

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

The mission of Norwalk Hospital Foundation is to raise funds, reinvest and administer these funds and make distributions to Norwalk Hospital and other not-for-profit Norwalk Hospital affiliates.

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

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

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

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code) (Expenses \$ 5,847,271. including grants of \$ 5,847,271.) (Revenue \$)

Foundation funds were used to support a variety of patient care programs, several key positions, scholarships, continuing professional education & training.

4b (Code) (Expenses \$ including grants of \$) (Revenue \$)**4c** (Code) (Expenses \$ including grants of \$) (Revenue \$)**4d** Other program services (Describe in Schedule O)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 5,847,271.

Part IV Checklist of Required Schedules

- 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If 'Yes,' complete Schedule A
- 2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?
- 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
- 4 **Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If 'Yes,' complete Schedule C, Part II
- 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
- 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
- 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
- 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If 'Yes,' complete Schedule D, Part III
- 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
- 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
- 11 If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable
- a** Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If 'Yes,' complete Schedule D, Part VI
- 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
- c** Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If 'Yes,' complete Schedule D, Part VIII
- 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
- e** Did the organization report an amount for other liabilities in Part X, line 25? If 'Yes,' complete Schedule D, Part X
- f** Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If 'Yes,' complete Schedule D, Part X
- 12a** Did the organization obtain separate, independent audited financial statements for the tax year? If 'Yes,' complete Schedule D, Parts XI and XII
- b** 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
- 13** Is the organization a school described in section 170(b)(1)(A)(ii)? If 'Yes,' complete Schedule E
- 14a** Did the organization maintain an office, employees, or agents outside of the United States?
- b** Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If 'Yes,' complete Schedule F, Parts I and IV
- 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
- 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
- 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 (see instructions)
- 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
- 19** Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If 'Yes,' complete Schedule G, Part III
- 20a** Did the organization operate one or more hospital facilities? If 'Yes,' complete Schedule H
- b** If 'Yes' to line 20a, did the organization attach a copy of its audited financial statements to this return?
- 21** Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If 'Yes,' complete Schedule I, Parts I and II

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Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If 'Yes,' complete Schedule I, Parts I and II.</i>		X
23 Did the organization answer 'Yes' to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If 'Yes,' complete Schedule J.</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If 'Yes,' answer lines 24b through 24d and complete Schedule K. If 'No,' go to line 25a.</i>		X
24b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
24c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
24d Did the organization act as an 'on behalf of' issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations: Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If 'Yes,' complete Schedule L, Part I.</i>		X
25b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If 'Yes,' complete Schedule L, Part I.</i>		X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If 'Yes,' complete Schedule L, Part II.</i>		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If 'Yes,' complete Schedule L, Part III.</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions): a A current or former officer, director, trustee, or key employee? <i>If 'Yes,' complete Schedule L, Part IV.</i> b A family member of a current or former officer, director, trustee, or key employee? <i>If 'Yes,' complete Schedule L, Part IV.</i> c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If 'Yes,' complete Schedule L, Part IV.</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If 'Yes,' complete Schedule M.</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If 'Yes,' complete Schedule M.</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If 'Yes,' complete Schedule N, Part I.</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If 'Yes,' complete Schedule N, Part II.</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If 'Yes,' complete Schedule R, Part I.</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If 'Yes,' complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? b If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If 'Yes,' complete Schedule R, Part V, line 2.</i>	X	X
36 Section 501(c)(3) organizations: Did the organization make any transfers to an exempt non-charitable related organization? <i>If 'Yes,' complete Schedule R, Part V, line 2.</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If 'Yes,' complete Schedule R, Part VI.</i>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?		X

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

1 a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	1 a	0
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1 b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1 c	

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

	Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	0	
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	
Note. If the sum of lines 1a and 2a is greater than 250, you may be required to file (see instructions)		
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	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	3b	
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b If 'Yes,' enter the name of the foreign country		
See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)		
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c If 'Yes,' to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7 Organizations that may receive deductible contributions under section 170(c).		
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X
b If 'Yes,' did the organization notify the donor of the value of the goods or services provided?	7b	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	X
d If 'Yes,' indicate the number of Forms 8282 filed during the year	7d	
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9 Sponsoring organizations maintaining donor advised funds.		
a Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10 Section 501(c)(7) organizations. Enter		
a Initiation fees and capital contributions included on Part VIII, line 12	10a	
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11 Section 501(c)(12) organizations. Enter		
a Gross income from members or shareholders	11a	
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b	
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b If 'Yes,' enter the amount of tax exempt interest received or accrued during the year	12b	
13 Section 501(c)(29) qualified nonprofit health insurance issuers		
a 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	
c Enter the amount of reserves on hand	13c	
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b If 'Yes,' has it filed a Form 720 to report these payments? If 'No,' provide an explanation in Schedule O	14b	
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?	15	X
If 'Yes,' see instructions and file Form 4720, Schedule N		
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16	X
If 'Yes,' complete Form 4720, Schedule O		

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 if Schedule O contains a response or note to any line in this Part VI ☒**Section A. Governing Body and Management**

	Yes	No
1 a 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.	1 a	1 b
2 Enter the number of voting members included in line 1a, above, who are independent officer, director, trustee, or key employee.	2	2
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	3
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	4
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5	5
6 Did the organization have members or stockholders? See Schedule O.	6	6
7 a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? See Schedule O.	7 a	7 a
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? See Sch O.	7 b	7 b
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? b Each committee with authority to act on behalf of the governing body?	8 a	8 a
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If 'Yes,' provide the names and addresses in Schedule O.	9	9

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed: CT NY FL

18 Section 6104 requires an organization to make its Forms 1023 (1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

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

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

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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 ☒ X

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1. 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 nor any related organization compensated any current officer, director, or trustee ☐

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)				(D) Reportable compensation from related organizations (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from related organizations (W-2/1099-MISC)
		Individual trustee or director	Institutional trustee	Officer	Highest compensated employee			
(1) Lisa A. Esneault Vice Chairman	3 3	X		X		0.	0.	0.
(2) Dominick Colabella Director	1 2	X				0.	0.	0.
(3) Robert Cioffi Director	1 2	X				0.	0.	0.
(4) Caroline Kellen Director	1 1	X				0.	0.	0.
(5) Leonard DiNardo Secretary	3 3	X		X		0.	0.	0.
(6) Mary Grace Gudis Director	1 1	X				0.	0.	0.
(7) James Naughton Director	1 1	X				0.	0.	0.
(8) Michael Lublinsky Director	1 1	X				0.	0.	0.
(9) Jeet S. Sandhu, MD Director	1 1	X				0.	0.	0.
(10) Deborah L. Seidel Chairman	3 3	X		X		0.	0.	0.
(11) Christian J. Trefz Director	1 1	X				0.	0.	0.
(12) Pradip Pathare, MD Director	1 1	X				0.	0.	0.
(13) Grace Linhard Chief Devel Off	20 27			X		0.	412,619	19,545.
(14) Steven H. Rosenberg Treasurer	3 53			X		0.	3,382,107	51,496.

