Extended to May 16, 2016

Form **990**

Return of Organization Exempt From Income Tax

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

OMB No. 1545-0047

2014
Open to Public Inspection

Department of the Treasury Internal Revenue Service 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.

A For the 2014 calendar year, or tax year beginning JUL 1, 20142015 and ending JUN 30, В Check if applicable C Name of organization D Employer identification number Address change Temple University Health System, Inc. Name change 23-2825881 Doing business as]initial return Number and street (or P.O. box if mail is not delivered to street address) Room/suite E Telephone number Final return/ 3509 N Broad Street 936 215-707-6133 termin-ated 115,949,922. City or town, state or province, country, and ZIP or foreign postal code G Gross receipts \$ Amended return Philadelphia, PA 19140 H(a) Is this a group return Applica-tion pending F Name and address of principal officer: Robert H. Lux for subordinates? ____L __Yes ∭ No 3509 N Broad Street, Philadelphia, 19140 H(b) Are all subordinates included? Yes I Tax-exempt status: X 501(c)(3) 501(c) (If "No," attach a list. (see instructions) J Website: ▶ www.temple.edu/tuhs **H(c)** Group exemption number ▶ K Form of organization: X Corporation Association Other > L Year of formation: 1995 M State of legal domicile: PA Part I Summary Briefly describe the organization's mission or most significant activities: Our mission is to provide access Governance to high quality health care to the community and academic setting. Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets. Number of voting members of the governing body (Part VI, line 1a) 14 Number of independent voting members of the governing body (Part VI, line 1b) $\overline{12}$ Activities & Total number of individuals employed in calendar year 2014 (Part V, line 2a) 523 6 Total number of volunteers (estimate if necessary) <u>12</u> 7 a Total unrelated business revenue from Part VIII, column (C), line 12 b Net unrelated business taxable income from Form 990-T, line 34 Prior Year **Current Year** Contributions and grants (Part VIII, line 1h) 14,311,010. 12,<u>291,150.</u> Revenue 73,687,651. Program service revenue (Part VIII, line 2g) 75,568,454. 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 27,587,425. 29,688,444. 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 282,677. 2,830,316. 120,297,205. 115,949,922. Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) Grants and similar amounts paid (Part IX, column (A), lines 1-3) 15,046,000. 12,840,000. Benefits paid to or for members (Part IX, column (A), line 4) Ō. 0. 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 33,531,541. 35,166,778. 16a Professional fundraising fees (Part IX, column (A), line 11e) 0. 0. 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 70,909,884. 68,264,675. 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 119,487,425. 116,271,453. 809,780. -321,531. 19 Revenue less expenses. Subtract line 18 from line 12 Beginning of Current Year **End of Year** 20 Total assets (Part X, line 16) 660,915,477. 646,824,186. 635,659,304 21 Total liabilities (Part X, line 26) 622,834,917. Net assets or fund balances. Subtract line 21 from line 20 25,256,173. 23,989,269. Part II | Signature Block Under penalties of perjury, Leclare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Deflaration of preparation than officer) is based on all information of which preparer has any knowledge Sign Robert H. Lux, Vice President and CFO Here Type or print name and title Date PTIN Print/Type preparer's name Preparer's signature Check Paid self-employer Preparer Firm's name Firm's EIN Firm's address Use Only Phone no. May the IRS discuss this return with the preparer shown above? (see instructions) Yes

4d	Other program services (Describe in Sc	hedule O.)
	(Evnenses \$	including ar

Total program service expenses ► 12,840,000.

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?			
	If "Yes," complete Schedule A	1	Х	
2	Is the organization required to complete Schedule B, Schedule of Contributors?	2	Х	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for			
	public office? If "Yes," complete Schedule C, Part I	3		X
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect	_	v	
_	during the tax year? If "Yes," complete Schedule C, Part II	4	Х	
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? If "Yes," complete Schedule C, Part III	5		х
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? If "Yes," complete Schedule D, Part I	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space,			
	the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8		х
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? If "Yes," complete Schedule D, Part IV	9		Х
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent			
	endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	10		Х
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.			
а	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D,			
	Part VI	11a	Х	
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? If "Yes," complete Schedule D, Part VII	11b		X
С	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? If "Yes," complete Schedule D, Part VIII	11c		Х
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? If "Yes," complete Schedule D, Part IX	11d	X	
е	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	Х	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses			v
	the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f		X
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete	40-		Х
	Schedule D, Parts XI and XII	12a		
D	Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	х	
12	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	21	Х
13 14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business,	1-74		_ <u>-</u>
	investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000			
	or more? If "Yes," complete Schedule F, Parts I and IV	14b		х
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? If "Yes," complete Schedule F, Parts II and IV	15		х
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? If "Yes," complete Schedule F, Parts III and IV	16		Х
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? If "Yes," complete Schedule G, Part I	17		Х
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines			
	1c and 8a? If "Yes," complete Schedule G, Part II	18		Х
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes,"			v
00-	complete Schedule G, Part III	19		X
20a		20a		_^
D	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20 b		

Part IV Checklist of Required Schedules (continued) Yes No 21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or Х domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II 21 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on 22 X Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III 22 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current 23 and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Х Schedule J 23 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? If "Yes," answer lines 24b through 24d and complete Х Schedule K. If "No", go to line 25a 24a X 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 Х any tax-exempt bonds? 24c X 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 Х transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I 25a 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? If "Yes," complete X Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or 26 former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," Х complete Schedule L, Part II 26 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 Х of any of these persons? If "Yes," complete Schedule L, Part III 27 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): X a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV X b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV 28b 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? If "Yes," complete Schedule L, Part IV X 28c X Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M 29 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation Х contributions? If "Yes," complete Schedule M 30 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I X 31 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Х Schedule N, Part II Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I Х 33 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Х Part V, line 1 34 X 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? 35a b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity Х within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 35b Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 Х 36 Did the organization conduct more than 5% of its activities through an entity that is not a related organization Х and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI 37

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

Form 990 (2014) Temple University Health System, Inc. 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				
	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	283							
	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable		0							
С	Did the organization comply with backup withholding rules for reportable payments to vendors and r				77					
	(gambling) winnings to prize winners?	i	 I	1c	X					
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements,		Ena							
	filed for the calendar year ending with or within the year covered by this return 2a 523									
b	If at least one is reported on line 2a, did the organization file all required federal employment tax retu			2b	X					
	Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instruction					v				
	•			3a 3b		X				
	b If "Yes," has it filed a Form 990-T for this year? If "No," to line 3b, provide an explanation in Schedule O At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a									
4a			•	4-	х					
	financial account in a foreign country (such as a bank account, securities account, or other financial	accou	nt)?	4a	Λ					
D	If "Yes," enter the name of the foreign country: Bermuda See instructions for filling requirements for Fig. CEN Form 114. Report of Foreign Reply and Fig. 114.	1000110	.to (FDAD)							
5 0	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial A Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?			5a		Х				
	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction at any time during the tax year?			5a 5b		X				
	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c						
	Does the organization have annual gross receipts that are normally greater than \$100,000, and did to			30						
oa	any contributions that were not tax deductible as charitable contributions?			6a		х				
b	If "Yes," did the organization include with every solicitation an express statement that such contribu			- ou						
~	were not tax deductible?		-	6b						
7	Organizations that may receive deductible contributions under section 170(c).									
а	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and se	rvices p	rovided to the payor?	7a		Х				
	If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b						
	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it w									
	to file Form 8282?			7c		Х				
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d								
е	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit of	contrac	t?	7e		Х				
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit cont	ract?		7f		X				
g	If the organization received a contribution of qualified intellectual property, did the organization file F	orm 88	399 as required?	7g						
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization	ation fi	le a Form 1098-C?	7h						
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained									
	sponsoring organization have excess business holdings at any time during the year?			8						
9	Sponsoring organizations maintaining donor advised funds.									
				9a						
	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?			9b						
	Section 501(c)(7) organizations. Enter:	ا مدا								
	Initiation fees and capital contributions included on Part VIII, line 12	10a								
	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b								
11	Section 501(c)(12) organizations. Enter: Gross income from members or shareholders	11a								
	Gross income from other sources (Do not net amounts due or paid to other sources against	118								
b		11b								
1 2 2	amounts due or received from them.) Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form	$\overline{}$))	12a						
	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		a						
13	Section 501(c)(29) qualified nonprofit health insurance issuers.	.20								
	Is the organization licensed to issue qualified health plans in more than one state?			13a						
-	Note. See the instructions for additional information the organization must report on Schedule O.									
b	Enter the amount of reserves the organization is required to maintain by the states in which the									
	organization is licensed to issue qualified health plans	13b								
С	Enter the amount of reserves on hand	13c								
				14a		Х				
	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedul	le O		14b						
				_	000	1004				

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

	Check it Scriedule O contains a response or note to any line in this Part VI			21					
Sec	tion 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								
	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.								
b	Enter the number of voting members included in line 1a, above, who are independent 1b 12								
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		Х					
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		Х					
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		Х					
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		Х					
6									
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or	6	Х						
<i>,</i> a		7a	Х						
h	more members of the governing body? Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or	7 a							
D		76	х						
_	persons other than the governing body?	7b	-25						
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		Х						
а	The governing body?	8a							
b	Each committee with authority to act on behalf of the governing body?	8b	X						
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the			7.7					
	organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		X					
Sec	tion 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		Х					
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates,								
	and branches to ensure their operations are consistent with the organization's exempt purposes?	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	Х						
b	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	X						
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Х						
С	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe								
	in Schedule O how this was done	12c	Х						
13	Did the organization have a written whistleblower policy?	13	X						
14	Did the organization have a written document retention and destruction policy?	14	X						
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?								
а	The organization's CEO, Executive Director, or top management official	15a	Х						
h	Other officers or key employees of the organization	15b	X						
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).	.55							
162	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a								
. - a		16a		Х					
J.	taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation	iva		-2					
D									
	in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's	4Ch							
0	exempt status with respect to such arrangements?	16b							
	tion C. Disclosure								
17	List the states with which a copy of this Form 990 is required to be filed PA								
18	Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) a	vailab	le						
	for public inspection. Indicate how you made these available. Check all that apply.								
	X Own website Another's website X Upon request 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	finan	cial						
	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:								
	Joseph G. Klos - 2157074884								
	2450 W. Hunting Park Ave, Philadelphia, PA 19129								

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, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

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 (A)	(B)	Ĭ	(C)		(D)	(E)	(F)			
Name and Title	Average	(do		Pos		than	one	Reportable	Reportable	Estimated
	hours per	box	, unle	ss pe	rson	is bot or/trus	h an	compensation	compensation	amount of
	week	⊢	Jei aii	luau	ii ecic	Ji/ ii us	100)	from	from related	other
	(list any hours for	Individual trustee or director				_		the organization	organizations (W-2/1099-MISC)	compensation from the
	related	3e or 0	stee			ısatec		(W-2/1099-MISC)	(***2/1099*****100)	organization
	organizations	truste	Institutional trustee		yee	ımbei		(** = *********************************		and related
	below	ridual	tution	-e	Key employee	est co loyee	Jer.			organizations
	line)	Indi	Insti	Officer	Key	Highest compensated employee	Forn			
(1) Lon R. Greenberg	3.00							_	_	_
Chair	7.00	Х		Х				0.	0.	0.
(2) Larry Kaiser, MD	14.00									
President & CEO		Х		Х				0.	1,757,692.	21,429.
(3) Edward Glickman	2.00								_	_
Director		Х						0.	0.	0.
(4) Theodore Z. Davis	2.00									
Director		Х						0.	0.	0.
(5) David Marshall	2.00									
Director		Х						0.	0.	0.
(6) Robert H. LeFever	2.00	l								
Director	11.00	Х						0.	0.	0.
(7) Jane Scaccetti	2.00	l								
Director	4.00	X						0.	0.	0.
(8) Ronald Donatucci	2.00	l								
Director	5.00	X						0.	0.	0.
(9) Lewis Gould	2.00	١								•
Director		Х						0.	0.	0.
(10) Dr. Solomon Luo	2.00									0
Director	7.00	X						0.	0.	0.
(11) Daniel Polett	2.00									0
Director		Х						0.	0.	0.
(12) Neil Theobald	2.00	,,							474 074	F1 71F
Director	48.00	X						0.	474,974.	51,715.
(13) Patrick J. O'Connor	2.00	٠,,							0	0
Director	10.00	A						0.	0.	0.
(14) Charles W. Lockyer, Jr.	2.00	Ψ.							0	0
Director	7.00	A						0.	0.	0.
(15) Clark Frame	1.00	.								_
Director	3.00	^		\vdash				0.	0.	0.
(16) Verdi DiSesa, MD	10.00	-		_~					070 724	45 040
Chief Operating Officer	40.00 32.00	-		Х				0.	878,734.	45,940.
(17) Beth C. Koob	18.00	-		v				505 036	0.	56 400
Secretary	1 10.00			Х				505,936.	0.	56,498.

