



FISCAL YEAR 2026 OPERATING & CAPITAL BUDGET

APRIL 7, 2025



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1. Philosophy
2. Current State and Significant Assumptions
3. Operating and Capital Budgets
4. Investments in Strategic Goals
5. Tax Budget
6. Individual Entity Review
7. Conclusions



PHILOSOPHY

Mission

Heal the body, mind, and spirit of those we touch

Vision

To be a premier clinically integrated delivery system providing access to exceptional patient-and family-centered care, medical education, research and innovation for the benefit of the community we serve

The Seven Pillars

The budget enables Memorial Healthcare System to focus on strategic goals, which are centered on the seven pillars



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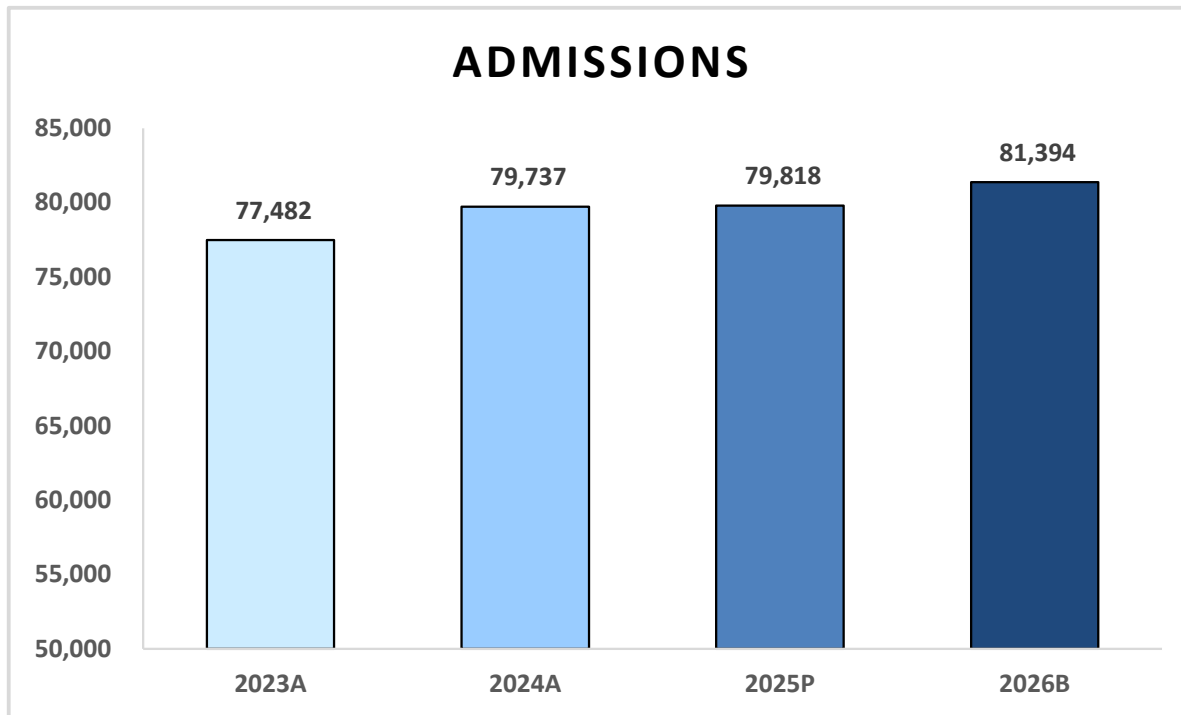


FY2026 Budget Significant Assumptions

- Growing market attracting new competitors
- Record volumes and increased acuity creating capacity constraints
- Managed care reimbursement rate increases throughout the year with modest organic volume growth
- Hospital profitability growth further driven by strategic initiatives, new physicians and organic growth
- Reliance on supplemental funding
- Stable internal labor work force with continued focus on retention
- Minimal reliance on agency and premium pay
- Continuing investment in capital projects