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

(A) Name and title	(B) Average number of hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)				(D) Reportable compensation from the organization (W-21099-MISC)	(E) Reportable compensation from related organizations (W-21099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee		
(15) _____	-----							
(16) _____	-----							
(17) _____	-----							
(18) _____	-----							
(19) _____	-----							
(20) _____	-----							
(21) _____	-----							
(22) _____	-----							
(23) _____	-----							
(24) _____	-----							
(25) _____	-----							
1 b Sub-total						0.	3,794,726.	71,041.
c Total from continuation sheets to Part VII, Section A						0.	0.	0.
d Total (add lines 1b and 1c)						0.	3,794,726.	71,041.
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	0							

- 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
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If 'Yes,' complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If 'Yes,' complete Schedule J for such person

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
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization	0

Part VIII Statement of Revenue

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

Contributions, Gifts, Grants and Other Similar Amounts		1a Federated campaigns		1a	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
b Membership dues		1b						
c Fundraising events		1c 150,949						
d Related organizations		1d						
e Government grants (contributions)		1e						
f All other contributions, gifts, grants, and similar amounts not included above		1f 6,821,260.						
g Noncash contributions included in lines 1a-1f		1g 3,813,620.						
h Total. Add lines 1a-1f		6,972,209.						
Business Code								
2a								
b								
c								
d								
e								
f All other program service revenue								
g Total. Add lines 2a-2f								
Program Service Revenue								
3 Investment income (including dividends, interest and other similar amounts)								
4 Income from investment of tax-exempt bond proceeds				3,521,247.				
5 Royalties				-4,817.				
6a Gross rents								
b Less: rental expenses								
c Rental income or (loss)								
d Net rental income or (loss)								
7a Gross amount from sales of assets other than inventory								
b Less: cost or other basis and sales expenses								
c Gain or (loss)								
d Net gain or (loss)				5,663.				
8a Gross income from fundraising events (not including \$ 150,949. of contributions reported on line 1c)								
See Part IV, line 18								
b Less: direct expenses				87,317.				
c Net income or (loss) from fundraising events				73,177.				
9a Gross income from gaming activities								
See Part IV, line 19								
b Less: direct expenses								
c Net income or (loss) from gaming activities				14,140.				
10a Gross sales of inventory, less returns and allowances								
b Less: cost of goods sold								
c Net income or (loss) from sales of inventory								
Business Code								
11a								
b								
c								
d All other revenue								
e Total. Add lines 11a-11d				10,513,259.				
12 Total revenue. See instructions				0.				
				-4,817.				
				3,531,727.				

Part IX Statement of Functional Expenses

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

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

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII				
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21	5,779,771	5,779,771		
2 Grants and other assistance to domestic individuals See Part IV, line 22	67,500	67,500		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	0	0	0	0
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0	0	0	0
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (non-employees)				
a Management	2,914,864		2,914,864	
b Legal				
c Accounting				
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees	113,410		113,410	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)				
12 Advertising and promotion				
13 Office expenses	154,324		154,324	
14 Information technology				
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				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	1,858		1,858	
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
a -----				
b -----				
c -----				
d -----				
e All other expenses				
25 Total functional expenses Add lines 1 through 24e	9,031,727	5,847,271	3,184,456	0
26 Joint costs Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

	(A) Beginning of year	(B) End of year
Assets		
1 Cash – non-interest-bearing	1,024,552.	1 3,966,703.
2 Savings and temporary cash investments	5,351,634.	2 5,407,177.
3 Pledges and grants receivable, net	26,559,191.	3 24,782,328.
4 Accounts receivable, net	412,988	4 86,515.
5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5
6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6
7 Notes and loans receivable, net		7
8 Inventories for sale or use		8
9 Prepaid expenses and deferred charges		9
10a Land, buildings, and equipment cost or other basis		
Complete Part VI of Schedule D	142,468.	
b Less accumulated depreciation	132,975.	10c 9,493.
11 Investments – publicly traded securities		11
12 Investments – other securities. See Part IV, line 11	101,435,386.	12 102,972,104.
13 Investments – program-related. See Part IV, line 11		13
14 Intangible assets		14
15 Other assets. See Part IV, line 11	69,228.	15 98,200.
16 Total assets. Add lines 1 through 15 (must equal line 34)	134,856,495.	16 137,322,520.
17 Accounts payable and accrued expenses	94,277.	17 54,088.
18 Grants payable		18
19 Deferred revenue		19
20 Tax-exempt bond liabilities		20
21 Escrow or custodial account liability. Complete Part IV of Schedule D		21
22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22
23 Secured mortgages and notes payable to unrelated third parties		23
24 Unsecured notes and loans payable to unrelated third parties		24
25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	3,046,058.	25 5,512,882.
26 Total liabilities. Add lines 17 through 25	3,140,335.	26 5,566,970.
Liabilities		
Organizations that follow SFAS 117 (ASC 958), check here ☒ and complete lines 27 through 29, and lines 33 and 34		
27 Unrestricted net assets	68,571,594.	27 68,601,926.
28 Temporarily restricted net assets	51,167,106.	28 50,860,654.
29 Permanently restricted net assets	11,977,460.	29 12,292,970.
Organizations that do not follow SFAS 117 (ASC 958), check here ☐ and complete lines 30 through 34.		
30 Capital stock or trust principal, or current funds		30
31 Paid-in or capital surplus, or land, building, or equipment fund		31
32 Retained earnings, endowment, accumulated income, or other funds		32
33 Total net assets or fund balances	131,716,160	33 131,755,550.
34 Total liabilities and net assets/fund balances	134,856,495.	34 137,322,520.

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Form 990 (2018)

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	10,513,259.
2	Total expenses (must equal Part IX, column (A), line 25)	2	9,031,727.
3	Revenue less expenses Subtract line 2 from line 1	3	1,481,532.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	131,716,160.
5	Net unrealized gains (losses) on investments	5	-161,252.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O) See Schedule O	9	-1,280,890.
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	131,755,550.

Part XII Financial Statements and Reporting

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

1 Accounting method used to prepare the Form 990 ☐ Cash ☒ 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?
 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?
 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 ☒ Consolidated basis ☐ Both consolidated and separate basis

c If 'Yes' to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
 If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O _____

3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? ☐ Yes ☒ No

b If 'Yes,' did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits _____

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

OMB No. 1545-0047
2018

Department of the Treasury
Internal Revenue Service

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

Open to Public Inspection

Name of the organization
NORWALK HOSPITAL FOUNDATION

Employer identification number
22-2577707

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

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

A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- ☐ 2

A school described in section 170(b)(1)(A)(ii) (Attach Schedule E (Form 990 or 990-EZ)).
- ☐ 3

A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- ☐ 4

A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iv). Enter the hospital's name, city, and state: _____
- ☐ 5

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(v). (Complete Part II.)
- ☐ 6

A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(vi).
- ☒ 7

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vii). (Complete Part II.)
- ☐ 8

A community trust described in section 170(b)(1)(A)(viii). (Complete Part II.)
- ☐ 9

An agricultural research organization described in section 170(b)(1)(A)(ix) operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____

☐ 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)

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

☐ 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

☐ a **Type I** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. You must complete Part IV, Sections A and B.

☐ b **Type II** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). You must complete Part IV, Sections A and C.

☐ c **Type III functionally integrated** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s). (See instructions). You must complete Part IV, Sections A, D, and E.

☐ d **Type III non-functionally integrated** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). You must complete Part IV, Sections A and D, and Part V.

☐ e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations: _____

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1 through 10 above) (see instructions)	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any unusual grants.) Part VII						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf	6,098,829.	12050250.	11868292.	17920897.	6,972,209.	54,910,477
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0.
4 Total. Add lines 1 through 3	6,098,829.	12050250.	11868292.	17920897.	6,972,209.	54,910,477.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f).						
6 Public support. Subtract line 5 from line 4						13,055,661.
						41,854,816.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
7 Amounts from line 4	6,098,829	12050250.	11868292	17920897.	6,972,209.	54,910,477.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on	1,240,647.	2,533,258.	6,705,986.	12080595.	3,526,064.	26,086,550.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)					-4,817	-4,817
11 Total support. Add lines 7 through 10						0.
12 Gross receipts from related activities, etc. (see instructions)						80,992,210.
						783,492
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ☐						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	14	51.68 %
15 Public support percentage from 2017 Schedule A, Part II, line 14	15	52.93 %
16a 33-1/3% support test—2018. If the organization did not check the box on line 13, and line 14 is 33-1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☒		
b 33-1/3% support test—2017. If the organization did not check a box on line 13 or 16a, and line 15 is 33-1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☐		
17a 10%-facts-and-circumstances test—2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the 'facts-and-circumstances' test, check this box and stop here. Explain in Part VI how the organization meets the 'facts-and-circumstances' test. The organization qualifies as a publicly supported organization ☐		
b 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the 'facts-and-circumstances' test, check this box and stop here. Explain in Part VI how the organization meets the 'facts-and-circumstances' test. The organization qualifies as a publicly supported organization ☐		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐		

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Schedule A (Form 990 or 990-EZ) 2018

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

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

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any unusual grants.)						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose.						
3 Gross receipts from activities that are not an unrelated trade or business under section 513.						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						
5 The value of services or facilities furnished by a governmental unit to the organization without charge.						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons.						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets. (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here.						