Part VII Section A. Officers, Director	s, Trustees, Key Em	ploy	ees,	and	d Hi	ghe	st C	ompensated Employe	es (continued)	
(A)	(B)			(C	C)			(D)	(E)	(F)
Name and title	Average hours per week	box	Position (do not check more than one box, unless person is both an officer and a director/trustee)		Reportable compensation from	Reportable compensation from related	Estimated amount of other			
	(list any hours for related organizations below line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	the organization (W-2/1099-MISC)	organizations (W-2/1099-MISC)	compensation from the organization and related organizations
(18) Betty McAdams	37.00								_	
Assistant Secretary	13.00			Х				102,195.	0.	15,918.
(19) Robert H. Lux Treasurer	35.00 15.00	_		х				582,409.	0.	79,562 .
(20) Joseph G. Klos	48.00							,		<u> </u>
Assistant Treasurer	2.00	i		Х				269,296.	0.	17,626.
(21) Drew Maser	50.00									
Assistant Treasurer	0.00	1		Х				119,174.	0.	35,229.
(22) Herbert White	46.00									
Assistant Treasurer	4.00			Х				298,114.	0.	27,405.
(23) Lisa Corbin	47.00								_	
Assistant Treasurer	3.00			Х				148,748.	0.	27,158.
(24) David Kamowski	50.00								_	
Chief Information Officer	0.00				Х			376,891.	0.	28,965.
(25) Alan Rosenberg	50.00									
Chief of Staff	0.00				Х			429,645.	0.	58,020.
(26) Judith Bachman	43.00									
Chief Operating Officer	7.00				Х			345,037.		
1b Sub-total							▶		3,111,400.	
c Total from continuation sheets to Part VII, Section A								2,471,004.		218,862
d Total (add lines 1b and 1c)	<u>.</u>	<u>.</u>	<u></u> .	<u>.</u>	<u></u> .		<u> </u>	5,648,449.	3,111,400.	701,913

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

78

			103	140
3	Did the organization list any former officer, director, or trustee, key employee, or highest compensated employee on			
	line 1a? If "Yes," complete Schedule J for such individual	3		X
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization			
	and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual	4	X	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services			
	rendered to the organization? If "Yes," complete Schedule J for such person	5		X

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
Temple University		
1803 N Broad Street, Philadelphia, PA 19121	Purchased Services	2,408,339.
Price Waterhouse Coopers, LLP, 2 Commerce		
Square, 2001 Market Street, Philadelphia,	Consultant	1,826,957.
Post & Schell PC, 1600 JFK Blvd, Four Penn		
	Legal Counsel	1,011,193.
McCann & Geschke PC, 1800 John F Kennedy		
Blvd, Philadelphia, PA 19103	Legal Counsel	689,550.
Deloitte & Touche LLP		
1700 Market Street, Philadelphia, PA 19103	Consultant	633,500.
2 Total number of independent contractors (including but not limited to those liste \$100,000 of compensation from the organization > 28		
\$100,000 of compensation from the organization > 28		

See Part VII, Section A Continuation sheets

Form **990** (2014)

	niversit	<u>-y</u>	He	ea.	Lti	ז ג	3 <u>y</u> 8	stem, Inc.	23-282	5881
Part VII Section A. Officers, Directors, Tr	ustees, Key Er	npl	oyee	s, a	nd H	ligh	est	Compensated Employ	ees (continued)	
(A)	(B)				C)			(D)	(E)	(F)
Name and title	Average			Pos	ition	ı		Reportable	Reportable	Estimated
	hours	(с	heck	k all t	that	арр	ly)	compensation	compensation	amount of
	per							from	from related	other
	week	L				oyee		the	organizations	compensation
	(list any	recto				empl		organization	(W-2/1099-MISC)	from the
	hours for	or di	ee			sated		(W-2/1099-MISC)		organization
	related organizations	nstee	trust		ee	ubeu				and related organizations
	below	lual tr	tional		nploy	st con	_			Organizations
	line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) Henry Pitt, MD	50.00									
Chief Quality Officer	0.00	1			х			373,839.	0.	28,336.
(28) John Lasky	50.00									
VP of Human Resources	0.00				Х			354,918.	0.	28,965.
(29) Dr. Susan Freeman	50.00									
VP Chief Medical Officer	0.00				Х			469,953.	0.	35,319.
(30) Joseph Kosich	50.00									
AVP Medical Records	0.00					Х		261,635.	0.	27,490.
(31) Ray Robinson	50.00					l				
AVP Revenue Cycle	0.00					Х		256,475.	0.	27,490.
(32) Paul Neimeyer	50.00					,,		050 071	0	17 061
Legal	0.00					Х		250,871.	0.	17,261.
(33) John O'Donnell	50.00					٠ <u>.</u>		240 007	0.	27 /21
Legal	50.00					Х		240,987.	0.	27,431.
(34) Charles Soltoff AVP Marketing	0.00					x		262,326.	0.	26,570.
AVF Marketing	0.00					^		202,320.	0.	20,370.
		1								
		\vdash								
		1								
	· · ·									
Total to Part VII, Section A, line 1c								2,471,004.		218,862.

Part VIII Statement of Revenue Check if Schedule O contains a response or note to any line in this Part VIII (B) (C) (**D)** Revenue excluded Related or Unrelated Total revenue from tax under exempt function husiness revenue revenue Contributions, Gifts, Grants and Other Similar Amounts 1 a Federated campaigns **b** Membership dues 1b c Fundraising events 12,291,000. d Related organizations 1d e Government grants (contributions) f All other contributions, gifts, grants, and similar amounts not included above 150 g Noncash contributions included in lines 1a-1f: \$ 12,291,150. h Total. Add lines 1a-1f Business Code 70,828,747 Program Service Revenue 2 a Related Org Srvcs 561000 70,828,747. b Rent from tax-exempt affiliates 531120 2,400,000 2,400,000 c Population Health 621610 263,712 263,712 812930 195,192. 195,192. **d** Parking е f All other program service revenue g Total. Add lines 2a-2f. 73,687,651. Investment income (including dividends, interest, and 29,688,444 29,688,444. other similar amounts) Income from investment of tax-exempt bond proceeds 5 Royalties (i) Real (ii) Personal 271,588, 6 a Gross rents **b** Less: rental expenses 271,588. c Rental income or (loss) 271,588, 271,588. d Net rental income or (loss) . 7 a Gross amount from sales of (i) Securities (ii) Other assets other than inventory b Less: cost or other basis and sales expenses c Gain or (loss) d Net gain or (loss) 8 a Gross income from fundraising events (not Revenue including \$ contributions reported on line 1c). See Part IV, line 18 a Other b Less: direct expenses _____ b c Net income or (loss) from fundraising events 9 a Gross income from gaming activities. See Part IV, line 19 a **b** Less: direct expenses c Net income or (loss) from gaming activities ... 10 a Gross sales of inventory, less returns and allowances a **b** Less: cost of goods sold c Net income or (loss) from sales of inventory Miscellaneous Revenue **Business Code** 11 a Misc Income 900099 11,089 11,089. b d All other revenue e Total. Add lines 11a-11d 11,089 115,949,922. Total revenue. See instructions. 73,687,651. 29,971,121.

