
4. Inspira Health Network shall work with the Department's Office of Emergency Medical Services (OEMS) and with local emergency service providers to develop a plan addressing the personnel and equipment needed for appropriate and timely continuity and delivery of care to inpatients of the facility during the transition and relocation of services to the replacement hospital.
5. At least six (6) months prior to licensure of the replacement hospital, Inspira Health Network shall provide to the Department's Division of CN&L, a copy of the transportation plan and/or agreement with the town of Woodbury and/or Gloucester County Improvement Authority for those patients who are indigent or those who do not have the means for transportation services from the Inspira-Woodbury site to the replacement location in Mullica Hill.

6. Inspira Health Network shall provide the Department with a copy of the referenced agreement with Rowan University School of Osteopathic Medicine once completed.
7. At least six (6) months prior to the licensing of the replacement hospital, the Division of CN&L shall be provided a copy of Inspira's written plan of how the community will be informed regarding the location of all clinical services remaining at the Inspira-Woodbury site; those services to be provided at the Mullica Hill site; and at any other location(s).
8. Inspira Health Network shall comply with federal Emergency Medical Treatment and Active Labor Act requirements, and provide care for all patients who present at the facilities without regard to their ability to pay or payment source, in accordance with N.J.S.A. 26:2H-18.64 and N.J.A.C. 8:43G-5.2(c), and shall provide unimpaired access to all services offered by the hospital.
9. Inspira has committed to the establishment of a Satellite Emergency Department (SED) at the Inspira-Woodbury site at the hospital's current site. Once the SED is licensed to operate, Inspira shall operate the SED in compliance with the requirements of N.J.A.C. 8:43G-36, which includes but is not exclusive to the requirement that a SED shall provide services 24 hours per day, seven days per week during the first full year of licensing. After one year, if the facility can document a low utilization of patients during any 8-hour period, in accordance with N.J.A.C. 8:43G-36.2, it may cease operation during that time period, following Department of Health approval. In no case shall a SED operate less than 16 hours per day, seven days a week after the first year of licensing.
10. The Applicant shall file a signed certification with the Division of CN&L, as to the final total project cost expended for the project at the time of the application for licensing for the replacement hospital.
11. Inspira shall identify a single point of contact to report to the Division concerning the status of all of the conditions referenced within the time frames noted in the conditions.

Appendix A - Licensed Beds

2011							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	243	18	10	14	20	305
	OccRt	46.04%	41.87%	15.15%	81.06%	82.74%	48.79%
	ADC	111.87	7.54	1.52	11.35	16.55	148.82
Kennedy - Washington Twp - 10802	Beds	150	22	10	23	0	205
	OccRt	83.05%	53.28%	28.47%	80.89%	0%	76.95%
	ADC	124.57	11.72	2.85	18.61	0	157.74
Our Lady of Lourdes - Camden - 10404	Beds	277	32	0	42	0	351
	OccRt	48.45%	33.51%	0%	51.50%	0%	47.45%
	ADC	134.21	10.72	0	21.63	0	166.56
Cooper Unuiversity Medical Center - 10402	Beds	460	28	32	64	16	600
	OccRt	47.92%	85.89%	17.95%	91.45%	58.01%	53.00%
	ADC	220.42	24.05	5.75	58.53	9.28	318.02
Virtua West Jersey - Voorhees - 10405	Beds	180	85	16	20	0	301
	OccRt	68.60%	59.11%	35.79%	80.96%	0%	65.00%
	ADC	123.48	50.24	5.73	16.19	0	195.64
Virtua West Jersey - Marlton - 10302	Beds	180	0	0	18	0	198
	OccRt	70.01%	0%	0%	95.74%	0%	72.35%
	ADC	126.19	0	0	17.23	0	143.25
Virtua West Jersey - Burlington - 10301	Beds	279	30	14	26	22	371
	OccRt	63.07%	74.43%	23.17%	80.68%	82.17%	64.85%
	ADC	175.96	22.33	3.24	20.98	18.08	240.58
Lourdes - Burlington - 10303	Beds	148	0	0	20	53	221
	OccRt	39.39%	0%	0%	76.25%	76.17%	51.83%
	ADC	58.30	0.62	0	15.25	40.37	114.54