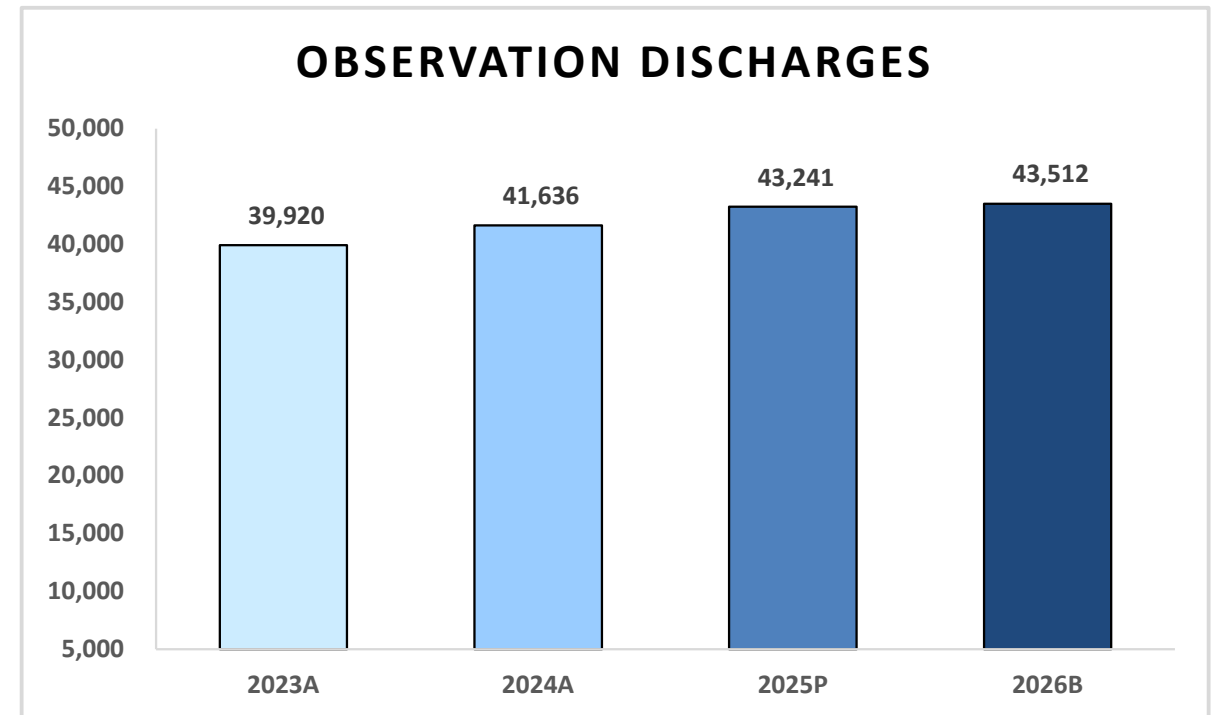
Volume Growth | Admissions & Observation Discharges

ADMISSIONS



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	77,482	79,737	79,818	81,394	2.0%