Total expenses Total expenses Total expenses Program service Special expenses Program service Pr	Sect	on 501(c)(3) and 501(c)(4) organizations must con	nplete all columns. All oth	ner organizations must co	omplete column (A).	
Total expenses Program service Program ser		Check if Schedule O contains a respon	nse or note to any line in	this Part IX		X
and domestic governments. See Part IV, line 21			(A) Total expenses	Program service	Management and	Fundraising
2 Grants and other assistance to domestic inclividuats. See Part IV, line 22 3 Grants and other assistance to foreign organizations, foreign governments, and foreign inclividuats. See Part IV, line 5 faul 16 4 Benefits paid to or for members 5 Compensation of current officers, directors, trustases, and key employees 6 Compensation inclinicided above, to disqualified persons (as defined under section 4958(ff.1)) and persons described in section 4958(ff.1) and persons described in section 4958(ff.2) and 403(h) employer contributions (include section 401(k) and 403(h) employee contributions (include section 401(k) employee contribution 401(k) employee contribution 401(k) emp	1	Grants and other assistance to domestic organizations				
Individuals. See Part N. Ine 22 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part N. Ines 15 and 16 3 4 4 4 4 4 4 4 4 4		and domestic governments. See Part IV, line 21	12,840,000.	12,840,000.		
3 Grants and other assistance to foreign organizations, foreign promements, 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 6 Compensation of included above, to disqualified persons (as defined under section 4958(ft) (1) and persons discribed in the section 49	2	Grants and other assistance to domestic				
organizations, foreign poverments, 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 6 Compensation of current officers, directors, trustees, and key employees 7 Cother solaries and wages persons described in section 4958(x)(3) and episons described episons descr		individuals. See Part IV, line 22				
Individuals See Part IV, lines 15 and 16 Benefits part for for members	3	Grants and other assistance to foreign				
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5 Compensation of current officers, directors, trustees, and key employees 5 , 213 , 810 . 5 , 213 , 810 .						
trustees, and keye employees Compensation not included above, to disqualified persons (as defined under section 4958(r)(1) and persons described in section 4958(r)(1) and persons described in section 4958(r)(1) and persons described in section 4958(r)(3)(8) 7 Other satisfies and wages 2 2, 340, 807. 8 Pension plan accruals and contributions (include section 4918) and 9018 pemployer contributions 9 Other employee benefits 2 2, 759, 690. 1 , 833, 960. 1 , 833, 960. 3 , 718, 511. 2 , 2059, 690. 1 Fees for services (non-employees): a Management b Legal C Accounting C Accounting C Accounting C Accounting C Other (iffer 1) an annut recessed 10% of line 25, column (A) amount, list line 11g expenses on Sch 0.) 2 Advertising and promotion 3 Office expenses 10 Office expenses 10 Coupancy 17 Travel 18 Payments of travel or entertainment expenses for any tedoral, state, or local public officials 19 Conferences, conventions, and meetings 10 Conferences, conventions, and meetings 11 Conferences, conventions, and meetings 12 Conferences, conventions, and meetings 12 Conferences, conventions, and meetings 12 Confer	4	Benefits paid to or for members				
6 Compensation not included above, to disqualified persons (as defined under section 4958(r)(3)(8) 7 Other salaries and wages 8 Pension plan acruals and contributions (include section 401(k) and 403(b) employer contributions; 9 Cher employee benefits 1, 833, 960. 1, 833, 960. 1, 833, 960. 2, 059, 690. 1, 833, 960. 3, 718, 511. 10 Payroll taxes 12, 059, 690. 11 Fees for services (non-employees): 13 Management 15 Legal 2, 059, 690. 16 444, 208. 17 Event (1) Fees for services (non-employees): 2 Advantising and fundratising services. See Part IV, line 17 Investment management fees 9 Other, (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on School, 20, 114, 847. 19 Advantising and promotion 10 Office expenses 10 Cocupancy 17 Travel 18 Payments of travel or entertainment expenses for any federal, state, or local public officials for any federal, state, or local public officials for any federal, state, or local public officials of 20 perceitation, depletion, and amontization 18 Payments to affiliates 19 Conferences, conventions, and meetings 20 Interest 21 Depreciation, depletion, and amontization 22 Depreciation, depletion, and amontization 24 Other expenses on Schedule O.) 25 All other expenses on Schedule O.) 26 All other expenses on Schedule O.) 27 Agrantis to affiliates 28 Total functional expenses on Schedule O.) 38 Agrantis to affiliates 39 Conferences, conventions, and meetings 40 Conferences, conventions, and meetings 55 Conferences, conventions, and meetings 65 Conferences, conventions, and meetings 76 Conferences, conventions, and meetings 77 Conferences, c	5	•	F 012 010		F 012 010	
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8 Pension plan accruals and contributions (include section 40 (I(k) and 403(b) employer contributions) 9 Other employee benefits 1, 833, 960. 1, 833, 960. 2, 059, 690. 2, 059, 690. 1 Fees for services (non-employees): 8 Management b Legal 644, 208. 644, 208. 644, 208. 644, 208. 644, 208. 644, 208. 654, 300. 381, 637. 6 Professional fundraising services. See Part IV, line 17 Investment management fees 9 Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch 0.) 12 Advertising and promotion 13 Office expenses 16 Occupancy 17 Travel 18 Payments of travel or entertainment expenses for any federal, state, or local public officials 19 Conferences, conventions, and meetings 10 Interest 21 Payments to affiliates 22 Depreciation, depletion, and amortization 24 Other expenses since 24 expenses on Schedule 0.) 26 All other expenses 27 Total functional expenses in line 24e. If line 24e amount, list line 124e expenses on Schedule 0.) 28 All other expenses 29 Total functional expenses in line 24e. If line 24e amount, list line 24e expenses on Schedule 0.) 30 Experience amount is line 24e expenses on Schedule 0.) 31 Office expenses 32 Total functional expenses in line 24e. If line 24e amount, list line 124e expenses on Schedule 0.) 32 Interest 33 Interest 34 Interest 35 Total functional expenses in line 24e. If line 24e amount, list line 124e expenses on Schedule 0.) 3a Interest 3b Januaria (10	_		22 240 007		22 240 907	
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9 Other employee benefits 3,718,511. 3,718,511. 2,059,690. 2,059,690. 2,059,690. 2,059,690. 3,000.	8	•	1 833 060		1 833 060	
10 Payroll taxes	•		3 719 511		3 719 511	
11 Fees for services (non-employees): a Management b Legal	_		2 059 690		2 059 690	
a Management b Legal			2,035,050		2,033,030	
b Legal 644,208. 644,208. 704,300. 704,300. 381,637. 381						
c Accounting	a h		644 208		644 208	
d Lobbying e Professional fundraising services. See Part IV, line 17 f Investment management fees g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 19 expenses on Sch O.) Advertising and promotion 3 Office expenses Information technology 15 Royalties Cocupancy 7, 224,938. 7, 222,539. 2,399. 17 Travel 210,677. 210,677. 18 Payments of travel or entertainment expenses for any federal, state, or local public officials Conferences, conventions, and meetings 19 Conferences, conventions, and meetings 20 Interest 21 Payments to affiliates 22 Depreciation, depletion, and amortization 23 Insurance 40 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 0.) a b b Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check new ▶ I intolowing SOP 98.2 (ASC 986-720)	C					
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g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch 0.) 2 Advertising and promotion 3 Office expenses 2 , 882 , 026 . 2 , 882 , 026 . 2 , 882 , 026 . 3	f					
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13 Office expenses 2,882,026. 2,882,026.	12					-
14	13		2,882,026.		2,882,026.	
15 Royalties 16 Occupancy 17 Travel 18 Payments of travel or entertainment expenses for any federal, state, or local public officials 19 Conferences, conventions, and meetings 19 Interest 20 Depreciation, depletion, and amortization 21 Insurance 22 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 0.) 28 All other expenses Total functional expenses. Add lines 1 through 24e 29 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 ▶ ☐ if following SOP 98-2 (ASC 958-720)	14					
16 Occupancy 7, 224, 938. 7, 222, 539. 2, 399. 17 Travel 210, 677. 210, 677. 18 Payments of travel or entertainment expenses for any federal, state, or local public officials 19 Conferences, conventions, and meetings 55, 333. 28, 145, 421. 28, 145, 421. 21 Payments to affiliates 22 Depreciation, depletion, and amortization 7, 683, 981. 217, 307. 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 0.) a b	15					
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19 Conferences, conventions, and meetings 20 Interest 21 Payments to affiliates 22 Depreciation, depletion, and amortization 23 Insurance 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 0.) a b C C C Dint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here	18	Payments of travel or entertainment expenses				
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Insurance 217,307. 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 0.) a b c d All other expenses Total functional expenses. Add lines 1 through 24e 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 if following SOP 98-2 (ASC 958-720)		•	7 (02 001		7 (02 001	
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 0.) a b c d All other expenses Total functional expenses. Add lines 1 through 24e 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 if following SOP 98-2 (ASC 958-720)	22		7,683,981.			
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 0.) a b c d e All other expenses Total functional expenses. Add lines 1 through 24e 25 Total functional expenses. Add lines 1 through 24e 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 if following SOP 98-2 (ASC 958-720)			217,307.		217,307.	
a mount, list line 24e expenses on Schedule 0.) b c d e All other expenses Total functional expenses. Add lines 1 through 24e 25 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 i if following SOP 98-2 (ASC 958-720)	24					
a b c d e All other expenses Total functional expenses. Add lines 1 through 24e 25 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 in following SOP 98-2 (ASC 958-720)		24e amount exceeds 10% of line 25, column (A)				
b c d e All other expenses Total functional expenses. Add lines 1 through 24e 25 Total functional expenses. Add lines 1 through 24e 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 in following SOP 98-2 (ASC 958-720)	-	amount, not nine 246 expenses on Schedule O.)				
c d e All other expenses Total functional expenses. Add lines 1 through 24e 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 in following SOP 98-2 (ASC 958-720)						
d e All other expenses 25 Total functional expenses. Add lines 1 through 24e 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 in following SOP 98-2 (ASC 958-720)						
e All other expenses Total functional expenses. Add lines 1 through 24e 25 Total functional expenses. Add lines 1 through 24e 116,271,453. 12,840,000.102,774,655. 656,798. 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 in following SOP 98-2 (ASC 958-720)						
Total functional expenses. Add lines 1 through 24e 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		All other expenses				
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 if following SOP 98-2 (ASC 958-720)			116,271,453.	12,840,000.	102,774,655.	656,798.
educational campaign and fundraising solicitation. Check here if following SOP 98-2 (ASC 958-720)						
Check here if following SOP 98-2 (ASC 958-720)		reported in column (B) joint costs from a combined				
		educational campaign and fundraising solicitation.				
		Check here if following SOP 98-2 (ASC 958-720)				F 000 (004.4)

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 -1. Cash - non-interest-bearing 1 $\overline{25,357,5}$ 76. 12,859,044. 2 Savings and temporary cash investments 3 Pledges and grants receivable, net 26,084,817. 37,407,761. Accounts receivable, net **5** Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete 5 Part II of Schedule L 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 instr). Complete Part II of Sch L Assets 368,463,666. 369,077,291. Notes and loans receivable, net 7 Inventories for sale or use 4,074,545. 6,423,729. Prepaid expenses and deferred charges 10a Land, buildings, and equipment: cost or other 88,757,698. basis. Complete Part VI of Schedule D _____ 10a 51,869,516. 36,730,697. 36,888,182. b Less: accumulated depreciation 10b 10c 37,800,959. 27,042,039. Investments - publicly traded securities 11 11 12 Investments - other securities. See Part IV, line 11 13 13 Investments - program-related. See Part IV, line 11 14 Intangible assets 14 157,126,138. 162,403,218. 15 Other assets. See Part IV, line 11 15 660,915,477. 646,824,186. 16 Total assets. Add lines 1 through 15 (must equal line 34) ... 16 62,500,750. 17 64,887,472. 17 Accounts payable and accrued expenses 18 18 Grants payable 19 19 Deferred revenue 516,534,671. 513,651,184. Tax-exempt bond liabilities 20 20 21 Escrow or custodial account liability. Complete Part IV of Schedule D Loans and other payables to current and former officers, directors, trustees, _iabilities key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L 22 Secured mortgages and notes payable to unrelated third parties 23 4,111,100. 5,828,641. 24 Unsecured notes and loans payable to unrelated third parties 24 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of 50,795,242. 40,185,161. 25 Schedule D 635,659,304. 622,834,917. Total liabilities. Add lines 17 through 25 26 Organizations that follow SFAS 117 (ASC 958), check here X and complete lines 27 through 29, and lines 33 and 34. **Net Assets or Fund Balances** 23,983,978. 25,250,882. 27 Unrestricted net assets 5,291. 5,291. Temporarily restricted net assets 28 Permanently restricted net assets 29 Organizations that do not follow SFAS 117 (ASC 958), check here and complete lines 30 through 34. Capital stock or trust principal, or current funds 30 31 Paid-in or capital surplus, or land, building, or equipment fund Retained earnings, endowment, accumulated income, or other funds 32 25,256,173. 23,989,269. Total net assets or fund balances 33 660,915,477. 646,824,186. Total liabilities and net assets/fund balances

<u> </u>					<u> </u>		
Pa	rt XI Reconciliation of Net Assets				77		
	Check if Schedule O contains a response or note to any line in this Part XI				X		
1 2	Total revenue (must equal Part VIII, column (A), line 12) Total expenses (must equal Part IX, column (A), line 25)	2	115,94 116,27	1,4	53.		
3	Revenue less expenses. Subtract line 2 from line 1	3	-32				
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	25,25				
5	Net unrealized gains (losses) on investments	5	-58	2,9	/1.		
6	Donated services and use of facilities	6					
7	Investment expenses	7					
8	Prior period adjustments	8	2.6	<u> </u>			
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-36	2,4	02.		
10	column (B)) 10 23,						
Pa	rt XII Financial Statements and Reporting						
	Check if Schedule O contains a response or note to any line in this Part XII			Yes	<u>Ш</u>		
1	Accounting method used to prepare the Form 990: Cash X Accrual 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?		2a		Х		
	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: Separate basis Consolidated basis Both consolidated and separate basis						
b	Were the organization's financial statements audited by an independent accountant?		2b	X			
c	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: Separate basis Separate basis The separate basis Both consolidated and separate basis 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?		2c	Х			
	If the organization changed either its oversight process or selection process during the tax year, explain in Sch						
За	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Si						
	Act and OMB Circular A-133?	. 5.0 / 10.011	3a	Х			
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the requ	ired audit					
	or audits, explain why in Schedule O and describe any steps taken to undergo such audits		3b	Х			

SCHEDULE A

Department of the Treasury

Internal Revenue Service

(Form 990 or 990-EZ)

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

Open to Public Inspection

 $Employer\ identification\ number \\ 23-2825881$

Name of the organization

Temple University Health System, Inc.

Га		neason for Public	Charity Status (All organizations must c	ompiete tri	ils part.) Se	ee instructions.	
The o	organiza	ation is not a private four	ndation because it is: (For lines 1 through 11,	check only	one box.)		
1	A	church, convention of c	hurches, or association	on of churches describe	d in sectio	on 170(b)(1)(A)(i).	
2	A	school described in sec	tion 170(b)(1)(A)(ii).	Attach Schedule E.)				
3	A	hospital or a cooperativ	e hospital service orga	anization described in s	ection 170)(b)(1)(A)(i	ii).	
4	A	medical research organ	ization operated in co	njunction with a hospita	ıl describe	d in sectio	n 170(b)(1)(A)(iii). Enter	the hospital's name,
	С	ity, and state:						
5	A	n organization operated	for the benefit of a co	llege or university owne	d or opera	ted by a g	overnmental unit describ	ed in
	5	section 170(b)(1)(A)(iv).	(Complete Part II.)					
6	A	federal, state, or local g	overnment or governn	nental unit described in	section 17	70(b)(1)(A)	(v).	
7	A	n organization that norm	ally receives a substa	ntial part of its support	from a gov	ernmental	unit or from the general	public described in
	s	ection 170(b)(1)(A)(vi). (Complete Part II.)					
8	A	community trust describ	oed in section 170(b)	(1)(A)(vi). (Complete Par	t II.)			
9	A	n organization that norm	ally receives: (1) more	than 33 1/3% of its sup	pport from	contributi	ons, membership fees, a	nd gross receipts from
	а	ctivities related to its exe	empt functions - subjec	ct to certain exceptions	, and (2) no	o more tha	ın 33 1/3% of its support	from gross investment
	ir	ncome and unrelated bus	siness taxable income	(less section 511 tax) fr	om busine	esses acqu	ired by the organization	after June 30, 1975.
	s	ee section 509(a)(2). (C	omplete Part III.)					
10		n organization organized	and operated exclus	ively to test for public sa	afety. See	section 50	09(a)(4).	
11	ХД	n organization organized	and operated exclus	ively for the benefit of, t	o perform	the function	ons of, or to carry out the	purposes of one or
	n	nore publicly supported o	organizations describe	ed in section 509(a)(1) o	or section	509(a)(2).	See section 509(a)(3). C	Check the box in
		nes 11a through 11d tha						
а	X	Type I. A supporting org	ganization operated, s	supervised, or controlled	l by its sup	ported or	ganization(s), typically by	giving
		the supported organizat	tion(s) the power to re	gularly appoint or elect	a majority	of the dire	ctors or trustees of the s	upporting
		organization. You must	complete Part IV, Se	ections A and B.				
b		Type II. A supporting or	ganization supervised	d or controlled in connec	ction with it	ts support	ed organization(s), by ha	ving
		control or management	of the supporting orga	anization vested in the s	same perso	ons that co	ontrol or manage the sup	ported
		organization(s). You mu	st complete Part IV,	Sections A and C.				
С		Type III functionally in	tegrated. A supporting	g organization operated	in connec	tion with,	and functionally integrate	ed with,
		its supported organizati	on(s) (see instructions	s). You must complete	Part IV, Se	ections A,	D, and E.	
d		Type III non-functional	lly integrated. A supp	orting organization ope	rated in co	nnection v	with its supported organi	zation(s)
		that is not functionally in	ntegrated. The organiz	zation generally must sa	tisfy a dist	ribution re	quirement and an attent	iveness
		requirement (see instruc	•	- ·				
е	X	Check this box if the org	ganization received a	written determination fro	om the IRS	that it is a	a Type I, Type II, Type III	
		functionally integrated,	or Type III non-functio	nally integrated support	ting organi	zation.		
f	Enter t	the number of supported	l organizations					9
<u>g</u>		e the following information		_ ` ` ` 	Viva la Hanna			(3)
	(1) 1	Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9	(iv) Is the o	in your	(v) Amount of monetary support (see	(vi) Amount of other support (see
		organization		above or IRC section		document?	Instructions)	Instructions)
m	1 _	m-1+h		(see instructions))	Yes	No	,	,
	_	Health	75 2004022	0		37	2 400 000	
1.1.9	ınsp	ort Team	75-3084023	9		X	2,400,000.	
Пот	 1 .	Physicians	22 2700607	9		X	10,440,000.	
Tei	прте	Physicians	23-2790607	9		_ A	10,440,000.	
						1		
						1		
Tota							12.840.000	0.