Appendix A - Licensed Beds – Continued

		2012					
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	243	18	10	14	20	305
	OccRt	45.78%	39.51%	17.27%	84.11%	80.15%	48.49%
	ADC	111.24	7.11	1.73	11.78	16.03	147.89
Kennedy - Washington Twp - 10802	Beds	151	22	9	23	0	205
	OccRt	86.16%	46.49%	34.61%	87.42%	0%	79.78%
	ADC	130.11	10.23	3.11	20.11	0	163.55
Our Lady of Lourdes - Camden - 10404	Beds	229	23	0	42	0	294
	OccRt	59.64%	25.41%	0%	54.83%	0%	56.27%
	ADC	136.57	5.84	0	23.03	0	165.45
Cooper Unuiversity Medical Center - 10402	Beds	460	28	32	64	16	600
	OccRt	50.22%	80.18%	43.30%	87.97%	58.18%	55.49%
	ADC	231.01	22.45	13.86	56.30	9.31	332.92
Virtua West Jersey - Voorhees - 10405	Beds	200	88	16	21	0	325
	OccRt	69.75%	57.30%	52.54%	72.94%	0%	65.74%
	ADC	139.51	50.42	8.41	15.32	0	213.65
Virtua West Jersey - Marlton - 10302	Beds	180	0	0	18	0	198
	OccRt	65.50%	0%	0%	79.27%	0%	66.75%
	ADC	117.90	0	0	14.27	0	132.17
Virtua West Jersey - Burlington - 10301	Beds	279	30	14	26	22	371
	OccRt	59.71%	71.39%	14.56%	76.25%	79.17%	61.26%
	ADC	166.58	21.42	2.04	19.83	17.42	227.28
Lourdes - Burlington - 10303	Beds	112	0	0	20	52	184
	OccRt	51.94%	0%	0%	70.44%	55.46%	55.21%
	ADC	58.17	0.48	0	14.09	28.84	101.58

Appendix A - Licensed Beds – Continued

2013							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	243	18	10	14	20	305
	OccRt	43.54%	37.85%	13.64%	85.50%	75.89%	46.27%
	ADC	105.81	6.81	1.36	11.97	15.18	141.13
Kennedy - Washington Twp - 10802	Beds	169	14	8	23	0	214
	OccRt	73.97%	53.46%	30.51%	85.32%	0%	72.22%
	ADC	125.01	7.48	2.44	19.62	0	154.56
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	62.61%	16.64%	0%	44.87%	0%	59.23%
	ADC	133.37	3.33	7.33	18.85	0	162.87
Cooper Uniuersity Medical Center - 10402	Beds	460	28	32	64	16	600
	OccRt	53.05%	80.25%	41.34%	91.28%	53.75%	57.79%
	ADC	244.02	22.47	13.23	58.42	8.60	346.73
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	21	0	347
	OccRt	66.97%	59.42%	49.08%	75.90%	0%	64.77%
	ADC	148.67	52.29	7.85	15.94	0	224.75
Virtua West Jersey - Marlton - 10302	Beds	180	0	0	18	0	198
	OccRt	63.85%	0%	0%	70.38%	0%	63.99%
	ADC	114.02	0	0	12.67	0	126.69
Virtua West Jersey - Burlington - 10301	Beds	279	30	14	26	22	371
	OccRt	57.99%	66.43%	15.11%	79.81%	76.87%	59.70%
	ADC	161.79	19.93	2.12	20.75	16.91	221.50
Lourdes - Burlington - 10303	Beds	100	0	0	20	49	169
	OccRt	53.00%	0%	0%	61.08%	58.04%	55.64%
	ADC	53.00	0.37	0	12.22	28.44	94.03