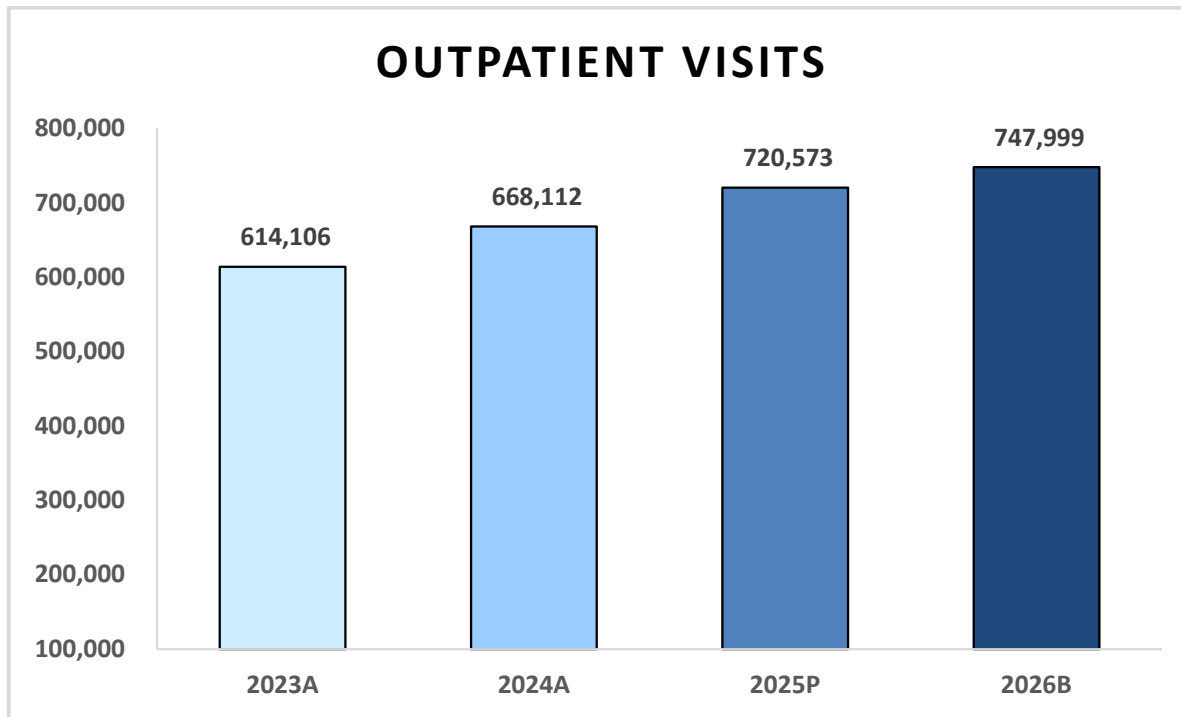
OBSERVATION DISCHARGES



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	39,920	41,636	43,241	43,512	0.6%

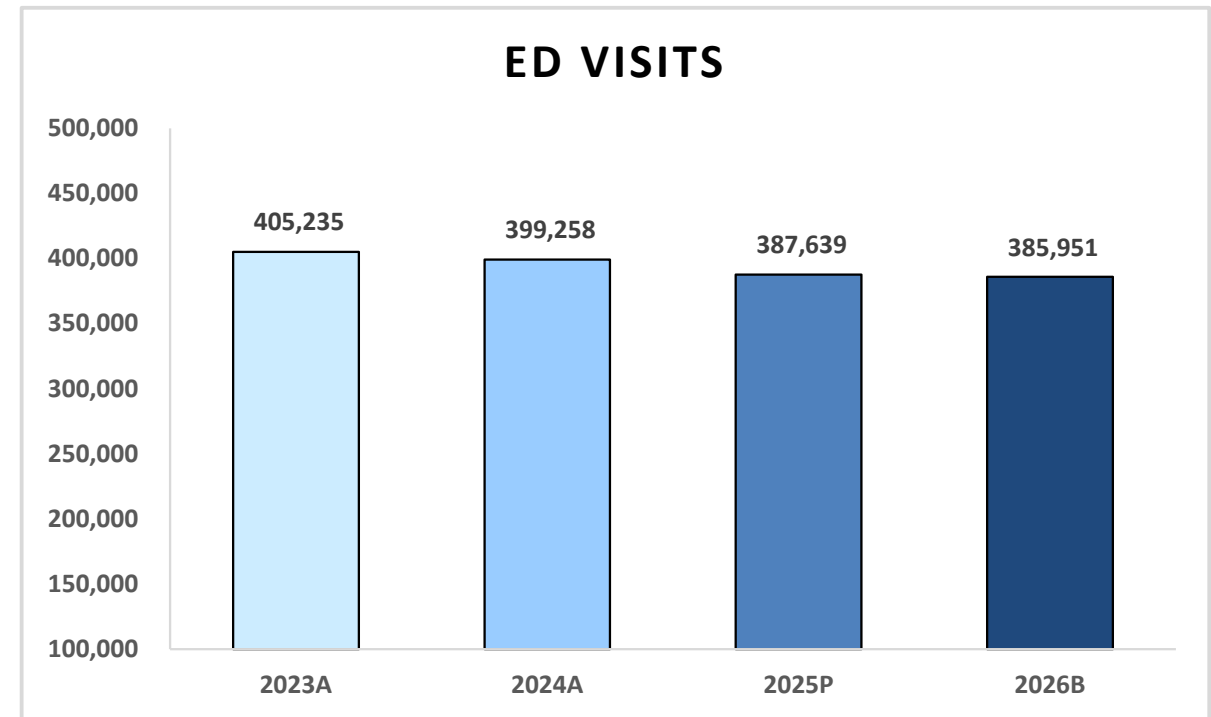
Volume Growth | Outpatient & ED Visits

OUTPATIENT VISITS



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	614,106	668,112	720,573	747,999	3.8%