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.)

Sec	tion A. Public Support						
Cale	ndar 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 organ-						
	ization'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						
	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.						
_	etion B. Total Support						
	ndar year (or fiscal year beginning in)	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
	Amounts from line 4	(4) 2010	(2) 2011	(0) 2012	(4) 2010	(6) 2511	(i) rotal
8	Gross income from interest,						
Ŭ	dividends, payments received on						
	securities loans, rents, royalties						
	and income from similar sources						
9	Net income from unrelated business						
9	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 instruction	ons)			12	
	First five years. If the Form 990 is for	•	,				
	organization, check this box and stor	· ·	,			. , . ,	• • • • • • • • • • • • • • • • • • •
Sec	ction C. Computation of Publ	ic Support Pe	rcentage				
14	Public support percentage for 2014 (line 6, column (f) d	ivided by line 11, o	column (f))		14	%
	Public support percentage from 2013					15	%
	33 1/3% support test - 2014. If the					nore, check this bo	x and
	stop here. The organization qualifies						▶□
b	33 1/3% support test - 2013. If the o						is box
	and stop here. The organization qual	ifies as a publicly s	supported organiz	ation			▶□
17a	10% -facts-and-circumstances tes						or more,
	and if the organization meets the "fac						
	meets the "facts-and-circumstances"	test. The organiza	tion qualifies as a	publicly supported	d organization		▶□
b	10% -facts-and-circumstances tes	t - 2013. If the org	anization did not d	check a box on line	e 13, 16a, 16b, or	17a, and line 15 is	10% or
	more, and if the organization meets the						
	organization meets the "facts-and-circ	cumstances" test.	The organization of	qualifies as a publi	cly supported orga	anization	▶□
18	Private foundation. If the organization	n did not check a	box on line 13, 16	a, 16b, 17a, or 17b	o, check this box a	and see instruction	s ▶□

Part III | Support 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.)

Se	ction A. Public Support	siow, produce corri	piete i dit ii.)				
	endar 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 per- formed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3	Gross receipts from activities that						
Ĭ	are not an unrelated trade or business under section 513						
4	Tax revenues levied for the organ- ization's benefit and either paid to or expended on its behalf						
5	The value of services or facilities						
Ŭ	furnished by a governmental unit to						
	the organization without charge						
6	Total. Add lines 1 through 5						
	A Amounts included on lines 1, 2, and						
•	3 received from disqualified persons						
I	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						
	Add lines 7a and 7b						
	Public support (Subtract line 7c from line 6.)						
	ction B. Total Support						·
Cal	endar year (or fiscal year beginning in)	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
	Amounts from line 6			` '		, ,	,
	a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
	Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
	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, thi	rd, fourth, or fifth t	ax year as a secti	on 501(c)(3) organiz	zation,
_	check this box and stop here						>
Se	ction C. Computation of Publ	c Support Pe	ercentage				
15	Public support percentage for 2014 (I	ine 8, column (f) c	divided by line 13,	column (f))		15	%
16	Public support percentage from 2013	Schedule A, Parl	t III, line 15			16	%
Se	ction D. Computation of Inves	stment Incom	ne Percentage	1			
17	Investment income percentage for 20	14 (line 10c, colu	mn (f) divided by li	ne 13, column (f))		17	%
18	Investment income percentage from 2	2013 Schedule A,	Part III, line 17			18	%
	a 33 1/3% support tests - 2014. If the					33 1/3%, and line	17 is not
	more than 33 1/3%, check this box ar	-					
ı	33 1/3% support tests - 2013. If the						
	line 18 is not more than 33 1/3%, che	•			•	•	
20	Private foundation. If the organizatio						

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

- 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.
- 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).
- **3a** Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.
- **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.
- 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.
- **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.
- **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.
- 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.
- 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 <code>part VI</code>, 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).
- **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?
- c Substitutions only. Was the substitution the result of an event beyond the organization's control?
- 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.
- 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).
- 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 I of Schedule L (Form 990).
- **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**.
- 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.
- 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.
- 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.
- **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.)

		Yes	No
	1		X
	2		Х
	3a		Х
	3b		
	3с		
	4a		Х
	ū		
	4b		
	4c		
	5a		Х
	5b		
	5c		
	6		X
	7		Х
			77
	8		Х
	9a		Х
			77
	9b		Х
	90		Х
	9c		21
	10a		X
	ioa		
	10b		
99	90 or 99	0-EZ)	2014

23-2825881 Page 6 Schedule A (Form 990 or 990-EZ) 2014 Temple University Health System, Inc. Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations 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. (B) Current Year Section A - Adjusted Net Income (A) Prior Year (optional) 1 Net short-term capital gain Recoveries of prior-year distributions 2 2 Other gross income (see instructions) 3 4 Add lines 1 through 3 Depreciation and depletion 5 5 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or 6 maintenance of property held for production of income (see instructions) 7 Other expenses (see instructions) Adjusted Net Income (subtract lines 5, 6 and 7 from line 4) 8 (B) Current Year Section B - Minimum Asset Amount (A) Prior Year (optional) 1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year): a Average monthly value of securities 1a **b** Average monthly cash balances 1b **c** Fair market value of other non-exempt-use assets 1c d Total (add lines 1a, 1b, and 1c) 1d e Discount claimed for blockage or other factors (explain in detail in Part VI): Acquisition indebtedness applicable to non-exempt-use assets 2 3 Subtract line 2 from line 1d 3 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) Multiply line 5 by .035 6 6 Recoveries of prior-year distributions 7 7 8 Minimum Asset Amount (add line 7 to line 6) Section C - Distributable Amount Current Year Adjusted net income for prior year (from Section A, line 8, Column A) 1 Enter 85% of line 1 2 3 Minimum asset amount for prior year (from Section B, line 8, Column A) 3 Enter greater of line 2 or line 3 4 5 5 Income tax imposed in prior year Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) 6

Schedule A (Form 990 or 990-EZ) 2014

instructions).

	dule A (Form 990 or 990-EZ) 2014 Temple Univer			3-2825881 Page 7
Par	t V Type III Non-Functionally Integrated 509	(a)(3) Supporting Org	anizations _(continued)	
Secti	on D - Distributions			Current Year
1	Amounts paid to supported organizations to accomplish exe	empt purposes		
2	Amounts paid to perform activity that directly furthers exempt	pt purposes of supported		
	organizations, in excess of income from activity			
3	Administrative expenses paid to accomplish exempt purpose	es of supported organizatior	ns	
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	he organization is responsive	е	
	(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	1		
		(i)	(ii)	(iii)
Secti	on E - Distribution Allocations (see instructions)	Excess Distributions	Underdistributions	Distributable
	` ,		Pre-2014	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				
<u>b</u>				
C				
<u>d</u>	From 0010			
	From 2013			
	Total of lines 3a through e			
	Applied to underdistributions of prior years Applied to 2014 distributable amount			
	Applied to 2014 distributable amount			
<u> </u>	Carryover from 2009 not applied (see instructions) Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4	Distributions for 2014 from Section D,			
7	line 7:			
	Applied to underdistributions of prior years			
	Applied to 2014 distributable amount			
	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:			
а				
b				
С				
d	Excess from 2013			
_	Excess from 2014			

Schedule A (Form 990 or 990-EZ) 2014

Schedule A (Form 990 or 990-EZ) 2014 Temple University Health System, Inc. 23-2825881 Page 8 Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).
Schedule A - Part IV, Section A, Line 1
Explanation: Temple University Health System, Inc is organized to
support Temple University - Of The Commonwealth System of Higher
Education and organizations that are affiliated with Temple University.
Although certain supported organizations are not named in the
organizations governing documents, they fall within the class of
permitted beneficiares.

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

Open to Public Inspection

If the organization answered "Yes," to Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes," to Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes," to Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

• 8	Section 501(c)(4), (5), or (6) organiza	tions: Complete Part III.			
	e of organization Temple	University Health	. System, In	c.	ployer identification number 23–2825881
Pai	rt I-A Complete if the org	ganization is exempt unde	r section 501(c) o	or is a section 527	organization.
2	Provide a description of the organiz Political expenditures Volunteer hours	·		>	\$
Pai	rt I-B Complete if the ord	ganization is exempt unde	r section 501(c)(3	B).	
1 2 3 4a b Pai 1 2 3 4 5	Enter the amount of any excise tax Enter the amount of any excise tax If the organization incurred a sectio Was a correction made? If "Yes," describe in Part IV. IT I-C Complete if the organization activities Enter the amount of the filing organization expenditures Inter the amount of the filing organization file Form Enter the names, addresses and er made payments. For each organization fributions received that were presented to a section of the section of the filing organization file form the names, addresses and er made payments. For each organization fributions received that were presented to a section or the section of th	incurred by the organization unde incurred by organization manager in 4955 tax, did it file Form 4720 for an analysis of tax and it file Form 4720 for an analysis of tax and an analysis of tax and an analysis of tax analysis of ta	r section 4955 s under section 4955 or this year? r section 501(c), ion 527 exempt function or organizations for section 501 of all section 527 poliform the filing organizations separate political orga	except section 50 on activities ction 527 tical organizations to whation's funds. Also enternization, such as a separation.	\$ No Yes No No No Yes No
	political action committee (PAC). If (a) Name	additional space is needed, provid	le information in Part I'	(d) Amount paid from filing organization's funds. If none, enter -0	contributions received and

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

Schedule C (Form 990 or 990-EZ) 2014

Schedule C (Form 990 or 990-EZ) 2014 T Part II-A Complete if the orga	emple	University Heal s exempt under sectio	th System,	Inc. 23-2	2825881 Page 2
section 501(h)).	Eation .	o oxompt under ocotio	00 1(0)(0) and m	, 2011	
A Check ▶ if the filing organization expenses, and share	of excess lo	o an affiliated group (and list in bbying expenditures). box A and "limited control" pro		group member's nar	ne, address, EIN,
Limits	on Lobbyin	g Expenditures is amounts paid or incurred.	,	(a) Filing organization's totals	(b) Affiliated group totals
1a Total lobbying expenditures to influe	ence public o	poinion (grass roots lobbying)			
b Total lobbying expenditures to influe					
c Total lobbying expenditures (add line			r		
d Other exempt purpose expenditures		,	Ī		
e Total exempt purpose expenditures					
f Lobbying nontaxable amount. Enter					
If the amount on line 1e, column (a) or (The lobbying nontaxable am			
Not over \$500,000		20% of the amount on line 1e			
Over \$500,000 but not over \$1,000,0	000	\$100,000 plus 15% of the exc	cess over \$500,000.		
Over \$1,000,000 but not over \$1,500		\$175,000 plus 10% of the exc			
Over \$1,500,000 but not over \$17,00		\$225,000 plus 5% of the exce			
Over \$17.000.000		\$1,000,000.	. , ,		
. , ,		. , ,	-		
g Grassroots nontaxable amount (ente	er 25% of line	e 1f)			
h Subtract line 1g from line 1a. If zero	or less, ente				
i Subtract line 1f from line 1c. If zero c	•				
j If there is an amount other than zero					
reporting section 4911 tax for this ye	_	g			Yes No
(Some organizations tha	4-Y it made a se See the	ear Averaging Period Under ection 501(h) election do not e separate instructions for li	section 501(h) have to complete all ones 2a through 2f.)		below.
	Lobbyin	g Expenditures During 4-Ye	ar Averaging Period		1
Calendar year (or fiscal year beginning in)	(a) 201	1 (b) 2012	(c) 2013	(d) 2014	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount					
(150% of line 2d, column (e))					
, , , , , , , , , , , , , , , , , , , ,					
f Grassroots lobbying expenditures					

Schedule C (Form 990 or 990-EZ) 2014 Temple University Health System, Inc. 23-282588 Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 23-2825881 Page 3

(election under section 501(h)).