Appendix A - Licensed Beds – Continued

2014							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	243	18	10	14	20	305
	OccRt	39.05%	37.34%	9.37%	82.68%	82.29%	42.81%
	ADC	94.88	6.72	0.94	11.58	16.46	130.58
Kennedy - Washington Twp - 10802	Beds	174	11	8	23	0	216
	OccRt	76.10%	74.12%	42.64%	88.74%	0%	76.11%
	ADC	132.42	8.15	3.41	20.41	0	164.39
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	52.69%	48.99%	0%	74.72%	0%	55.79%
	ADC	112.24	9.80	0	31.38	0	153.42
Cooper Uniuersity Medical Center - 10402	Beds	460	28	32	64	16	600
	OccRt	55.02%	80.18%	35.72%	90.00%	59.88%	59.02%
	ADC	253.07	22.45	11.43	57.60	9.58	354.13
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	26	0	352
	OccRt	72.11%	56.97%	52.33%	66.97%	0%	67.05%
	ADC	160.08	50.14	8.37	17.41	0	236.00
Virtua West Jersey - Marlton - 10302	Beds	180	0	0	18	0	198
	OccRt	60.77%	0%	0%	67.52%	0%	61.39%
	ADC	109.39	0	0	12.15	0	121.55
Virtua West Jersey - Burlington - 10301	Beds	279	30	14	26	22	371
	OccRt	57.68%	65.20%	13.31%	78.42%	74.93%	59.09%
	ADC	160.93	19.56	1.86	20.39	16.48	219.23
Lourdes - Burlington - 10303	Beds	100	0	0	20	49	169
	OccRt	44.30%	0%	0%	71.53%	59.41%	51.90%
	ADC	44.30	0	0	14.31	29.11	87.71

Appendix A - Licensed Beds – Continued

2015							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	243	18	10	14	20	305
	OccRt	34.42%	42.18%	4.33%	75.23%	71.53%	38.20%
	ADC	83.64	7.59	0.43	10.53	14.31	116.50
Kennedy - Washington Twp - 10802	Beds	174	11	8	23	0	216
	OccRt	70.62%	72.60%	34.49%	80.68%	0%	70.45%
	ADC	122.87	7.99	2.76	18.56	0	152.18
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	50.90%	40.08%	0%	80.74%	0%	54.67%
	ADC	108.43	8.02	0	33.91	0	150.35
Cooper Uniuersity Medical Center - 10402	Beds	460	28	32	64	16	600
	OccRt	58.53%	88.31%	39.55%	93.28%	55.84%	62.55%
	ADC	269.26	24.73	12.66	59.70	8.93	375.28
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	26	0	352
	OccRt	83.76%	54.55%	49.28%	68.17%	0%	73.74%
	ADC	185.95	48.00	7.88	17.72	0	259.56
Virtua West Jersey - Marlton - 10302	Beds	180	0	0	18	0	198
	OccRt	61.59%	0%	0%	68.43%	0%	62.21%
	ADC	110.87	0	0	12.32	0	123.18
Virtua West Jersey - Burlington - 10301	Beds	279	30	14	26	22	371
	OccRt	56.27%	61.81%	14.60%	76.09%	72.44%	57.49%
	ADC	156.99	18.54	2.04	19.78	15.94	213.29
Lourdes - Burlington - 10303	Beds	100	0	0	20	49	169
	OccRt	42.50%	0%	0%	65.45%	51.12%	47.72%
	ADC	42.50	0	0	13.09	25.05	80.64