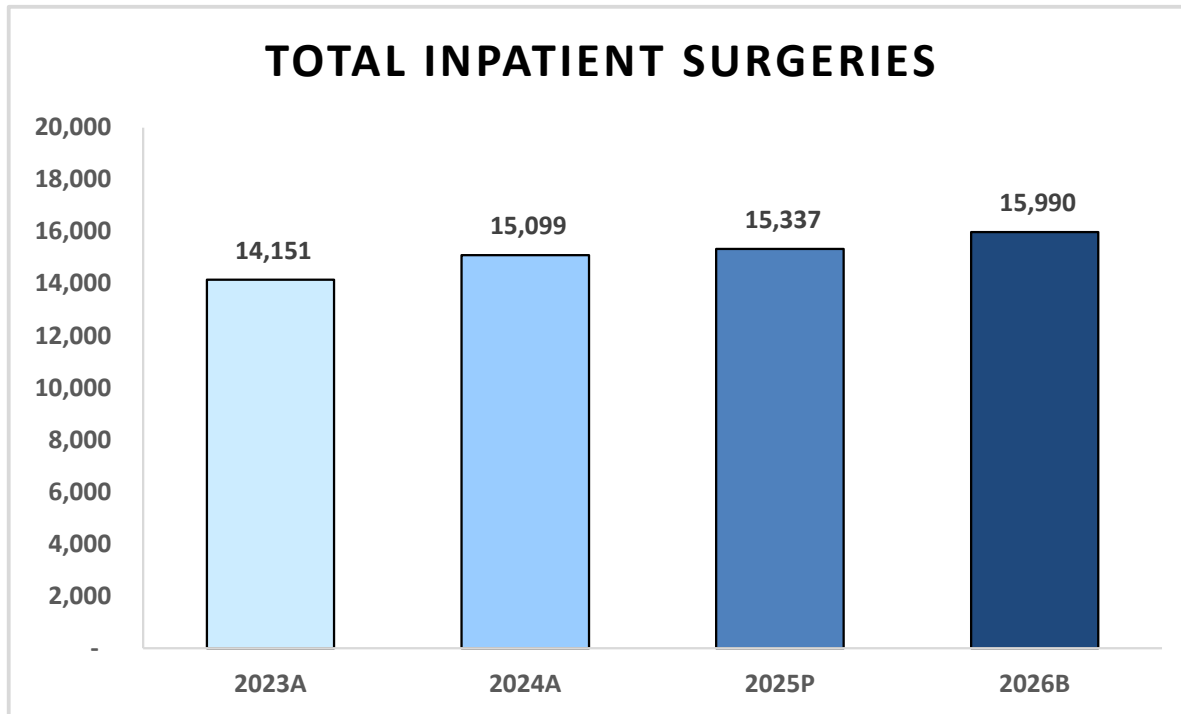
ED VISITS



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	405,235	399,258	387,639	385,951	-0.4%