For e	each "Yes," response to lines 1a through 1i below, provide in Part IV a detailed description	(a	1)	(k)
of th	e lobbying activity.	Yes	No	Amo	ount
1	During the year, did the filing organization attempt to influence foreign, national, state or				
	local legislation, including any attempt to influence public opinion on a legislative matter				
	or referendum, through the use of:				
	Volunteers?		X		
	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?		X		
	Media advertisements?		X		
	Mailings to members, legislators, or the public?		X		
	Publications, or published or broadcast statements?		X		
	Grants to other organizations for lobbying purposes?		X		
	Direct contact with legislators, their staffs, government officials, or a legislative body?		X		
	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?	Х	Λ	3 2 1	L,637.
	Other activities?	Λ			L,637.
	Total. Add lines 1c through 1i		X	50.	.,057.
	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		Λ		
	If "Yes," enter the amount of any tax incurred under section 4912				
	If "Yes," enter the amount of any tax incurred by organization managers under section 4912 If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?				
Par	t III-A Complete if the organization is exempt under section 501(c)(4), section	n 501(c)	(5) or se	ction	
	501(c)(6).) oo .(o)	(0), 0. 00	01.011	
				Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?		1		
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?				
3	Did the organization agree to carry over lobbying and political expenditures from the prior year?				
	t III-B Complete if the organization is exempt under section 501(c)(4), section			ction	
	501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered				ne 3, is
	answered "Yes."	•	• •	•	•
1	Dues, assessments and similar amounts from members		1		
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political				
	expenses for which the section 527(f) tax was paid).				
а	Current year		2a		
	Carryover from last year				
	Total				
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues				
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the exc	ess			
	does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and p	olitical			
	expenditure next year?		4		
	Taxable amount of lobbying and political expenditures (see instructions)		5		
	t IV Supplemental Information				
Prov	ide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group	list); Part II	-A, lines 1 a	and 2 (see	
	uctions); and Part II B, line 1. Also, complete this part for any additional information.				
Pa:	rt II-B, Line 1, Lobbying Activities				
Ex	planation: Direct Lobbying Expenditures in Professi	onal E	ees w	ere	
\$3	07,819; Indirect Lobbying Expenditures incurred thr	ough d	lues a	nd	
me	mberships were \$73,818				
			<u> </u>		

SCHEDULE D

Department of the Treasury Internal Revenue Service

(Form 990)

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 Open to Public

Inspection

Name of the organization

Temple University Health System, Inc.

Employer identification number 23-2825881

Pai	rt I	Organizations Maintaining Donor Advise	ed Funds or Other Similar Fund	s or A	ccounts. Complete if the
		organization answered "Yes" to Form 990, Part IV, line	e 6.		
			(a) Donor advised funds	(1	b) Funds and other accounts
1	Total	number at end of year			
2	Aggre	gate value of contributions to (during year)			
3	Aggre	gate value of grants from (during year)			
4	Aggre	gate value at end of year			
5	Did th	e organization inform all donors and donor advisors in	writing that the assets held in donor advi-	sed fun	ds
	are th	e organization's property, subject to the organization's	exclusive legal control?		Yes No
6	Did th	e organization inform all grantees, donors, and donor a	dvisors in writing that grant funds can be	e used c	only
		aritable purposes and not for the benefit of the donor o			
	imper	missible private benefit?			Yes No
Pai	rt II	Conservation Easements. Complete if the org	ganization answered "Yes" to Form 990, I	Part IV,	line 7.
1	Purpo	se(s) of conservation easements held by the organizati	on (check all that apply).		
		Preservation of land for public use (e.g., recreation or e	education) Preservation of a hist	torically	important land area
		Protection of natural habitat	Preservation of a cer	tified his	storic structure
		Preservation of open space			
2	Comp	lete lines 2a through 2d if the organization held a qualif	fied conservation contribution in the form	of a co	onservation easement on the last
	day o	f the tax year.			
					Held at the End of the Tax Year
а	Total	number of conservation easements			2a
b	Total	acreage restricted by conservation easements			2b
С	Numb	er of conservation easements on a certified historic str	ucture included in (a)		2c
d	Numb	er of conservation easements included in (c) acquired	after 8/17/06, and not on a historic struct	ture	
	listed	in the National Register			2d
3		er of conservation easements modified, transferred, rel		e organ	ization during the tax
	year 🕽	-			
4	Numb	er of states where property subject to conservation ea	sement is located >		
5	Does	the organization have a written policy regarding the per	riodic monitoring, inspection, handling of		
	violati	ons, and enforcement of the conservation easements if	t holds?		Yes No
6	Staff	and volunteer hours devoted to monitoring, inspecting,			
7	Amou	nt of expenses incurred in monitoring, inspecting, and	enforcing conservation easements during	g the ye	ear ▶ \$
8	Does	each conservation easement reported on line 2(d) above	e satisfy the requirements of section 170	D(h)(4)(B	B)(i)
	and s	ection 170(h)(4)(B)(ii)?			Yes No
9	In Par	t XIII, describe how the organization reports conservati	on easements in its revenue and expens	e stater	nent, and balance sheet, and
	includ	e, if applicable, the text of the footnote to the organizat	tion's financial statements that describes	the org	ganization's accounting for
		rvation easements.			
Pai	rt III	Organizations Maintaining Collections of	f Art, Historical Treasures, or C	Other S	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 (AS	SC 958), not to report in its revenue state	ment ar	nd balance sheet works of art,
	histor	ical treasures, or other similar assets held for public ext	nibition, education, or research in furthera	ance of	public service, provide, in Part XIII,
	the te	xt of the footnote to its financial statements that descri	bes these items.		
b	If the	organization elected, as permitted under SFAS 116 (AS	SC 958), to report in its revenue statemen	nt and b	alance sheet works of art, historical
	treasu	res, or other similar assets held for public exhibition, ed	ducation, or research in furtherance of pu	ublic ser	rvice, provide the following amounts
	relatir	g to these items:			
	(i) R	evenue included in Form 990, Part VIII, line 1			
					k 4
2	If the	organization received or held works of art, historical tre	asures, or other similar assets for financia	al gain,	provide
	the fo	llowing amounts required to be reported under SFAS 1	16 (ASC 958) relating to these items:		
а	Rever	nue included in Form 990, Part VIII, line 1			> \$
b		: 1 1 1: F 000 B 1 1			▶ \$

Schedule D (Form 990) 2014

14,135,392.

15,881,372.

36,888,182.

6,862,783.

e Other

c Leasehold improvements

d Equipment

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)

25,752,541. 11,617,149.

40,252,367.

56,133,739

6,862,783.

	ersity Heal	th System, Inc.	23-2825881 Pa
Part VII Investments - Other Securities.			
Complete if the organization answered "Yes"	to Form 990, Part IV,		
(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation	n: Cost or end-of-year market valu
(1) Financial derivatives			
(2) Closely-held equity interests			
(3) Other			
(A)			
(B)			
(C)			
(D)			
(E)			
• •			
(F)			
(G)			
(H)			
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)			
Part VIII Investments - Program Related.			
Complete if the organization answered "Yes"			
(a) Description of investment	(b) Book value	(c) Method of valuation	n: Cost or end-of-year market valu
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			
(7)			
(8)			
(9)			
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶			
Part IX Other Assets.			
Complete if the organization answered "Yes"	to Form 990 Part IV	ine 11d See Form 990 Part X	line 15
	Description		(b) Book value
(1) Assets Limited as to use			116,027,9
T			18,050,1
7 011			29,4
(-) a 1c -			20,085,6
()			2,510,3
(5) Underwriters Discount	-1		
(6) Other investment - cost/v	aluation		422,4
(7)			
(8)			
(9)			
Total. (Column (b) must equal Form 990, Part X, col. (B) line	e 15.)		 157,126,1
Part X Other Liabilities.			
Complete if the organization answered "Yes"	to Form 990, Part IV,	ine 11e or 11f. See Form 990,	Part X, line 25.
1. (a) Description of liability		(b) Book value	
(1) Federal income taxes			
(2) PA UC Liabilities		213,218.	
(3) Other liabilities		1,649,575.	
(4) Self Insurance		20,423,638.	
(5) Asset Retirement Obligation	on	345,613.	
(6) Due to Affiliates		17,190,715.	
(7) Welfare benefit trust		362,402.	
		302, 402	
(8)			

(9) 40,185,161. Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ightharpoons

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

SCHEDULE I (Form 990)

Department of the Treasury Internal Revenue Service Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" to Form 990, Part IV, line 21 or 22.

➤ Attach to Form 990.

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

OMB No. 1545-0047 **2014**

Open to Public Inspection

Name of the organization					•		Employer identification number
_	_	Health Syst	tem, Inc.				23-2825881
Part I General Information on Grants a	and Assistance						
1 Does the organization maintain records		-		-			
criteria used to award the grants or assi	stance?						X Yes No
2 Describe in Part IV the organization's pr							
Part II Grants and Other Assistance to					anization answered "Y	es" to Form 990, Part	IV, line 21, for any
recipient that received more than		-	<u> </u>		(f) Method of		I
Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Temple Health Transport Team, Inc.							
3509 N Broad Street, Room 239							
Philadelphia, PA 19140	75-3084023	501(c)(3)	2,400,000.	0.			General Support
Temple Physicians, Inc. 3509 N Broad Street, Room 239							
philadelphia, PA 19140	23-2790607	501(c)(3)	10,440,000.	0.			General Support
 2 Enter total number of section 501(c)(3) a 3 Enter total number of other organization 							

(a) Type of grant or assistance	(b) Number of	(c) Amount of	(d) Amount of non-	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
	recipients	cash grant	cash assistance	(book, Fiviv, appraisal, other)	
Part IV Supplemental Information. Provide the information red	uired in Part I, lin	e 2, Part III, columr	n (b), and any other a	dditional information.	
Schedule I, Part I, Line 2:					
Explanation: Grants were made only	for tax	-exempt pu	rposes to	related	
organizations under common control	. Grants	are subje	ect to revi	ew by the	
governing bodies and management of	the rel	ated organ	nizations a	nd the	
organization which is their common	parent.				

SCHEDULE J (Form 990)

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees

Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

Attach to Form 990.

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

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

Department of the Treasury

Internal Revenue Service

Temple University Health System, Inc.

Employer identification number 23-2825881

		43-404300					
Pa	rt I Questions Regarding Compensation						
			Yes	No			
1 a	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.						
	First-class or charter travel Housing allowance or residence for personal us						
	Travel for companions Payments for business use of personal residen	ce					
	Tax indemnification and gross-up payments Health or social club dues or initiation fees						
	Discretionary spending account Personal services (e.g., maid, chauffeur, chef)						
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or						
	reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b					
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors,						
	trustees, and officers, including the CEO/Executive Director, regarding the items checked in line 1a?	2					
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's	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.						
	X Compensation committee X Written employment contract						
	X Independent compensation consultant X Compensation survey or study						
	Form 990 of other organizations X Approval by the board or compensation commit	ttee					
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:						
а	Receive a severance payment or change-of-control payment?	4a		Х			
b							
	Participate in, or receive payment from, an equity-based compensation arrangement?			X			
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.						
	, , , , , , , , , , , , , , , , , , , ,						
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.						
5	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation						
	contingent on the revenues of:						
а	The organization?	5a		Х			
	Any related organization?			Х			
	If "Yes" to line 5a or 5b, describe in Part III.						
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:						
а	The organization?	6a		Х			
	Any related organization?			Х			
_	If "Yes" to line 6a or 6b, describe in Part III.						
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		х			
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		х			
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in			_			
•	Regulations section 53.4958-6(c)?	9					
	1 logalization 5 5 5 5 6 10 1 00. 7 5 5 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7 5 6 7	j					

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

Schedule J (Form 990) 2014

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.