Appendix A - Licensed Beds – Continued

Annualized – last 2 Qs 2015, 1st 2 Qs 2016							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	243	18	10	14	20	305
	OccRt	33.28%	41.45%	3.12%	70.33%	76.25%	37.29%
	ADC	80.88	7.46	0.31	9.85	15.25	113.75
Kennedy - Washington Twp - 10802	Beds	174	11	8	23	0	216
	OccRt	67.54%	69.02%	30.86%	79.31%	0%	67.51%
	ADC	117.52	7.59	2.47	18.24	0	145.82
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	52.25%	39.29%	0%	82.80%	0%	55.97%
	ADC	111.28	7.86	0	34.78	0	153.92
Cooper Uniuersity Medical Center - 10402	Beds	460	27.5	32	64	16	599.5
	OccRt	62.59%	89.06%	41.10%	95.34%	58.10%	66.03%
	ADC	287.92	24.49	13.15	61.02	9.30	395.88
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	26	0	352
	OccRt	80.60%	54.04%	49.13%	65.72%	0%	71.43%
	ADC	178.94	47.56	7.86	17.09	0	251.45
Virtua West Jersey - Marlton - 10302	Beds	204.5	0	0	18	0	222.5
	OccRt	59.01%	0%	0%	65.34%	0%	59.53%
	ADC	120.68	0	0	11.76	0	132.44
Virtua West Jersey - Burlington - 10301	Beds	279	30	14	26	22	371
	OccRt	56.04%	59.95%	12.99%	79.09%	70.01%	57.17%
	ADC	156.34	17.98	1.82	20.56	15.40	212.12
Lourdes - Burlington - 10303	Beds	100	0	0	20	49	169
	OccRt	43.56%	0%	0%	65.84%	49.85%	48.02%
	ADC	43.56	0	0	13.17	24.42	81.15

Source: Department's Health Care Financing Systems Summary of Inpatient Utilization (B-2)

Appendix B - Maintained Beds

2011							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	163	18	10	14	20	225
	OccRt	68.63%	41.87%	15.15%	81.06%	82.74%	66.14%
	ADC	111.87	7.54	1.52	11.35	16.55	148.82
Kennedy - Washington Twp - 10802	Beds	141	22	10	23	0	196
	OccRt	88.35%	53.28%	28.47%	80.89%	0%	80.48%
	ADC	124.57	11.72	2.85	18.61	0	157.74
Our Lady of Lourdes - Camden - 10404	Beds	276	24	0	36	0	345
	OccRt	48.63%	44.68%	0%	60.08%	0%	48.28%
	ADC	134.21	10.72	0	21.63	0	166.56
Cooper Unuiversity Medical Center - 10402	Beds	325	26	31	66	15	463
	OccRt	67.82%	92.50%	18.53%	88.68%	61.88%	68.69%
	ADC	220.42	24.05	5.75	58.53	9.28	318.02
Virtua West Jersey - Voorhees - 10405	Beds	180	85	16	24	0	305
	OccRt	68.60%	59.11%	35.79%	67.47%	0%	64.15%
	ADC	123.48	50.24	5.73	16.19	0	195.64
Virtua West Jersey - Marlton - 10302	Beds	180	0	0	18	0	198
	OccRt	70.01%	0%	0%	95.74%	0%	72.35%
	ADC	126.19	0	0	17.23	0	143.25
Virtua West Jersey - Burlington - 10301	Beds	279	30	14	26	22	371
	OccRt	63.07%	74.43%	23.17%	80.68%	82.17%	64.85%
	ADC	175.96	22.33	3.24	20.98	18.08	240.58
Lourdes - Burlington - 10303	Beds	109	0	0	20	52	181
	OccRt	53.48%	0%	0%	76.25%	77.63%	63.28%
	ADC	58.30	0.62	0	15.25	40.37	114.54

Appendix B - Maintained Beds – Continued

2012							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	163	18	10	14	20	225
	OccRt	68.25%	39.51%	17.27%	84.11%	80.15%	65.73%
	ADC	111.24	7.11	1.73	11.78	16.03	147.89
Kennedy - Washington Twp - 10802	Beds	141	22	10	23	0	196
	OccRt	92.27%	46.49%	31.15%	87.42%	0%	83.45%
	ADC	130.11	10.23	3.11	20.11	0	163.55
Our Lady of Lourdes - Camden - 10404	Beds	229	21	2	41	0	293
	OccRt	59.64%	27.83%	0%	56.16%	0%	56.47%
	ADC	136.57	5.84	0	23.03	0	165.45
Cooper Unuiversity Medical Center - 10402	Beds	325	26	31	66	15	463
	OccRt	71.08%	86.35%	44.69%	85.30%	62.06%	71.91%
	ADC	231.01	22.45	13.86	56.30	9.31	332.92
Virtua West Jersey - Voorhees - 10405	Beds	189	88	16	26	0	319
	OccRt	73.81%	57.30%	52.54%	58.91%	0%	66.98%
	ADC	139.51	50.42	8.41	15.32	0	213.65
Virtua West Jersey - Marlton - 10302	Beds	174	0	0	18	0	192
	OccRt	67.76%	0%	0%	79.27%	0%	68.84%
	ADC	117.90	0	0	14.27	0	132.17
Virtua West Jersey - Burlington - 10301	Beds	219*	30	15	26	22	312
	OccRt	76.06%	71.39%	13.59%	76.25%	79.17%	72.85%
	ADC	166.58	21.42	2.04	19.83	17.42	227.28
Lourdes - Burlington - 10303	Beds	84	0	0	20	51	155
	OccRt	69.25%	0%	0%	70.44%	56.55%	65.53%
	ADC	58.17	0.48	0	14.09	28.84	101.58