Section C. Computation of Public Support Percentage

	15	16
15 Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f))		
16 Public support percentage for 2017 (Schedule A, Part III, line 15)		

Section D. Computation of Investment Income Percentage

	17	18
17 Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f))		
18 Investment income percentage from 2017 (Schedule A, Part III, line 17)		
19a 33-1/3% support tests—2018. If the organization did not check the box on line 14, and line 15 is more than 33-1/3%, and line 17 is not more than 33-1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.	☐	
b 33-1/3% support tests—2017. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33-1/3%, and line 18 is not more than 33-1/3%, check this box and stop here. The organization qualifies as a publicly supported organization.	☐	
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions.	☐	

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If 'No,' describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.	☐	☐
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 12a or 12b 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 Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).	☐	☐
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 (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If 'Yes,' provide detail in Part VI .	☐	☐
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If 'Yes,' complete Part I of Schedule L (Form 990 or 990-EZ).	☐	☐
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 or 990-EZ).	☐	☐
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 9a) 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 9a) 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 section 4943(f) because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If 'Yes,' answer 10b 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.)	☐	☐

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Schedule A (Form 990 or 990-EZ) 2018

Part IV Supporting Organizations (continued)

11 Has the organization accepted a gift or contribution from any of the following persons?

a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?

b A family member of a person described in (a) above?

c A 35% controlled entity of a person described in (a) or (b) above? If 'Yes' to a, b, or c, provide detail in Part VI

	Yes	No
11a		
11b		
11c		

Section B. Type I Supporting Organizations

1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If 'No,' describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.

2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If 'Yes,' explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.

	Yes	No
1		
2		

Section C. Type II Supporting Organizations

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

	Yes	No
1		

Section D. All Type III Supporting Organizations

1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?

	Yes	No
1		

2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If 'No,' explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).

	Yes	No
2		

3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If 'Yes,' describe in Part VI the role the organization's supported organizations played in this regard.

	Yes	No
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).

- a ☐ The organization satisfied the Activities Test. Complete line 2 below.
- b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.
- c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).

2 Activities Test. Answer (a) and (b) below.

a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If 'Yes,' then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.

b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If 'Yes,' explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.

	Yes	No
2a		

3 Parent of Supported Organizations. Answer (a) and (b) below.

a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.

b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If 'Yes,' describe in Part VI the role played by the organization in this regard.

	Yes	No
3a		
3b		

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

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

Section A – Adjusted Net Income

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

Section B – Minimum Asset Amount

	(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)		
a Average monthly value of securities	1a	
b Average monthly cash balances	1b	
c Fair market value of other non-exempt-use assets	1c	
d Total (add lines 1a, 1b, and 1c)	1d	
e Discount claimed for blockage or other factors (explain in detail in Part VI)		
2 Acquisition indebtedness applicable to non-exempt-use assets	2	
3 Subtract line 2 from line 1d	3	
4 Cash deemed held for exempt use Enter 1 1/2% of line 3 (for greater amount, see instructions)	4	
5 Net value of non-exempt use assets (subtract line 4 from line 3)	5	
6 Multiply line 5 by .035	6	
7 Recoveries of prior-year distributions	7	
8 Minimum Asset Amount (add line 7 to line 6)	8	

Section C – Distributable Amount

	Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1
2 Enter 85% of line 1	2
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3
4 Enter greater of line 2 or line 3	4
5 Income tax imposed in prior year	5
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6
7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions)	

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Schedule A (Form 990 or 990-EZ) 2018

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

		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	
4	Amounts paid to acquire exempt-use assets	
5	Qualified set-aside amounts (prior IRS approval required)	
6	Other distributions (describe in Part VI). See instructions	
7	Total annual distributions. Add lines 1 through 6	
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions	
9	Distributable amount for 2018 from Section C, line 6	
10	Line 8 amount divided by line 9 amount	

Section E – Distribution Allocations (see instructions)

	(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1	Distributable amount for 2018 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2018 (reasonable cause required – explain in Part VI). See instructions		
3	Excess distributions carryover, if any, to 2018		
a	From 2013		
b	From 2014		
c	From 2015		
d	From 2016		
e	From 2017		
f	Total of lines 3a through e		
g	Applied to underdistributions of prior years		
h	Applied to 2018 distributable amount		
i	Carryover from 2013 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from 3f		
4	Distributions for 2018 from Section D, line 7		
a	Applied to underdistributions of prior years		
b	Applied to 2018 distributable amount		
c	Remainder. Subtract lines 4a and 4b from 4		
5	Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions		
6	Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions		
7	Excess distributions carryover to 2019. Add lines 3j and 4c		
8	Breakdown of line 7		
a	Excess from 2014		
b	Excess from 2015		
c	Excess from 2016		
d	Excess from 2017		
e	Excess from 2018		

BAA

Schedule A (Form 990 or 990-EZ) 2018

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

Part II, Line 1 - Unusual Grants

	2014	2015	2016	2017	2018	Total
	\$ 50,431,485.	\$	0.	\$	0.	\$ 50,431,485.

NORWALK HOSPITAL FOUNDATION

22-2577707

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 6

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

Part II Conservation Easements.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 7

- 1 Purpose(s) of conservation easements held by the organization (check all that apply)
☐ Preservation of land for public use (e.g., recreation or education)
☐ Preservation of a historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space
- 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year
- a Total number of conservation easements

b Total acreage restricted by conservation easements

c Number of conservation easements on a certified historic structure included in (a)

d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register

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

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

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

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

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year
- Held at the End of the Tax Year

2a

2b

2c

2d

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

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

- 1 a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items
- b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items
- (i) Revenue included on Form 990, Part VIII, line 1

(ii) Assets included in Form 990, Part X
- 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items
- a Revenue included on Form 990, Part VIII, line 1

b Assets included in Form 990, Part X

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

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

- a Public exhibition
- b Scholarly research
- c Preservation for future generations
- d Loan or exchange programs
- e Other

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

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

Yes No

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

1 a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

Yes No

b If 'Yes,' explain the arrangement in Part XIII and complete the following table

	Amount
c Beginning balance	1 c
d Additions during the year	1 d
e Distributions during the year	1 e
f Ending balance	1 f

2 a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

Yes No

b If 'Yes,' explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1 a Beginning of year balance	29,117,913.	27,094,000.	23,586,000.	21,786,956.	13,367,023.
b Contributions	469,200.	855,045.	1,379,238.	121,000.	10,006,800.
c Net investment earnings, gains, and losses	838,216.	1,371,019.	1,538,000.	711,000.	-1,337,916.
d Grants or scholarships					
e Other expenditures for facilities and programs	-391,306	-202,151.	-337,000	-78,000.	-248,951.
f Administrative expenses					
g End of year balance	30,034,023	29,117,913.	27,094,000.	23,586,000.	21,786,956.