		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred	(D) Nontaxable benefits	(E) Total of columns	(F) Compensation in column (B)		
(A) Name and Title		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	compensation	benefits	(B)(i)-(D)	reported as deferred in prior Form 990		
(1) Larry Kaiser, MD	(i)	0.	0.	0.	0.	0.	0.	0.		
President & CEO	(ii)	1,593,492.	160,000.	4,200.	0.	21,429.	1,779,121.	0.		
(2) Neil Theobald	(i)	0.	0.	0.	0.	0.	0.	0.		
Director	(ii)	444,974.	30,000.	0.	34,310.	17,405.	526,689.	0.		
(3) Verdi DiSesa, MD	(i)	0.	0.	0.	0.	0.	0.	0.		
Chief Operating Officer	(ii)	796,734.	82,000.	0.	28,535.	17,405.		0.		
(4) Beth C. Koob	(i)	414,528.	64,319.	27,089.	28,535.	27,963.	562,434.	0.		
Secretary	(ii)	0.	0.	0.	0.	0.	0.	0.		
(5) Robert H. Lux	(i)	459,322.	95,353.	27,734.	50,222.	29,340.	661,971.	0.		
Treasurer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(6) Joseph G. Klos	(i)	240,408.	11,388.	17,500.	10,308.	7,318.	286,922.	0.		
Assistant Treasurer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(7) Herbert White	(i)	267,619.	13,660.	16,835.	11,700.	15,705.	325,519.	0.		
Assistant Treasurer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(8) Lisa Corbin	(i)	140,396.	8,352.	0.	9,671.	17,487.	175,906.	0.		
Assistant Treasurer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(9) David Kamowski	(i)	369,391.	7,500.	0.	11,700.	17,265.	405,856.	0.		
Chief Information Officer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(10) Alan Rosenberg	(i)	367,332.	35,000.	27,313.	28,535.	29,485.	487,665.	0.		
Chief of Staff	(ii)	0.	0.	0.	0.	0.	0.	0.		
(11) Judith Bachman	(i)	337,537.	7,500.	0.	11,700.	5,886.	362,623.	0.		
Chief Operating Officer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(12) Henry Pitt, MD	(i)	343,839.	30,000.	0.	11,700.	16,636.	402,175.	0.		
Chief Quality Officer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(13) John Lasky	(i)	319,918.	35,000.	0.	11,700.	17,265.	· · · · · · · · · · · · · · · · · · ·	0.		
VP of Human Resources	(ii)	0.	0.	0.	0.	0.	0.	0.		
(14) Dr. Susan Freeman	(i)	444,291.	25,000.	662.	27,873.	7,446.		0.		
VP Chief Medical Officer	(ii)	0.	0.	0.	0.	0.	0.	0.		
(15) Joseph Kosich	(i)	227,051.	11,670.	22,914.	10,564.	16,926.		0.		
AVP Medical Records	(ii)	0.	0.	0.	0.	0.	0.	0.		
(16) Ray Robinson	(i)	227,305.	11,670.	17,500.	10,564.	16,926.		0.		
AVP Revenue Cycle	(ii)	0.	0.	0.	0.	0.	0.	0.		

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	(D) Nontaxable benefits	(E) Total of columns	(F) Compensation in column (B)
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	compensation	berients	(B)(i)-(D)	reported as deferred in prior Form 990
(17) Paul Neimeyer	(i)	223,386.	13,506.	13,979.	10,188.	7,073.	268,132.	0.
Legal	(ii)	0.	0.	0.	0.	0.		0.
(18) John O'Donnell	(i)	214,307.	13,174.	13,506.		17,493.		0.
Legal	(ii)	0.	0.	0.	0.	0.		0.
(19) Charles Soltoff	(i)	208,797.	40,439.	13,090.	9,717.	16,853.		0.
AVP Marketing	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Page 3

Schedule J (Form 990) 2014

SCHEDULE K (Form 990)

Department of the Treasury Internal Revenue Service **Supplemental Information on Tax-Exempt Bonds**

Complete if the organization answered "Yes" on Form 990, Part IV, line 24a. Provide descriptions,

explanations, and any additional information in Part VI.

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

2014 Open to Public Inspection

OMB No. 1545-0047

Name of the organization

Temple University Health System, Inc.

Employer identification number 23-2825881

	Tempie Oi.	iversity Hea								3-4	825	00T									
Part I B	ond Issues	See Part VI	for Colum	ns (a) a	nd(f)	Contin	nuations														
	(a) Issuer name	(b) Issuer EIN	EIN (c) CUSIP # (d) Date issued (e) Issue price (f) Descript		sued (e) Issue price		(d) Date issued (e) Issue price (f) Description of		(e) Issue price (f) Description of p		(e) Issue price (f) Description			(f) Description of purpose		on of purpose (g) Def				(i) Po	oled
								·		of issue		uer	Jer financing								
									Yes	No	Yes	No	Yes	No							
	ital & Higher	_	L		_		Refundin														
A Educa	ation Facility Aut	ho 23-1929132	2717903C55	08/17/0	7 149,		Series 9		03	X		Х		X							
	ital & Higher	_	L		_		Refunding of														
	ation Facility Aut	ho 23-1929132	2717903D54	08/17/0			Series 97, 99, 0			Х		Х		X							
	ital & Higher						Refundin	-	1.5												
c Educa	ation Facility Aut	ho 23-1929132	2717903J25	07/01/1	2 309,	132,330.	Acq of F	ox Chas	3	X		Х		X							
D																					
Part II Pi	roceeds																				
					A		В	C				D									
1 Amour	nt of bonds retired																				
	nt of bonds legally defeased																				
	proceeds of issue			····	149,898,643. 71,051,466. 309,1																
4 Gross	proceeds in reserve funds	11,5	11,583,006. 4,			372,559. 28,409,2															
5 Capital	lized interest from proceeds		4.05.4.4.4.05.0			0.7.0															
6 Procee	Proceeds in refunding escrows								19,270												
7 Issuan	Issuance costs from proceeds				70,778.	1	375,324.	4,70	04,999	•											
	ng capital expenditures from procee							100 6													
10 Capital	l expenditures from proceeds							188,66	08,822	•											
	spent proceeds																				
					0000		0000														
13 Year of	f substantial completion				2007		2007			_											
				Yes	No	Yes	No	Yes	No		Yes		No								
	he bonds issued as part of a currer				37	X		X	37												
	he bonds issued as part of an adva			X	X	X			X	-		-									
-	Has the final allocation of proceeds been made?					X		X	X												
	organization maintain adequate books and rec	ords to support the final allocation	on of proceeds?	Х		A		Λ						—							
Part III P	rivate Business Use			1		1		_	_	_											
				A 	1	B	C				D										
	ne organization a partner in a partne		,	Yes	No X	Yes	No	Yes	No X	_	Yes	-	No								
	owned property financed by tax-ex-					1	X		<u>^</u>	-		+									
	ere any lease arrangements that ma	•			x				Х												
420101	inanced property?			 39			X				dule K										

Par	t III Private Business Use (Continued)								
			Α		В		С)
За	Are there any management or service contracts that may result in private	Yes	No	Yes	No	Yes	No	Yes	No
	business use of bond-financed property?		X		X	X			
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside								
	counsel to review any management or service contracts relating to the financed property?					X			
С	Are there any research agreements that may result in private business use of bond-financed property?		Х		Х	Х			
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside								
	counsel to review any research agreements relating to the financed property?					X			
4	Enter the percentage of financed property used in a private business use by		•						
	entities other than a section 501(c)(3) organization or a state or local government		1.96 %		.50 %	1	.00 %		%
5	Enter the percentage of financed property used in a private business use as a result of								
	unrelated trade or business activity carried on by your organization, another								
	section 501(c)(3) organization, or a state or local government		%		%		%		%
6	Total of lines 4 and 5		1.96 %		.50 %	1	.00 %		%
7	Does the bond issue meet the private security or payment test?		X		X		X		
8a	Has there been a sale or disposition of any of the bond-financed property to a non-								
	governmental person other than a 501(c)(3) organization since the bonds were issued?		X		X		X		
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed								
	of		%		%		%		%
С	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections								
	1.141-12 and 1.145-2?								
9	Has the organization established written procedures to ensure that all nonqualified								
	bonds of the issue are remediated in accordance with the requirements under								
	Regulations sections 1.141-12 and 1.145-2?		X		X		X		
Par	t IV Arbitrage								
			A		В		Ç)
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and	Yes	No	Yes	No	Yes	No	Yes	No
	Penalty in Lieu of Arbitrage Rebate?		X		X		X		
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?		X		X	X			
b	Exception to rebate?		X		X		X		
с	No rebate due?	X		X			X		
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was								
	performed								
3	Is the bond issue a variable rate issue?		X		X		X		
4a	Has the organization or the governmental issuer entered into a qualified						_		1
	hedge with respect to the bond issue?		X		X		X		
b	Name of provider	N/A		N/A		N/A			
	Term of hedge				_				
d	Was the hedge superintegrated?		X		X		X		
<u>e</u>	Was the hedge terminated?		X		Х		X		

Part IV Arbitrage (Continued)								
		<u> </u>		3	C))
	Yes	No	Yes	No	Yes	No	Yes	No
5a Were gross proceeds invested in a guaranteed investment contract (GIC)?	X		X			X		
b Name of provider	Defpa / Hy	po Bank	Defpa / Hy	po Bank				
c Term of GIC								
d Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?	X		X					
6 Were any gross proceeds invested beyond an available temporary period?						X		
7 Has the organization established written procedures to monitor the requirements of								
section 148?	X		X		X			
Part V Procedures To Undertake Corrective Action			_					
		4		3	C	;	[)
	Yes	No	Yes	No	Yes	No	Yes	No
Has the organization established written procedures to ensure that violations of								
federal tax requirements are timely identified and corrected through the voluntary								l
closing agreement program if self-remediation is not available under applicable								l
regulations?	X		X		X			
Part VI Supplemental Information. Provide additional information for responses to question	s on Schedul	e K (see inst	ructions).					
Schedule K, Part I, Bond Issues:								
(a) Issuer Name:								
Hospital & Higher Education Facility Authority o								,
(f) Description of Purpose: Refunding of Series	97, 99	, 03, ()5					
(a) Issuer Name:								
Hospital & Higher Education Facility Authority o								
(f) Description of Purpose: Refunding of Series	97, 99	, 03, ()5					
								,
(a) Issuer Name:								,
Hospital & Higher Education Facility Authority o	f Phila	adelphi	La					
(f) Description of Purpose:								
Refunding of 1993, Acq of Fox Chase, New Money P	rojects	3						
	_							

SCHEDULE L

(Form 990 or 990-EZ)

Transactions With Interested Persons

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.

Department of the Treasury
Internal Revenue Service

Name of the organization

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

Inspection

2014Open To Public

Employer identification number

Temple University Health System, Inc. 23-2825881 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. (b) Relationship between disqualified (d) Corrected? (a) Name of disqualified person (c) Description of transaction person and organization Yes No 2 Enter the amount of tax incurred by the 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 Loans to and/or From Interested Persons. Part II 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 (b) Relationship (d) Loan to or (i) Written (a) Name of (c) Purpose (e) Original (f) Balance due (g) In by board or from the interested person with organization of loan principal amount default? agreement? committee? organization? To From Yes No Yes No Yes No Total **>** \$ Grants or Assistance Benefiting Interested Persons. Part III Complete if the organization answered "Yes" on Form 990, Part IV, line 27. (e) Purpose of (a) Name of interested person (c) Amount of (d) Type of (b) Relationship between assistance assistance assistance interested person and the organization

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

Schedule L (Form 990 or 990-EZ) 2014

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.

Open to Public

OMB No. 1545-0047

Inspection

Name of the organization

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

Temple University Health System, Inc.

Employer identification number 23-2825881

Form 990, Part VI, Section A, line 1:

Pursuant to the organization's bylaws, the Executive Committee consists of at least five (5) Directors including the Chair, the Vice-Chair and the Chief Executive Officer of the organization. The Executive Committee is authorized to act for the Board between its regular meetings.