Appendix B - Maintained Beds – Continued

2013							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	163	18	10	14	20	225
	OccRt	64.91%	37.85%	13.64%	85.50%	75.89%	62.73%
	ADC	105.81	6.81	1.36	11.97	15.18	141.13
Kennedy - Washington Twp - 10802	Beds	155	16	8	23	0	202
	OccRt	80.65%	46.78%	30.51%	85.32%	0%	76.51%
	ADC	125.01	7.48	2.44	19.62	0	154.56
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	62.61%	16.64%	0%	44.87%	0%	59.23%
	ADC	133.37	3.33	7.33	18.85	0	162.87
Cooper Uniuersity Medical Center - 10402	Beds	325	26	31	66	15	463
	OccRt	75.08%	86.43%	42.67%	88.51%	57.33%	74.89%
	ADC	244.02	22.47	13.23	58.42	8.60	346.73
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	26	0	352
	OccRt	66.97%	59.42%	49.08%	61.31%	0%	63.85%
	ADC	148.67	52.29	7.85	15.94	0	224.75
Virtua West Jersey - Marlton - 10302	Beds	174	0	0	18	0	192
	OccRt	65.53%	0%	0%	70.38%	0%	65.98%
	ADC	114.02	0	0	12.67	0	126.69
Virtua West Jersey - Burlington - 10301	Beds	227	30	12	26	22	317
	OccRt	71.28%	66.43%	17.63%	79.81%	76.87%	69.87%
	ADC	161.79	19.93	2.12	20.75	16.91	221.50
Lourdes - Burlington - 10303	Beds	84	0	0	20	51	155
	OccRt	63.10%	0%	0%	61.08%	54.77%	60.66%
	ADC	53.00	0.37	0	12.22	28.44	94.03

Appendix B - Maintained Beds – Continued

2014							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	243	18	10	14	20	305
	OccRt	39.05%	37.34%	9.37%	82.68%	82.29%	42.81%
	ADC	94.88	6.72	0.94	11.58	16.46	130.58
Kennedy - Washington Twp - 10802	Beds	174	11	8	23	0	216
	OccRt	76.10%	74.12%	42.64%	88.74%	0%	76.11%
	ADC	132.42	8.15	3.41	20.41	0	164.39
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	52.69%	48.99%	0%	74.72%	0%	55.79%
	ADC	112.24	9.80	0	31.38	0	153.42
Cooper Uniuersity Medical Center - 10402	Beds	460	28	32	64	16	600
	OccRt	55.02%	80.18%	35.72%	90.00%	59.88%	59.02%
	ADC	253.07	22.45	11.43	57.60	9.58	354.13
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	26	0	352
	OccRt	72.11%	56.97%	52.33%	66.97%	0%	67.05%
	ADC	160.08	50.14	8.37	17.41	0	236.00
Virtua West Jersey - Marlton - 10302	Beds	174	0	0	18	0	192
	OccRt	62.87%	0%	0%	67.52%	0%	63.31%
	ADC	109.39	0	0	12.15	0	121.55
Virtua West Jersey - Burlington - 10301	Beds	236	30	7	26	22	321
	OccRt	68.19%	65.20%	26.61%	78.42%	74.93%	68.30%
	ADC	160.93	19.56	1.86	20.39	16.48	219.23
Lourdes - Burlington - 10303	Beds	67	0	0	20	52	139
	OccRt	66.11%	0%	0%	71.53%	55.98%	63.10%
	ADC	44.30	0	0	14.31	29.11	87.71