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

- a Board designated or quasi endowment 40.93%
- b Permanent endowment 42.47%
- c Temporarily restricted endowment 16.60%

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

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

- (i) unrelated organizations
- (ii) related organizations

b If 'Yes' on line 3a(ii), are the related organizations listed as required on Schedule R?

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

Part VII Land, Buildings, and Equipment.

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1 a Land				
b Buildings				
c Leasehold improvements				
d Equipment		142,468.	132,975.	9,493
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				9,493.

BAA

Schedule D (Form 990) 2018

Part VII Investments – Other Securities.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end of year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other Partnerships	102,972,014.	End of Year Market Value
(A) -----		
(B) -----		
(C) -----		
(D) -----		
(E) -----		
(F) -----		
(G) -----		
(H) -----		
(I) -----		
Total (Column (b) must equal Form 990, Part X, column (B) line 12.)	102,972,104.	

Part VIII Investments – Program Related.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) -----		
(2) -----		
(3) -----		
(4) -----		
(5) -----		
(6) -----		
(7) -----		
(8) -----		
(9) -----		
(10) -----		
Total (Column (b) must equal Form 990, Part X, column (B) line 13.)	N/A	

Part IX Other Assets.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) -----	
(2) -----	
(3) -----	
(4) -----	
(5) -----	
(6) -----	
(7) -----	
(8) -----	
(9) -----	
(10) -----	
Total (Column (b) must equal Form 990, Part X, column (B) line 15.)	

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

(a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Due to DH Foundation	222,449.
(3) Due to Norwalk Hospital	5,253,972.
(4) Due to WCMG	36,461.
(5) -----	
(6) -----	
(7) -----	
(8) -----	
(9) -----	
(10) -----	
(11) -----	
Total (Column (b) must equal Form 990, Part X, column (B) line 25.)	5,512,882.

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.

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return. N/A

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

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

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return. N/A

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

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

Part XIII Supplemental Information.

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

Part V, Line 4 - Intended Uses Of Endowment Fund

Norwalk Hospital Foundation's endowed funds may be used to support the capital and operating expenses of Norwalk Hospital Association and their not-for-profit affiliates, and may include scholarships, salaries, etc., all as dictated by donor intent

BAA

Schedule D (Form 990) 2018

SCHEDULE G
(Form 990 or 990-EZ)

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No. 1545-0047
2018
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a
▶ Attach to Form 990 or Form 990-EZ
▶ Go to www.irs.gov/Form990 for instructions and the latest information

Name of the organization
NORWALK HOSPITAL FOUNDATION

Employer identification number
22-2577707

Part I Fundraising Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17
Form 990-EZ filers are not required to complete this part.

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a

☐ Mail solicitations
- b

☐ Internet and email solicitations
- c

☐ Phone solicitations
- d

☐ In-person solicitations
- e

☐ Solicitation of non-government grants
- f

☐ Solicitation of government grants
- g

☐ Special fundraising events

☐ Yes

☒ No

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(v) Gross receipts from activity	(vi) Amount paid to (or retained by) fundraiser listed in column (i)	(vii) Amount paid to (or retained by) organization
		Yes	No			
1						
2						
3	1					
4						
5						
6						
7						
8						
9						
10						
Total						0.

- 3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.
-
-
-
-
-
-
-
-
-
-

Part II Fundraising Events. Complete if the organization answered 'Yes' on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

	(a) Event #1 WALK / RUN (event type)	(b) Event #2 (event type)	(c) Other events None (total number)	(d) Total events (add column (a) through column (c))
1 Gross receipts	238,266.			238,266.
2 Less: Contributions	150,949.			150,949.
3 Gross income (line 1 minus line 2)	87,317.			87,317.
4 Cash prizes				
5 Noncash prizes	5,666.			5,666.
6 Rent/facility costs	8,142.			8,142.
7 Food and beverages	3,350.			3,350.
8 Entertainment	2,100.			2,100.
9 Other direct expenses	53,919.			53,919.
10 Direct expense summary. Add lines 4 through 9 in column (d).				73,177.
11 Net income summary. Subtract line 10 from line 3, column (d).				14,140.

Part III Gaming. Complete if the organization answered 'Yes' on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

	(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add column (a) through column (c))
1 Gross revenue				
2 Cash prizes				
3 Noncash prizes				
4 Rent/facility costs				
5 Other direct expenses	Yes ☐ No ☐ %	Yes ☐ No ☐ %	Yes ☐ No ☐ %	
6 Volunteer labor	Yes ☐ No ☐ %	Yes ☐ No ☐ %	Yes ☐ No ☐ %	
7 Direct expense summary. Add lines 2 through 5 in column (d).				
8 Net gaming income summary. Subtract line 7 from line 1, column (d).				

9 Enter the state(s) in which the organization conducts gaming activities:
a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No
b If 'No,' explain _____

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No
b If 'Yes,' explain _____

11 Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No

12 Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No

13 Indicate the percentage of gaming activity conducted in:

	13a	13b
a The organization's facility		%
b An outside facility		%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records

Name ▶ -----

Address ▶ -----

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

b If 'Yes,' enter the amount of gaming revenue received by the organization ▶ \$ ----- and the amount of gaming revenue retained by the third party ▶ \$ -----

c If 'Yes,' enter name and address of the third party

Name ▶ -----

Address ▶ -----

16 Gaming manager information

Name ▶ -----

Gaming manager compensation ▶ \$ -----

Description of services provided ▶ -----

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ -----

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

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' on Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990.

▶ Go to www.irs.gov/Form990 for the latest information

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization

NORWALK HOSPITAL FOUNDATION

Employer identification number

22-2577707

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No

See Part IV

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered 'Yes' on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) 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	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(1) Norwalk Hospital Association 24 Stevens Street Norwalk, CT 06850	06-6068853	501 (c) (3)	5,400,861.	0.			Operational Support
(2) Western CT Health Network 24 Hospital Avenue Danbury, CT 06810	22-2594977	501 (c) (3)	39,801.	0.			Operational Support
(3) Western CT Medical Group 14 Research Drive, Suite 201A Bethel, CT 06801	06-1137531	501 (c) (3)	334,974.	0.			Operational Support
(4) -----							
(5) -----							
(6) -----							
(7) -----							
(8) -----							

2 Enter total number of section 501 (c) (3) and government organizations listed in the line 1 table

3 Enter total number of other organizations listed in the line 1 table

3
0

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

TEEA3901L 07/13/18

Schedule I (Form 990) (2018)

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered 'Yes' on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1 STUDENT SCHOLARSHIPS	27	67,500.			
2					
3					
4					
5					
6					
7					

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information**Part I, Line 2 - Procedures for Monitoring Use of Grants Funds in U.S.**

Grants were made to Norwalk Hospital Association Inc., Western CT Health Network and Western CT Medical Group, related 501c3 organizations, therefore it was not necessary to review the public charity status of the donee. The purpose of the grant funds are reviewed and approved by Norwalk Hospital Foundation officers to assure compliance with donor intentions and/or Board approvals.

Scholarships grants - an annual cycle to determine awards is followed.