Form 990, Part VI, Section A, line 6:

The sole member of the organization is Temple University - Of The Commonwealth System of Higher Education. The member has the power to appoint and remove the organizations Board of Directors. The approval of the member is required for any of the following actions by the organization, (a) any dissolution or liquidation, (b) any merger, (c) any amendments to the articles of incorporation, (d) any amendments to the bylaws regarding the member, the number of directors, quorum or voting requirements, (e) the sale, pledge, lease (but only a lease from the organization of substantially all of the organizations real property), or transfer of the assets of the organization other than transactions occurring in the ordinary course of business, (f) any decision resulting in the organizations ceasing to provide appropriate sites for Temple University School of Medicine for comprehensive tertiary acute care services through the organization or related organizations (g) any decision to merge with, acquire, or enter into an affiliation with medical schools or medical school hospitals other than the Universitys(h) the deletion of any clinical programs that are needed for the accreditation of Temple University School of Medicine (i) the adoption of the organizations annual capital and operating budgets (j)the issuance or assumption of any

Schedule O (Form 990 or 990-EZ) (2014) Page 2 Name of the organization **Employer identification number** Temple University Health System, Inc. 23-2825881 indebtedness in excess of two million five hundred thousand (\$2,500,000) and (k) the execution of any contract providing for the management of the organization. Form 990, Part VI, Section A, line 7a: Please refer to the response for question 6 Form 990, Part VI, Section A, line 7b: Please refer to the response for question 6 Form 990, Part VI, Section B, line 11: After review by management and outside tax counsel, the 990 and 990T (if any) are posted to the website of the Secretarys Office. Each Board member is contacted and provided with the web address. A Board member without internet access is provided a paper copy to review. The website and paper mailing have an overview of the 990 and 990T preparation process and internal reviews. Each Board member is asked to review the 990 and 990T within 2 weeks and contact the Chief Financial Officer with any questions. Form 990, Part VI, Section B, Line 12c: The Office of the Secretary provides each director and officer with copies of the Conflict of Interest Policy and a disclosure statement to be completed on an annual basis. The Office of the Secretary reviews the completed disclosure statements which are then reviewed in summary format

by a committee of the Board of Directors and any recommended actions are presented to the full Board of Directors. In addition to completing the annual disclosure statement, directors and officers must disclose potential Schedule O (Form 990 or 990-EZ) (2014) Page 2 Name of the organization **Employer identification number** Temple University Health System, Inc. 23-2825881 are evaluated and a determination of whether a conflict exists is made by the Board or a committee of the Board. All employees are subject to a conflict of interest policy that is monitored by the Office of the Secretary. Form 990, Part VI, Section B, Line 15: There is a compensation committee that reviews and approves all total compensation of executive / key personnel at Temple University Health System through an evaluation performed by an external compensation expert before the compensation is approved. Form 990, Part VI, Section C, Line 19: The Unaudited Internal Financial Statements of the Temple University Health System and certain of its related organizations are distributed and made available to the public at the end of each quarter per the Systems Continuing Disclosure Agreement (Series of 2007 Bond Issue) through Digital Assurance Corp (DAC), the Municipal Services Reporting Boards EMMA

disclosure site and the Health Systems financial web site. The Annual Audited Financial Statements are also released to the public in the same manner. To the extent required by applicable law, the organization makes its governing documents available to the public upon request.

Form 990, Part IX, Line 11g, Other Fees:

Purchased services :

Program service expenses 0. Management and general expenses 13,852,205. Fundraising expenses 654,399. Total expenses 14,506,604.

Name of the organization	Employer identification number
Temple University Health System, Inc.	23-2825881
	_
Professional Fees:	
Program service expenses	0.
Management and general expenses	5,608,243.
Fundraising expenses	0.
Total expenses	5,608,243.
Total Other Fees on Form 990, Part IX, line 11g, Col A	20,114,847.
Form 990, Part XI, line 9, Changes in Net Assets:	
Welfare Benefit Trust reserve adjustment	-362,402.
COMMUNITY BENEFITS OVERVIEW	
Temple University Health System (TUHS), as the sole member	er of its
affiliated hospitals and physician practices, provides a	ccess to
facilities, programs, and other resources to carry out a	broad array of
community services. Through the employees and physicians	s of Temple
University Hospital, Fox Chase Cancer Center, Jeanes Hosp	pital, our
faculty and community based Physician practices, we prove	ide
comprehensive services to improve the health and quality	of living in
North Philadelphia and our Southeast Pennsylvania region	
TUHS is dedicated to ensuring access to comprehensive pro-	imarv and
specialty quality patient care through population health	
academic excellence in medical education and research.	
Our outreach services are critically important in the div	verse,
economically challenged neighborhoods surrounding our hos	spitals, where
about 79% of our patients are covered by government progr	rams, including

Name of the organization

Employer identification number

about 43% by Medicare and 36% by Medicaid. TUHS hospitals provide
indispensable health care services to residents of Philadelphia, which
is the largest city in America without a public hospital. In fact,
among Pennsylvania's full-service safety-net providers, Temple
University Hospital serves the greatest volume and highest percentage
of patients covered by Medicaid.

As the chief academic teaching hospital of the Lewis Katz School of

Medicine of Temple University, Temple University Hospital (TUH) is a

722-bed non-profit acute care hospital that provides a comprehensive

range of medical services to its low-income communities, and a broad

spectrum of secondary, tertiary, and quaternary care to patients

throughout Southeastern Pennsylvania and beyond. TUH is accredited as

an Adult Level 1 Trauma Center by the Pennsylvania Trauma Systems

Foundation.

In addition to its main campus in North Philadelphia, TUH includes its

Episcopal and Northeastern campuses, both of which are in economically

distressed areas within three miles of the TUH main and medical school

campus.

As our chief clinical teaching site, TUH is staffed by over 400

physicians of Temple University Physicians, our faculty-based practice

plan, as well as physician scientists from our affiliated Fox Chase

Cancer Center and our community-based Temple Physicians, Inc. Temple

physicians represent 17 academic departments including subspecialties

in emergency medicine, oncology, gastroenterology, obstetrics,

gynecology, orthopedics, neurosurgery, neurology, general and specialty

Name of the organization
Temple University Health System, Inc.

Employer identification number 23-2825881

surgery and psychiatry.

Temple physicians also staff important clinics that address major

public health concerns, such as the Comprehensive Neuroaids Center at

Temple University, which is dedicated to improving the public health

impact of bench-to clinic research associated with HIV-induced

neurological diseases and cognitive disorders.

Temple's nationally renowned physicians offer state of the art
treatment options for patients with complex medical problems, some of
whom were previously considered untreatable. Using sophisticated
technologies and personalized treatments, Temple physicians are working
to alter the course of serious disease. In over a dozen research
centers, our faculty is speeding the transformation of fundamental
scientific discoveries into practical therapies that may one day
dramatically improve human health.

The Fox Chase-Temple Bone Marrow Transplant Program, a formal affiliation between Fox Chase Cancer Center and TUH, is an example of this type of transformative medicine. Since its inception in 1988, the program has performed over 1,500 transplants, and has participated in countless research studies to promote life-saving treatment modalities.

In addition to the academic mission, The Temple Center for Population

Health, LLC, (TCPH) promotes and supports the population health efforts

of TUH and North Philadelphia. We align our efforts with the goals of

the United States Department of Health and Human Services' three-part

aim of achieving better care for patients, better health for our

Name of the organization
Temple University Health System, Inc.

Employer identification number 23-2825881

communities, and lower costs through health care system improvement.

With respect to prevention, education and outreach related to cancer,
we are especially proud of the services provided through Fox Chase

Cancer Center. As a National Cancer Institute Comprehensive Cancer

Center, Fox Chase is one of only 41 centers in the country to qualify
for this designation. Its Office of Health Communications and

Disparities addresses the cancer needs of its geographically, racially
and ethnically diverse population through individual contact, group

teaching and other modes to teach about cancer and screenings.

Temple University Health System takes great pride in the broad array of services it provides to the community. Below is a summary of some of the programs and activities conducted this year to help advance the wellness and improve the quality of life in our communities.

PROVIDING CRITICAL SOCIAL RESOURCES. Temple connected more than

13,000people with community-based social services, including free

transportation services, legal services, and clothing to destitute

patients upon discharge, and free pharmaceuticals, co-pays and medical

supplies that provide our most vulnerable patients with the resources

they need to help them heal after discharge.

REACHING OUT TO THE COMMUNITY. Our hospitals reached more than 80,000 people, providing free health screenings; support groups for patients and families dealing with alcoholism, narcotics abuse, behavioral health disorders, cancer and other diseases; providing free

immunization for flu in cooperation with the City Health Department;

Name of the organization

Employer identification number

Temple University Health System, Inc. 23-2825881 offering education on childbirth, mental health, burn prevention, diabetes care, stroke awareness, healthy diet and exercise, and other topics; and providing many other outreach activities. In collaboration with local food banks, public schools, and community organizations, we also conduct numerous food, new clothing, and school supply drives to benefit children and adults living in our impoverished neighborhoods.

CONNECTING PATIENTS WITH FINANCIAL RESOURCES. Temple employs 37 Financial Counselors dedicated to helping uninsured and under-insured patients obtain medical coverage. This team processes about 6,000 applications annually.

COMBATTING GUN VIOLENCE. Philadelphia leads the nation's 10 largest cities in homicides per capita. Three police districts with the highest number of shootings fall within our footprint. Temple treats more than 500 victims of penetrating wounds, the highest number in Pennsylvania. To address this epidemic, Temple's Cradle to Grave program works with at-risk youth to help break the cycle of gun violence. Cradle to Grave engaged 1,400 teens this year, and engaged more than 10,000 teens since the program began in 2006. Its Turning Point intervention program takes advantage of teachable moments that exist during the post-injury/pre-discharge period for survivors of violence.

PREVAILING UPON CANCER. In furtherance of its mission, the Fox Chase Cancer Center operates several comprehensive screening and education programs, including the following: (1) Through our Community Cancer Screening Program we reach a total of 3,254 individuals with breast,

Name of the organization **Employer identification number** Temple University Health System, Inc. 23-2825881 skin and prostate cancer screenings. (2) Through our Speakers Bureau, Fox Chase reached about 2,500 people. Topics included breast, (3) cervical, ovarian, colorectal, prostrate, lung, and skin cancer. Through our Resource and Education Center, Fox Chase staff provided about 3,800 patients, families, and community members with access to free cancer information and resources that address the cancer continuum. (4) Fox Chase also provides psychosocial supports through nine separate support groups. Our community partnerships include diverse entities including community-based, faith-based, business, legislative, and academic partners. Through these partnerships, we have successfully educated, screened audiences and developed relationships to support community wellness.

INVESTING IN OUR HOSPITAL WORKFORCE. Temple University Hospital's

Community Healthcare Workforce program provided comprehensive training

and education to help frontline workers living in the community adapt

and build skills to enable them to participate in a changing healthcare

workplace. About half of the students are union members, and half from

the general community, many of whom are laid-off workers and Welfare

recipients.

IMMERSION IN SCIENCE HIGH SCHOOL PROGRAM

Through the Fox Chase Cancer Center Immersion Science High School

Program, FCCC provided free education programming to diverse high

school students from the target region. In May of 2015, 250 high school

students from the target area participated in a one day Health Careers

Symposium hosted by the Immersion Science Program that included >60

hands-on courses in the full array of careers available at an

Name of the organization **Employer identification number** Temple University Health System, Inc. 23-2825881 NCI-designated Comprehensive Cancer Center. The Symposium is cost-free in order to ensure diversity and equality of the participants. In addition to the Symposium, 24 students from 22 Philadelphia area schools participated in an 11 session, intensive hands on training course in cancer research. The Immersion Science program provides staged, comprehensive exposure of high school students to increase retention in biomedical careers and to provide direct instruction in laboratory techniques and scientific thinking. There is no cost to participate, and, in fact, summer salaries were provided to students in the Phase 3 segment of the program. In total eleven (11) students were awarded full-time (\$2,250) or half-time (\$1,125) fellowships for research in Fox Chase laboratories.

The Immersion Science program reaches many additional Philadelphia area students through a Teacher Training program. This past fall, seven teachers trained in Immersion Science approaches that will be used in high school classrooms. This program is also free of charge and includes continued access to a Footlocker containing advanced level laboratory equipment for use in their home classrooms. Through this program, an additional 150 students experienced the Immersion Science program in 2015.

In addition, Fox Chase has established partnerships with local institutions to provide career counseling and scientific seminars, free of charge. In 2015, members of the faculty and/or the postdoctoral fellows program participated in collaborations with West Oak Lane Charter School (a science-focused, K-8 charter school in Philadelphia), Central High School, the Franklin Institute, Ursinus College, and

these educational institutions.