Appendix B - Maintained Beds – Continued

2015							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	163	18	10	14	20	225
	OccRt	51.31%	42.18%	4.33%	75.23%	71.53%	51.78%
	ADC	83.64	7.59	0.43	10.53	14.31	116.50
Kennedy - Washington Twp - 10802	Beds	165	11	8	23	0	207
	OccRt	74.47%	72.60%	34.49%	80.68%	0%	73.51%
	ADC	122.87	7.99	2.76	18.56	0	152.18
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	50.90%	40.08%	0%	80.74%	0%	54.67%
	ADC	108.43	8.02	0	33.91	0	150.35
Cooper Uniuersity Medical Center - 10402	Beds	350	26	31	66	15	488
	OccRt	76.93%	95.10%	40.83%	90.45%	59.56%	76.90%
	ADC	269.26	24.73	12.66	59.70	8.93	375.28
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	26	0	352
	OccRt	83.76%	54.55%	49.28%	68.17%	0%	73.74%
	ADC	185.95	48.00	7.88	17.72	0	259.56
Virtua West Jersey - Marlton - 10302	Beds	171	0	0	18	0	189
	OccRt	64.83%	0%	0%	68.43%	0%	65.18%
	ADC	110.87	0	0	12.32	0	123.18
Virtua West Jersey - Burlington - 10301	Beds	237	30	7	26	22	322
	OccRt	66.24%	61.81%	29.20%	76.09%	72.44%	66.24%
	ADC	156.99	18.54	2.04	19.78	15.94	213.29
Lourdes - Burlington - 10303	Beds	67	0	0	20	52	139
	OccRt	63.43%	0%	0%	65.45%	48.17%	58.02%
	ADC	42.50	0	0	13.09	25.05	80.64

Appendix B - Maintained Beds – Continued

Annualized – last 2 Qs 2015, 1 st 2 Qs 2016							
		Med/Surg	OB/GYN	PEDs	ICU/CCU	Psych	Combined
Inspira Medical Center - Woodbury - 10801	Beds	181	18	10	14	20	243
	OccRt	44.68%	41.45%	3.12%	70.33%	76.25%	46.81%
	ADC	80.88	7.46	0.31	9.85	15.25	113.75
Kennedy - Washington Twp - 10802	Beds	164.5	11	8	23.5	0	207
	OccRt	71.44%	69.02%	30.86%	77.62%	0%	70.45%
	ADC	117.52	7.59	2.47	18.24	0	145.82
Our Lady of Lourdes - Camden - 10404	Beds	213	20	0	42	0	275
	OccRt	52.25%	39.29%	0%	82.80%	0%	55.97%
	ADC	111.28	7.86	0	34.78	0	153.92
Cooper Uniuersity Medical Center - 10402	Beds	353.25	26	31	66	15	491.25
	OccRt	81.51%	94.19%	42.43%	92.45%	51.97%	80.59%
	ADC	287.92	24.49	13.15	61.02	9.30	395.88
Virtua West Jersey - Voorhees - 10405	Beds	222	88	16	26	0	352
	OccRt	80.60%	54.04%	49.13%	65.72%	0%	71.43%
	ADC	178.94	47.56	7.86	17.09	0	251.45
Virtua West Jersey - Marlton - 10302	Beds	183.25	0	0	18	0	201.25
	OccRt	65.86%	0%	0%	65.34%	0%	65.81%
	ADC	120.68	0	0	11.76	0	132.44
Virtua West Jersey - Burlington - 10301	Beds	237	30	7	26	22	322
	OccRt	65.97%	59.95%	25.99%	79.09%	70.01%	65.87%
	ADC	156.34	17.98	1.82	20.56	15.40	212.12
Lourdes - Burlington - 10303	Beds	67	0	0	20	52	139
	OccRt	65.01%	0%	0%	65.84%	46.97%	58.38%
	ADC	43.56	0	0	13.17	24.42	81.15

Source: Department's Health Care Financing Systems Summary of Inpatient Utilization (B-2)