Annual Cycle for the NHF Nursing Scholarships:

February - NHF Nursing Scholarship Committee membership is confirmed. The Committee

consists of WCHN Nursing leadership, Board members, RNs, and Foundation staff

BAA

Schedule I (Form 990) (2018)

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.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization

NORWALK HOSPITAL FOUNDATION

Employer identification number

22-2577707

OMB No. 1545-0047

2018

Open to Public
Inspection

Part I Questions Regarding Compensation

1 a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.	Yes	No
	☐ First-class or charter travel		
	☐ Travel for companions		
	☒ Tax indemnification and gross-up payments		
	☐ Discretionary spending account		
	☐ Housing allowance or residence for personal use		
	☐ Payments for business use of personal residence		
	☐ Health or social club dues or initiation fees		
	☐ Personal services (such as maid, chauffeur, chef)		
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If 'No,' complete Part III to explain	1 b	X
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?	2	X
3	Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. ☐ Compensation committee ☐ Independent compensation consultant ☐ Form 990 of other organizations ☐ Written employment contract ☐ Compensation survey or study ☐ Approval by the board or compensation committee	4 a	X
		4 b	X
		4 c	X
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization: a Receive a severance payment or change of control payment? b Participate in, or receive payment from, a supplemental nonqualified retirement plan? c Participate in, or receive payment from, an equity-based compensation arrangement? If 'Yes' to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	5 a	X
		5 b	X
		6 a	X
		6 b	X
		7	X
		8	X
		9	

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

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

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

(A) Name and Title	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
Grace Linhard 1 Chief Devel Off	(i)	0.	0.	0.	0.	0.	0.
	(ii)	327,281.	80,000.	5,338.	3,345.	432,164.	0.
Steven H. Rosenberg 2 Treasurer	(i)	0.	0.	0.	0.	0.	0.
	(ii)	587,926.	165,000.	2,629,181.	37,996.	3,433,603.	0.
3	(i)						
	(ii)						
4	(i)						
	(ii)						
5	(i)						
	(ii)						
6	(i)						
	(ii)						
7	(i)						
	(ii)						
8	(i)						
	(ii)						
9	(i)						
	(ii)						
10	(i)						
	(ii)						
11	(i)						
	(ii)						
12	(i)						
	(ii)						
13	(i)						
	(ii)						
14	(i)						
	(ii)						
15	(i)						
	(ii)						
16	(i)						
	(ii)						

Part III Supplemental Information

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

Part 1, Line 1a - Relevant Information Regarding Compensation Benefits

For the following individuals, benefits reported in Part VII include gross-up payments for a taxable travel stipend:

Grace Linhard

Steven H. Rosenberg

Part I, Line 4 - Received Severance, Supplemental NQ Retirement, Equity-Based Compensation

Schedule J, Part I, Line 4b

Western Connecticut Health Network (WCHN), a related organization, previously established a Supplemental Executive Retirement Plan (SERP) which provides supplemental retirement benefits to key members of the executive group. Under the agreements for the SERP, amounts promised to eligible executives are based on targeted retirement benefits and the payment of benefits is subject to vesting. The benefits at the vested age are provided in the form of an actuarial equivalent lump sum plus a tax gross-up amount to the participants.

In prior years, neither the accrual nor the change in actuarial value of the WCHN

SERP were reported on Schedule J, Part II as required. However, the accrual was

BAA

Schedule J (Form 990) 2018

Part III Supplemental Information

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

Part I, Line 4 - Received Severance, Supplemental NQ Retirement, Equity-Based Compensation (continued)

reported on WCHN's Form 990, Part X and Schedule D, Part X.

Of the individuals reported on Schedule J, Part II, only Steven H. Rosenberg participated in the WCHN SERP and accrued any benefits. As of September 30, 2018, there was no aggregate accrual for Mr. Rosenberg as his benefit was cashed out. During calendar year 2018, he received a payment in the amount of \$2,619,020, the full amount of his accrued benefit, which is currently reported on Schedule J, Part II.

Although Mr. Rosenberg cashed out all of his benefit that had accrued through 2018, he will continue to be a participant in and accrue benefits in the SERP. Mr. Rosenberg accrued a benefit of \$370,000 under the WCHN SERP. This benefit was cashed out during calendar year 2019, with Mr. Rosenberg receiving a payment in the amount of \$311,957. This payment will be reported as compensation on Schedule J, Part II on the Form 990 to be filed for the year ended September 30, 2020.

Part III - Additional Information

The organization relied on a related organization, Western Connecticut Health

Network, Inc. which used the following methods described below to establish top

BAA

Schedule J (Form 990) 2018

Part III Supplemental Information

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

Part III - Additional Information (continued)

management's compensation:

- Compensation committee
- Independent compensation
- Written employment contract
- Compensation survey or study
- Approval by board or compensation committee

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

Schedule M - Additional Information

Schedule M, Part I, Line 9b

Norwalk Hospital Foundation received 9 stock contributions for FY 2019.

SCHEDULE O
(Form 990 or 990-EZ)

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.

Department of the Treasury
Internal Revenue Service

Name of the organization

NORWALK HOSPITAL FOUNDATION

▶ Go to www.irs.gov/Form990 for the latest information

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OMB No. 1545-0047

2018

Open to Public Inspection

Form 990, Part VI, Lines 12A, 13 & 14

The policies exist at the parent level, which are followed by each entity and are approved by the parent board, but not each individual board. This excludes the record retention policy, which is approved only by the parent audit committee.

FORM 990 PART VII ADDL INFORMATION

For those officers and top 5 employees, for which only 40 hours is noted to reflect paid hours, actual hours worked exceeded this amount

Note: All amounts in column F, of Part VII, "Estimated Amount of Other Compensation", represent benefits, and do not reflect any compensation for which the average amount of time worked can be reflected.

Form 990, Part VI, Line 6 - Explanation of Classes of Members or Shareholder

Western Connecticut Health Network, Inc. is the sole member of Norwalk Hospital Foundation. On April 3, 2019, Western Connecticut Health System merged with Health Quest Systems to form Nuance Health System. In connection with the merger, a new entity, Nuance Health, was created. Nuance Health is the sole member of both Western Connecticut Health Network, Inc. and Health Quest Systems, Inc.

Form 990, Part VI, Line 7a - How Members or Shareholders Elect Governing Body

The Western Connecticut Health Network, Inc. ("the Member") shall have the exclusive right (i) to elect the Corporation's board of directors and to appoint individuals to fill vacancies on the board of directors; (ii) amend the bylaws of the Corporation; and (iii) to remove any director with or without cause.

Form 990, Part VI, Line 7b - Decisions of Governing Body Approval by Members or Shareholders

Certain fundamental decisions to be undertaken by the Corporation require the approval of the Member.

(a) The actions listed below, taken for the Corporation or in its capacity voting as

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Form 990, Part VI, Line 7b - Decisions of Governing Body Approval by Members or Shareholders (continued)

a shareholder or member of a subsidiary ("Foundation Subsidiary") shall not require approval by the Board and are reserved solely to the Member:

- (i) The amendment of these bylaws;
- (ii) The election or removal of a director;
- (iii) Approval of policies relating to the control and supervision of the investment of the Corporation's funds, and the funds of any Foundation Subsidiary, including, but not limited to, those funds and properties which may have been donated, bequeathed or devised, or given in trust for the limited or general use of the Corporation or a Foundation Subsidiary;
- (iv) Approval of the adoption of or amendment to any qualified benefit plan (unless the terms of the plan require approval of the Board, in which case the Member shall also approve such action),
- (v) Approval of the adoption of or amendment to any non-qualified benefit plan; and
- (vi) Approval of the adoption of or amendment to the policies and procedures governing: (a) indemnification of directors and officers of the Corporation or any Foundation Subsidiary; (b) conflicts or dualities of interest, (c) accounting and investment standards and practices, and (d) such other policies as the Member may from time to time determine.
- (b) The actions listed below, taken for the Corporation or in its capacity voting as a shareholder or member of a Foundation Subsidiary, which require approval of the Board, must also be approved by the Member:
 - (i) The election and removal of a director of a Foundation Subsidiary;
 - (ii) The election of the officers of the Corporation;
 - (iii) Approval of the capital budget and operating budget of the Corporation and of any Foundation Subsidiary,
 - (iv) Amendment of the certificate of incorporation of the Corporation or any

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Form 990, Part VI, Line 7b - Decisions of Governing Body Approval by Members or Shareholders (continued)

Foundation Subsidiary;