Name of the organization
Temple University Health System, Inc.

Employer identification number 23-2825881

Directors are comprised of dedicated volunteers from diverse
backgrounds who offer expertise and govern the organization without
compensation. Similarly, our executive team routinely participates in
not-for-profit community health and social service organizations, as
volunteer members of their boards-of-directors, and as participants in
their outreach services. In addition, our hospitals engages volunteer
community members to help advance its healthcare mission. Through our
chaplaincy, family support, and other programs, and other programs of
our hospitals, our volunteers touch more than 30,000 people annually,
helping to advance healing through their compassionate services to
patients and their families.

PROMOTING MULTI-CULTURAL SERVICES. With an annual investment of about \$1.8 million, Temple University Health System has 327 language-proficient staff, all who have been credentialed through the Linguistic and Cultural Services Department. This includes 9 full-time medical interpreters, 2 medical interpreters in leadership roles, 23 active dual-role interpreters, 134 language proficient physicians, 21 RNs, 1 social worker, and 138 other language proficient bi-lingual staff.

EMERGENCY PREPAREDNESS AND RESEARCH. This program helps ensure our staff and hospital facilities are prepared to continue to provide safe, quality patient care even under the most austere conditions. We work on many levels, both inside and outside the Temple Health System,

Name of the organization
Temple University Health System, Inc.

Employer identification number 23-2825881

educating our communities about the importance of personal

preparedness. Temple's Emergency Preparedness and Research Program is a critical link in the federal, state, and local disaster response plans.

AMERICAN RED CROSS BLOOD DRIVES. We help ensure that our nation has a safe and reliable blood supply. Temple hospitals helped collect more than 900 pints of blood from employees, physicians and community members.

PHILADELPHIA "MOM" PROGRAM. Temple's nursing staff and social workers
assist the City in enrolling the new mothers shortly after delivering
their infant and prior to discharge. New mothers and their babies from
birth through the child's 6th birthday are connected with social,
educational, and healthcare supports.

INVESTING IN HEALTH PROFESSIONS EDUCATION. Temple invests about \$70 million to provide the education and training necessary to develop a professional healthcare workforce to benefit the broader community.

This includes part of the cost of training more than 500 residents and fellows in over 45 teaching programs. Our residents and fellows are involved in various efforts that directly impact the community, including our Cradle to Grave program, our HIV clinic, and other community outreach initiatives. The exposure that our Residents receive caring for our diverse, low-income community helps Temple address health disparities while developing our nation's future physicians.

Our investment in health professions also includes part of the cost of operating the Northeastern School of Nursing RN Diploma Program,

Name of the organization
Temple University Health System, Inc.

Employer identification number 23-2825881

providing an affordable option for diverse, community members who would not otherwise be able to attend traditional collegiate programs.

million in net charity and under-reimbursed care expenses. In

addition, Temple maintains strong affiliations with the City of

Philadelphia, Federally Qualified Health Centers, and numerous

community health organizations to help ensure access to care for our

vulnerable population.

SUBSIDIZING CRITICAL HEALTH SERVICES. Temple University Hospital invested

about \$22 million to subsidize critical health care services needed in our community. This includes support for our outpatient emergency, acute care and psychiatric services, as well as the inpatient psychiatric services on our Episcopal Campus. These physical and mental health services are critical to the health and welfare of our vulnerable communities.

FUELING OUR REGION'S ECONOMIC ENGINE. The Health system employed nearly 8,000 people and paid about \$800 million in salaries and benefits. As a critical employer for North Philadelphia, about 22% of our employees live within its immediate and adjacent zip codes. For every \$1.00 of hospital employee compensation, about \$.92 additional compensation is spent elsewhere in the community (about \$700 million). For every job at Temple University Hospital, about 1.2 additional jobs are generated elsewhere (about 9,200 spin-off jobs).

SCHEDULE R (Form 990)

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.

2014
Open to Public Inspection

OMB No. 1545-0047

Name of the organization

Department of the Treasury Internal Revenue Service

Temple University Health System, Inc.

 $\begin{array}{c} \textbf{Employer identification number} \\ 23-2825881 \end{array}$

Primary activity	Legal domicile (state or foreign country) Pennsylvania	Total income -179,475.		Direct controlling entity Temple University Health System, Inc.
ealth care	Pennsylvania	-179,475.		-
ealth care	Pennsylvania	-179,475.		-
ealth care	Pennsylvania	-179,475.	2,376,928.	Health System, Inc.

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	(f) Direct controlling entity	Section 5 contr enti	
				501(c)(3))		Yes	No
Temple University Hospital, Inc	_						
23-2825878, 3509 N Broad Street, Room 936 or					Temple University		
c/o Chief Legal Counsel, Philadelphia, PA	Health care	Pennsylvania	501(c)(3)	Line 3	Health System Inc	X	
Jeanes Hospital - 23-2826045							-
3509 N Broad Street, Room 936 or c/o Chief L	1				Temple University		
Philadelphia, PA 19140	Health care	Pennsylvania	501(c)(3)	Line 3	Health System Inc	X	
Temple Physicians, Inc 23-2790607							
3509 N Broad Street, Room 936 or c/o Chief L					Temple University		
Philadelphia, PA 19140	Health care	Pennsylvania	501(c)(3)	Line 9	Health System Inc	X	
Temple Health Transport Team, Inc							
75-3084023, 3509 N Broad Street, Room 936 or					Temple University		
c/o Chief Legal Counsel, Philadelphia, PA	Health care	Pennsylvania	501(c)(3)	Line 9	Health System Inc	X	

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

See Part VII for Continuations

Schedule R (Form 990) 2014

Part II Continuation of Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN	(b) Primary activity	(c) Legal domicile (state or	(d) Exempt Code	(e) Public charity	(f) Direct controlling	contr	g) 512(b)(13) rolled
of related organization		foreign country)	section	status (if section 501(c)(3))	entity		zation?
Temple University - 23-1365971				00.(0)(0))		Yes	No
300 Sullivan Hall 1330 W Berks St	1						
Philadelphia PA 19140	- Education	 Pennsylvania	501(c)(3)	Line 2	N/A		Х
Temple University Health System Foundation		-					
Inc 23-2916108, 3509 N Broad Street, Room	1				Temple University		
936 or c/o Chief Legal Counsel,	⊢ Health care	 Pennsylvania	501(c)(3)	Line 11a, I	Hospital	х	
Episcopal Hospital - 23-1365351				<u> </u>			
3509 N Broad Street, Room 936 or c/o Chief L	1				Temple University		
Philadelphia, PA 19140	⊢ Health care	 Pennsylvania	501(c)(3)	Line 11a, I	Hospital	х	
Jeanes Hospital Auxillary - 23-1917776				,			
7500 Central Avenue	1						
Philadelphia, PA 19111	Health care	Pennsylvania	501(c)(3)	Line 9	Jeanes Hospital	х	
American Oncologic Hospital - 23-1352156							
3509 N Broad Street, Room 936 or c/o Chief L	1				Temple University		
Philadelphia, PA 19111	Health care	Pennsylvania	501(c)(3)	Line 3	Health System Inc	х	
Institute for Cancer Research - 23-6296135					American		
3509 N Broad Street, Room 936 or c/o Chief L	1				Oncologic		
Philadelphia, PA 19140	HEalth care	Delaware	501(c)(3)	Line 4	Hospital	х	
Fox Chase Cancer Center Medical Group -					American		
45-4540585, 3509 N Broad Street, Room 936 or	1				Oncologic		
c/o Chief Legal Counsel, Philadelphia, PA	Health care	Pennsylvania	501(c)(3)	Line 3	Hospital	х	
Fox Chase Network, Inc 23-2467337					American		
3509 N Broad Street, Room 936 or c/o Chief L	1				Oncologic		
Philadelphia, PA 19140	Health care	Pennsylvania	501(c)(3)	Line 11b, II	Hospital	х	
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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.

organization a season are a parameter as a periodic target as a periodic											
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(1	h)	(i)	(j)	(k)
Name, address, and EIN of related organization	Primary activity	Legal domicile	Direct controlling	Predominant income	Share of total	Share of	Disprop	ortionate	Code V-UBI	General	Percentage
of related organization		(state or foreign	entity	Predominant income (related, unrelated, excluded from tax under sections 512-514)	income	end-of-year assets	allocations?		amount in box	partner	ownership
		country)		sections 512-514)		233013	Yes	No	amount in box 20 of Schedule K-1 (Form 1065)	Yes N	
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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	(d) Direct controlling entity	(e) Type of entity (C corp, S corp,	(f) Share of total income	(g) Share of end-of-year	(h) Percentage ownership	512(l	tion b)(13) rolled ity?
		country)		or trust)		assets			No
TUHS Insurance Company, Inc 98-1203189									
3509 N Broad Street Room 936 or c/o Cheif Leg	ī								
Philadelphia, PA 19140	Reinsurance	Bermuda	n/a				100.00%		X
Fox Chase Limited - 23-2396731			American						
3509 N Broad Street Room 936 or c/o Cheif Leg	7		Oncologic						
Philadelphia, PA 19140	Health care	PA	Hospital	C CORP			100.00%	Х	
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Part V Transactions With Related Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Not	te. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.		Yes	No
	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?			
а	Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	Х	<u> </u>
	Gift, grant, or capital contribution to related organization(s)	1b	Х	ĺ
	Gift, grant, or capital contribution from related organization(s)	1c	X	
d	Loans or loan guarantees to or for related organization(s)	1d		X
	Loans or loan guarantees by related organization(s)	1e		Х
f	Dividends from related organization(s)	1f		Х
g	Sale of assets to related organization(s)	1g		X
h	Purchase of assets from related organization(s)	1h		X
i	Exchange of assets with related organization(s)	1i		X
j	Lease of facilities, equipment, or other assets to related organization(s)	1j	X	ĺ
k	Lease of facilities, equipment, or other assets from related organization(s)	1k	Х	ĺ
-1	Performance of services or membership or fundraising solicitations for related organization(s)	11	Х	
	Performance of services or membership or fundraising solicitations by related organization(s)	1m	Х	
	Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	Х	
	Sharing of paid employees with related organization(s)	10	Х	
р	Reimbursement paid to related organization(s) for expenses	1p	Х	i
	Reimbursement paid by related organization(s) for expenses	1q	Х	i
r	Other transfer of cash or property to related organization(s)	1r		Х
s	Other transfer of cash or property from related organization(s)	1s		Х
2	If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.			

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) Temple University Hospital	С	8,532,000.	Grants to TUHS
(2) Jeanes Hospital	С	3,759,000.	Grants to TUHS
(3) Temple Health Transport Team	В	2,400,000.	Grants from TUHS
(4) Temple Physicians, Inc.	В	10,440,000.	Grants from TUHS
(5) American Oncologic Hospital	L	5,647,250.	Allocation of corp costs
(6) Fox Chase Medical Group	L	505,038.	Allocation of corp costs

Part V Continuation of Transactions With Related Organizations (Schedule R (Form 990), Part V, line 2)

(a) Name of other organization	(b) Transaction type (a-r)	(c) Amount involved	(d) Method of determining amount involved
(7)Institute for Cancer Research	L	1,913,727.	Allocation of corp costs
(8)Jeanes Hospital	L	8,410,137.	Allocation of corp costs
(9)Temple Health Transport Team	L	364,256.	Allocation of corp costs
(10)Temple Physicians, Inc.	L	2,529,999.	Allocation of corp costs
(11)Temple University Hospital	L	51,458,340.	Allocation of corp costs
(12)Temple University Hospital	0	4,091,359.	Recovery of Salary & Benefits
(13)Jeanes Hospital	0	341,613.	Recovery of Salary & Benefits
(14)American Oncologic Hospital	0	1,252,231.	Recovery of Salary & Benefits
(15)Jeanes Hospital	A	3,577,070.	Bond interest
(16)American Oncologic Hospital	A	5,753,172.	Bond interest
(17)Institute for Cancer Research	A	898,151.	Bond interest
(18)Temple Physicians, Inc.	A	53,109.	Bond interest
(19)Temple University Hospital	A	18,906,384.	Bond interest
(20)Temple Physicians, Inc.	J	956,119.	Rent & utilities
(21)Temple University Hospital	J	1,875,646.	Rent & utilities
(22)			
(23)			
(24)			

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)	(e) Are all partners s 501(c)(3 orgs.? Yes N	(g) Share of end-of-year assets	Disprotionallocati	opor- ate ions?	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General managir partner Yes N	(k) or Percentage ownership