- (v) Amendment of the bylaws or operating agreement of any Foundation Subsidiary;
- (vi) The sale, lease, exchange or other disposition of all or substantially all of the property or assets of the Corporation or any Foundation Subsidiary;
- (vii) Approval of the creation of any corporation of which the Corporation or a Foundation Subsidiary is the sole or controlling member or sole or controlling shareholder; the merger or consolidation of the Corporation or any Foundation Subsidiary with another corporation; and the reorganization, liquidation or dissolution of the Corporation or any Foundation Subsidiary;
- (viii) Approval of loans by the Corporation or any Foundation Subsidiary, or the incurring of any indebtedness, secured or unsecured, which exceeds fifty thousand dollars (\$50,000) or which has a term longer than one year;
- (ix) Approval of unbudgeted expenditures in excess of fifty thousand dollars (\$50,000) or any increase in any approved annual operating or capital budget;
- (x) Approval of any agreement or transaction of the Corporation or any Foundation Subsidiary involving an amount greater than two hundred thousand dollars (\$200,000), other than an agreement relating to the donation of funds to the Corporation or a Foundation Subsidiary, with another individual or entity, provided that any unbudgeted transfer of funds in excess of the aggregate amount of twenty-five thousand dollars (\$25,000) per fiscal year by grant, gift or similar arrangement from the Corporation to any entity not affiliated with the Member must also be approved by the Member;
- (xi) Approval of the affiliation of the Corporation or any Foundation Subsidiary with any other entity for the purposes of the joint conduct of business or other purposes, whether in the form of participation in said entity through the holding of stock or by membership or in the form of partnership, joint venture, co-tenancy or

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Form 990, Part VI, Line 7b - Decisions of Governing Body Approval by Members or Shareholders (continued)

any other form of ownership or control;

(xii) Creation of any committee which shall have the authority to act on behalf of the Board or on behalf of any Foundation Subsidiary;

(xiii) Approval of any conveyance of, or the granting of mortgages or trusts on any real property assets of the Corporation or of any Foundation Subsidiary; and

(xiv) Approval of the strategic plan of the Corporation and of any Foundation

Subsidiary

Form 990, Part VI, Line 11b - Form 990 Review Process

Steven Rosenberg, SVP/CFO of Western Connecticut Health Network, Inc., will review the Form 990 prior to it being sent to the IRS. A preliminary Form 990, is presented to the Audit Committee in July, who reviews it on behalf of the Board. E&Y is on hand to review the Form 990 with the Audit Committee and answer any questions. Prior to the Form 990 being filed with the IRS, the Board will receive a full and accurate copy on a secured website for their review.

Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts

The Organization's Process for Monitoring and Enforcing Conflicts of Interest

Purpose and Scope

Individual members of the Board of Directors ("Board") of Nuvance Health ("Nuvance Health") and its duly authorized Committees ("Committees") must perform their responsibilities consistent with fiduciary obligations to Nuvance Health and in a manner that supports the charitable purposes of Nuvance Health. This conflict of interest policy (the "Policy") establishes Board standards of conduct that reflect and supplement the standards established by federal or state law or other policies of the Board.

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Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts (continued)

This Policy covers each member of the Nuance Health Board of Directors, non-employed Nuance Health Officers (if any), and non-employed Committee members (for convenience, all referred to herein as "Directors") This Policy also covers any candidate for a Director position.

General Statements Regarding Director Conduct and Conflict of Interest:

Each Director must act with honesty, fairness and integrity in all aspects of his or her conduct as a member of the Board or its Committees. This requires, in part, that the Director always exercise his or her impartial, independent judgment on behalf of Nuance Health in a manner the Director reasonably believes to be in the best interests of Nuance Health.

Each Director also has an obligation to assist Nuance Health to operate exclusively for charitable purposes in recognition of its non-profit and tax-exempt status. If a Director acts in pursuit of a self-interest, or for benefit of any party other than Nuance Health, or otherwise intentionally allows the assets of Nuance Health to be used for private rather than public interest, the Director acts inconsistent with his or her fiduciary obligation to Nuance Health and its obligation to operate exclusively for charitable purposes.

This Policy assists Nuance Health and its Directors to comply with acceptable standards of conduct. The Policy describes potential conflicts of interest and dualities of interest, provides opportunities for Directors to disclose potential conflicts of interest and dualities of interest, and establishes a framework for

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Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts (continued)

evaluating and managing potential conflicts of interest and dualities of interest that may, under certain circumstances, be actual conflicts of interest.

Nuvance Health embraces the view that it may be adverse to its interests to require that all Directors be free from all potential and actual conflicts of interest or dualities of interest to serve Nuvance Health. Nuvance Health is best governed by civic and business leaders who, by virtue of their breadth of responsibilities and relationships outside of Nuvance Health, may from time to time identify matters to be disclosed and evaluated under this Policy. Similarly, Nuvance Health intends to include on the Board members of management as well as members of the affiliated medical staffs to obtain critically valuable viewpoints on the operations, quality and safety of the hospitals and other healthcare facilities operated by Nuvance Health. If a Board member's potential or actual conflict of interest or duality of interest may be successfully navigated through disclosure, evaluation, and management under this Policy, Nuvance Health desires and invites the continued participation of such members on its Board.

Duty to Disclose:

Directors have an ongoing and continual obligation to disclose promptly to Nuvance Health Potential Conflicts of Interest. This disclosure may be accomplished through one or more of the following:

- Meeting Disclosure. Prior to the start of any Board or Committee meeting, each

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Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts (continued)

Director must disclose to the Board or Committee the existence of any Potential Conflict of Interest relating to any impending action before the Board or Committee and all relevant and related material facts.

• Ad Hoc Disclosure. If a Director becomes aware of a Potential Conflict of Interest between meetings of the Board or Committee, the Director must disclose such information to the Chairperson of the Board, NuVance Health' General Counsel, or the NuVance Health Chief Executive Officer ("CEO"). General Counsel or the CEO will, in turn, notify appropriate Board or Committee members.

• Required Periodic Disclosures Each Director must evaluate his or her interests on at least an annual basis and complete, to the best of his or her ability, an Annual Potential Conflict of Interest Disclosure Form. In addition, each candidate for a Director position must complete the Annual Potential Conflict of Interest Disclosure Form as part of the Director Qualification Assessment.

The fact that a Director made a disclosure under one of the methods described above may not be sufficient to satisfy a Director's disclosure obligation if, at the time of specific Board action, it is clear to the Director that the Board is either unaware of the disclosure or has not completed a review of the disclosure. In such cases, the Director must make an additional disclosure prior to any related Board action at the meeting.

Board and Committee Evaluation of Disclosed Potential Conflicts of Interest:

After a Director discloses to the Board or Committee a Potential Conflict of

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Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts (continued)

Interest and all related materials facts, the Board or Committee must proceed to discuss and determine through a majority vote of the disinterested members whether an actual conflict or duality of interest exists. If the interested Director is present at the start of the discussion, he or she may answer questions related to the matter and provide additional relevant facts but shall leave the Board or Committee meeting during the deliberations regarding whether an actual conflict or duality of interest exists.

In determining whether an actual conflict or a duality of interest exists, the Board must review applicable standards, including whether a reasonable person may conclude from the disclosed information that the Director's actions on behalf of Nuance Health are not impartial and independent, and/or that a reasonable person may conclude that the Director may be acting in his or her self interest and/or in the interest of a party (including another Director) other than Nuance Health. This analysis may be performed with respect to a current proposed action before the Board or actions the Board may consider at future meetings.

-No Actual Conflict. If the Board or Committee determines that a conflict of interest does not exist, the Board or Committee (including the disclosing Director) must proceed to consider whether any relevant action before the Board is in the best interest of Nuance Health.

-Duality of Interest. If the Board or Committee determines that a duality of interest exists, the Board or Committee (including the disclosing Director) must proceed to consider whether any relevant action before the Board is in the best interest of Nuance Health. The Board or Committee may also define parameters for

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Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts (continued)

managing the duality of interest so as not to become, or be perceived as, an actual conflict.

-Actual Conflict If the Board determines that an actual conflict of interest exists, the following procedure applies for any matters before the Board requiring action that relate to the conflict:

-The interested Director must not be present during the portion of any Board or Committee meeting during discussion of the applicable transaction or arrangement giving rise to the conflict is discussed or voted on, unless the Board or Committee invites the Director to provide information relating to the proposed arrangement or transaction.

-The Chair of the Board or Committee may, if appropriate, appoint a disinterested person or Committee to investigate all alternatives to the proposed transaction or arrangement.

-After exercising appropriate diligence (including evaluating the alternatives raised by the disinterested person or Committee described above), the Board or Committee (excluding the Director with the conflict of interest) must determine the probability and advantage of a transaction or arrangement without a conflict of interest.

-If an alternative transaction or arrangement is not reasonably attainable, the Board or Committee must determine by a majority vote of the disinterested Directors whether the transaction or arrangement is in the best interest of Nuvance Health and

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Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts (continued)

for its own benefit

-Except as otherwise provided, the Director with the conflict of interest shall be precluded from participating in any issue presented to the Board or Committee involving the transaction or arrangement.

-In circumstances where a Director has a significant, ongoing and irreconcilable conflict of interest and where such personal or outside interest, relationship or responsibility significantly impedes the Director's ability to carry out his/her fiduciary responsibility to Nuvance Health, resignation from the Board or the conflicting interest may be appropriate or required.

Record of Proceedings.

The minutes of the Board and Committees that consider any conflict of interest matter raised by or regarding any Director shall include:

- The names of the Director(s) associated with Potential Conflict of Interest; the nature of the Potential Conflict of Interest; whether the Board determined that there was an actual conflict of interest; the considerations upon which the Board based its decision; and how each Director voted on the matter; and
- The names of all persons present for discussion or votes relating to the underlying proposed action and the general content of the discussions.

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Form 990, Part VI, Line 15a - Compensation Review & Approval Process - CEO & Top Management**Compensation for CEO.**

In order to achieve its mission and its overall performance objectives, Western Connecticut Health Network, Inc. employs a performance-based total compensation program for its senior executives that is market competitive, compliant with regulatory guidelines, and representative of best practices. Eligible executives are generally direct reports of the CEO along with other executives designated by the CEO.

To meet Western Connecticut Health Network Inc's total compensation objectives for executives, the following survey sources are used for comparison purposes:

-Blend of national Confidential Source, IHS, and Hay Group points healthcare data (where data available), plus 15% geographic differential. Title match data cuts selected based on revenue size.

-For Physician executives, surveys covering physician compensation in accredited medical schools (AMC) are used in combination with proprietary surveys compiled by nationally known consulting firm, Sullivan Cotter and the Medical Group Management Association (MGMA).

Western Connecticut Health Network, Inc. targets cash compensation at market competitive levels. Base salary plus short-term (annual) incentive awards (total cash) approximate market competitive levels for total cash compensation. Executive performance is expected to meet or exceed predetermined operational and financial

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NORWALK HOSPITAL FOUNDATION	22-2577707

Form 990, Part VI, Line 15a - Compensation Review & Approval Process - CEO & Top Management (continued)

metrics.

Other factors, such as competitive market forces, job performance, unique qualifications, and/or individual job responsibilities are also considered in Western Connecticut Health Network, Inc's executive compensation decisions.

Roles of the Compensation Committee and Key Executives in the Executive Compensation**Process**

- The Compensation Committee in consultation with the CEO and the SVP Human Resource(HR) selects the outside compensation consultants. The current consultant is the Hay Group, whose purpose is to provide a valid independent assessment of the relevant market rates and pay practices for healthcare executives, physician executives and for physicians in general.

- The compensation consulting firm compiles appropriate market data, job evaluation and ranking information for all executives and physicians of the organization, excluding the CEO, and will supply this material to the CEO and SVP HR for review and agreement. Once the report is final, it will be supplied to the Compensation Committee for their consideration and acceptance

-The Compensation Committee determines the CEO's salary based on overall performance and market data supplied by the outside compensation consultant.

The last executive compensation evaluation by an outside consultant was done in September, 2015.

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Form 990, Part VI, Line 15b - Compensation Review & Approval Process - Officers & Key Employees**Compensation for Other Officers and Key Employees:**

Nuvance Health's Executive Total Rewards philosophy is designed to align with the company's strategic direction, and to reinforce its core mission, vision and values. In order to achieve its overall performance objectives, Nuvance Health provides Total Rewards programs that recognize executives for performing work well to ensure the achievement of company goals. These programs serve to promote the attraction, engagement, and retention of talented executives throughout their careers with Nuvance Health. The Total Rewards programs are designed to be market competitive, compliant with regulatory guidelines reflective of best practices, and differentiated to create strong competitive advantage.

Total Rewards programs are reviewed on an ongoing basis to ensure continued market competitiveness, relevant value to executives, and fiscal responsibility.

Total Rewards for Nuvance Health Executives consists of key components of compensation and benefits.

Overall executive rewards program will emphasize performance-based elements, whereby targeted levels of compensation will only be achieved if the organization and individual achieve "stretch" goals and objectives.

Based on the labor markets for talent for executive roles, Nuvance Health will utilize a weighted blend of both national comparably-sized health care provider market data with a +30% geographic differential applied (differential to be validated on a periodic basis) at two-thirds weight and national comparably-sized

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Form 990, Part VI, Line 15b - Compensation Review & Approval Process - Officers & Key Employees (continued)

general industry data, for identified roles where skill sets overlap at one-third weight. Geographic differential reflects the observed and reported compensation differential between Nuvance Health's operating region and the broader national health care provider market.

Nuvance Health's Total Rewards philosophy and practices are targeted at the 50th percentile of the relevant market for base salary, and 75th percentile for total cash and total direct (where available) compensation elements if target performance is achieved under variable compensation programs. Nuvance Health's Committee has discretion to position individual levels above or below this targeted competitive positioning, based on such factors as positioning to market, high demand skillsets and difficult to fill or critical to the organization's strategy and success.

Our governance promotes consistency and equity; provides clarity and guidance to decision-makers; ensures standard processes and procedures for assessing, calibrating, administering, and delivering effective Total Rewards throughout the Nuvance Health system. Oversight and governance of the executive compensation philosophy and programs for eligible executives/disqualified individuals (currently CEO, President and Tiers 1 and 2) will be at the Compensation Committee of the Board level, and will follow a structured and rigorous process to ensure compliance with Intermediate Sanctions under IRS guidelines.

Form 990, Part VI, Line 19 - Other Organization Documents Publicly Available

Governing documents, conflict of interest policy & financial statements are available to the public upon request.

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**Form 990, Part XI, Line 9
Other Changes in Net Assets Or Fund Balances**Asset Transfer to NHA
Use of Bedford Memorial Fund

\$	-1,180,202.
	-100,688.
Total \$	<u>-1,280,890.</u>

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.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

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OMB No 1545-0047

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

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) ----- ----- ----- -----					
(2) ----- ----- ----- -----					
(3) ----- ----- ----- -----					

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Sec 512(b)(13) controlled entity?	
						Yes	No
(1) The Norwalk Hospital Association 24 Stevens Street Norwalk, CT 06850 06-6068853	HEALTH SERVICES	CT	501(c)(3)	3	WCHN		X
(2) Danbury Hospital 24 Hospital Avenue Danbury, CT 06810 06-0646597	ACUTE CARE	CT	501(c)(3)	3	WCHN		X
(3) Western CT Health Network Affiliat 95 Locust Avenue Danbury, CT 06810 22-2594968	OUTPATIENT HEALTHCARE SERVICES	CT	501(c)(3)	10	WCHN		X
(4) Western CT Health Network, Inc. 24 Hospital Avenue Danbury, CT 06810 22-2594977	PROGRAM DEVELOPMENT	CT	501(c)(3)	12 TYPE 2	Nuvance		X

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

TEEA5001L 06/07/18

Schedule R (Form 990) 2018

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

(a) Name, address, and EIN of related organization See Part VII	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Dispropor- tionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership	
							Yes	No		Yes	No		
(1) <u>Norwalk Surgery</u> <u>40 Cross Street</u> <u>Norwalk, CT 0685</u> <u>27-2394942</u>	SURGERY CENTER	CT	N/A	N/A	0.	0.		X	N/A			X	
(2) <u>New Milford MRI</u> <u>21 Elm Street</u> <u>New Milford, CT</u> <u>27-1877801</u>	INACTIVE	CT	N/A	N/A	0.	0.		X	N/A			X	
(3) <u>WCHN Investments</u> <u>24 Hospital Ave.</u> <u>Danbury, CT 0681</u> <u>47-5523212</u>	INVESTMENTS	CT	WCHN	EXCLUDED SEC 512-514	3,018,848.	102972104.		X	-4,817.			X	0.22

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Sec 512(b)(13) controlled entity?	
								Yes	No
(1) <u>SWC Corporation</u> <u>24 Stevens Street</u> <u>Norwalk, CT 06850</u> <u>22-2577718</u>	PHARMACY	CT	N/A	C CORP	0.	0.			X
(2) <u>Nuvance Health Insurance Co.</u> <u>23 Lime Tree Bay, P.O. Box 105</u> <u>Grand Cayman, Cayman Islands</u> <u>98-0438151</u>	MALPRACTICE	CJ	N/A	C CORP	0.	0.			X
(3) <u>Advanced Center for Rehab Med</u> <u>24 Stevens Street</u> <u>Norwalk, CT 06850</u> <u>06-1304799</u>	Inactive	CT	N/A	C Corp	0.	0.			X

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TEEA5002L 10/02/18

Schedule R (Form 990) 2018

Part V Transactions With Related Organizations. Complete if the organization answered 'Yes' on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Dividends from related organization(s)

g Sale of assets to related organization(s)

h Purchase of assets from related organization(s)

i Exchange of assets with related organization(s)

j Lease of facilities, equipment, or other assets to related organization(s)

k Lease of facilities, equipment, or other assets from related organization(s)

l Performance of services or membership or fundraising solicitations for related organization(s)

m Performance of services or membership or fundraising solicitations by related organization(s)

n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

o Sharing of paid employees with related organization(s)

p Reimbursement paid to related organization(s) for expenses

q Reimbursement paid by related organization(s) for expenses

r Other transfer of cash or property to related organization(s)

s Other transfer of cash or property from related organization(s)

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) The Norwalk Hospital Association	b	5,858,073.	COST
(2) The Norwalk Hospital Association	p	78,634.	COST
(3) The Norwalk Hospital Association	r	3,404,329.	COST
(4) Danbury & New Milford Hosp. Found.	b	304,568.	COST
(5) Danbury & New Milford Hosp. Found.	l	2,913,702.	COST
(6) Danbury & New Milford Hosp. Found.	r	2,623,407.	COST

BAA

TEEA5003L 06/07/18

Schedule R (Form 990) 2018

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

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

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1) -----													

(2) -----													

(3) -----													

(4) -----													

(5) -----													

(6) -----													

(7) -----													

(8) -----													

Part VII**Supplemental Information.**

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

Part III - Partnership Full Name, Address, FEIN

Norwalk Surgery Center, LLC	27-2394942	40 Cross Street	Norwalk, CT
06850			
New Milford MRI JV, LLC	27-1877801	21 Elm Street	New Milford, CT 06776
WCHN Investments, LLC.	47-5523212	24 Hospital Ave.	Danbury, CT 06810

Part II Continuation of Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Sec 512(b)(13) controlled entity?	
						Yes	No
Danbury & New Milford Hosp. Found. 24 Hospital Avenue Danbury, CT 06810 23-7425557	ADMIN CONTRIBUTIONS	CT	501 (c) (3)	7	WCHN	X	
Western Connecticut Home Care, Inc. 4 Liberty Street Danbury, CT 06810 06-0655138	HOME HEALTHCARE	CT	501 (c) (3)	10	WCHN	X	
Western CT Medical Group, Inc. 14 Research Drive, Suite 201A Bethel, CT 06801 06-1137531	PHYSICIAN SERVICES	CT	501 (c) (3)	10	WCHN	X	
Eastern NY Medical Services, P.C. 14 Research Drive, Suite 201A Bethel, CT 06801 45-5431389	PHYSICIAN SERVICES	NY	501 (c) (3)	10	WCHN	X	
Alamo Ambulance Services, Inc. 1351 Route 55 Lagrangeville, NY 12540 14-1745417	TRANSPORT	NY	501 (c) (3)	10	HQ	X	
Vassar Brothers Hospital Foundation 45 Reade Place Poughkeepsie, NY 12601 14-1736429	FUNDRAISING	NY	501 (c) (3)	9	HQ	X	
Health Quest Home Care, Inc. (Cert) 2649 South Road Poughkeepsie, NY 12601 14-1788412	HOME HEALTH	NY	501 (c) (3)	10	HQ	X	
Health Quest Home Care, Inc. (Lic) 2649 South Road Poughkeepsie, NY 12601 14-1788410	HOME HEALTH	NY	501 (c) (3)	10	HQ	X	
Health Quest Systems, Inc. 1351 Route 55 Lagrangeville, NY 12540 14-1678068	MANAGEMENT	NY	501 (c) (3)	9	Nuvance	X	

Part II Continuation of Identification of Related Tax-Exempt Organizations

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Sec 512(b)(13) controlled entity?	
						Yes	No
NDH Foundation PO Box 5002 Rhinebeck, NY 12572 14-1776208	FUNDRAISING	NY	501 (c) (3)	7	HQ	X	
Northern Dutchess Hospital 6511 Springbrook Avenue Rhinebeck, NY 12572 14-1338467	HOSPITAL	NY	501 (c) (3)	3	HQ	X	
Northern Dutchess Res Hlth Facility, 6525 Springbrook Avenue Rhinebeck, NY 12572 22-3129608	NURSING HOME	NY	501 (c) (3)	10	HQ	X	
Putnam Hospital Center 670 Stoneleigh Avenue Carmel, NY 10512 14-6019179	HOSPITAL	NY	501 (c) (3)	3	HQ	X	
Putnam Hospital Center Foundation, I 670 Stoneleigh Avenue Carmel, NY 10512 06-1399319	FUNDRAISING	NY	501 (c) (3)	12 Type I	HQ	X	
Vassar Brothers Medical Center 45 Reade Place Poughkeepsie, NY 12601 14-1338586	HOSPITAL	NY	501 (c) (3)	3	HQ	X	
Vassar Health Connecticut, Inc. 50 Hospital Hill Road Sharon, CT 06069 81-5056290	HOSPITAL	CT	501 (c) (3)	3	HQ	X	
Vassar HQ Med Practice of CT, Inc 1351 Route 55 Lagrangeville, NY 12540 82-1466583	MEDICAL CARE	CT	Apply 501c3	3	HQ	X	
Wells Manor Housing Develop Fund Cor 6 Wells Manor Lane, Suite 76 Rhinebeck, NY 12572 11-2611902	LOW INCOME	NY	501 (c) (3)	N/A	HQ	X	

Part II Continuation of Identification of Related Tax-Exempt Organizations

[illegible]

Part IV

Continuation of Identification of Related Organizations Taxable as a Corporation or Trust

[illegible]

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

[illegible]