Volume Growth | Surgeries

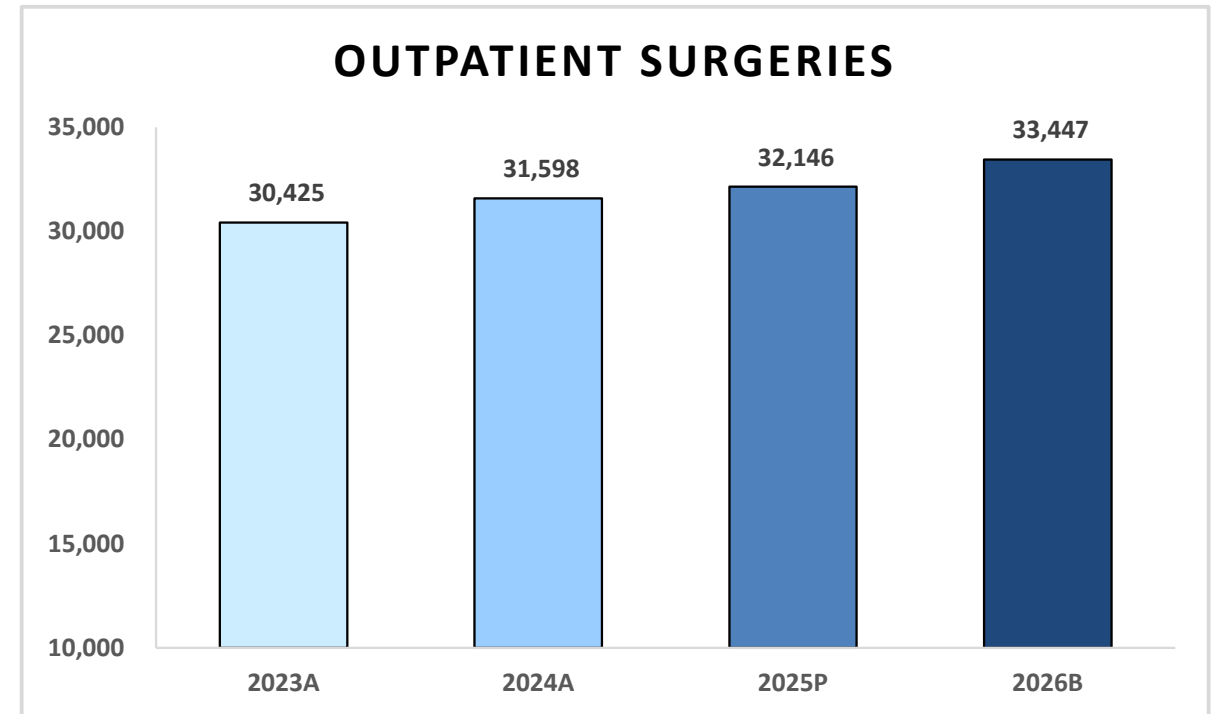
TOTAL INPATIENT SURGERIES



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	14,151	15,099	15,337	15,990	4.3%

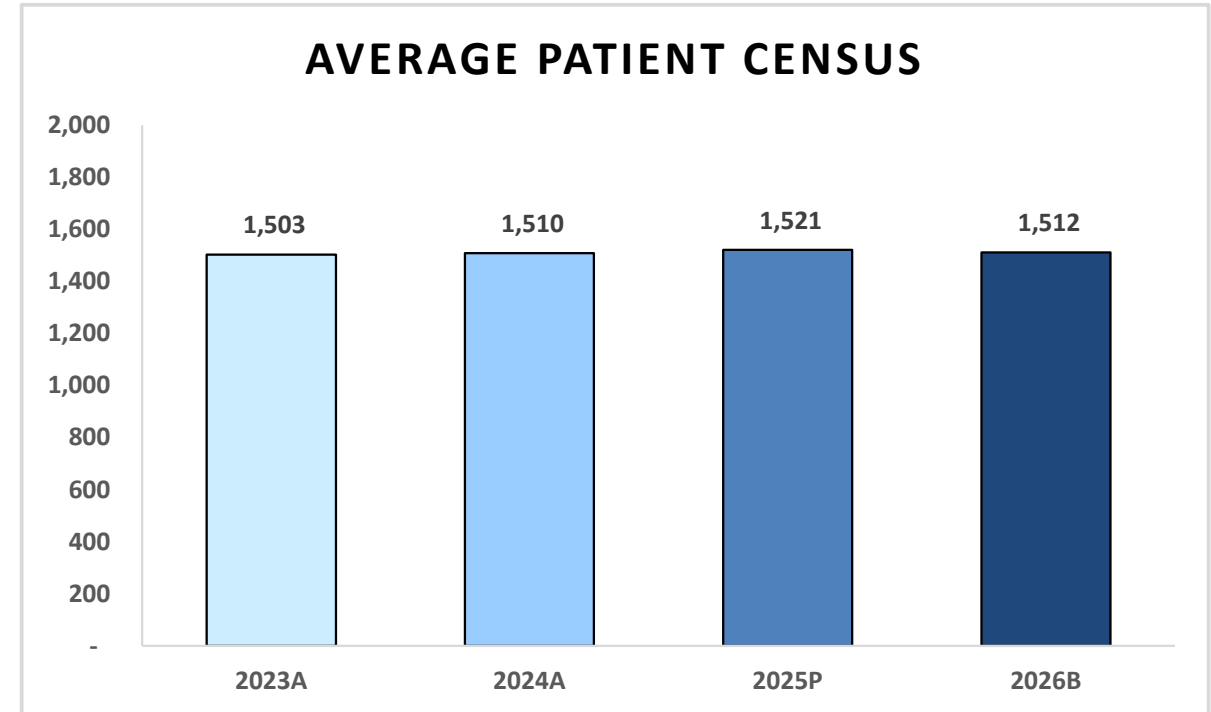
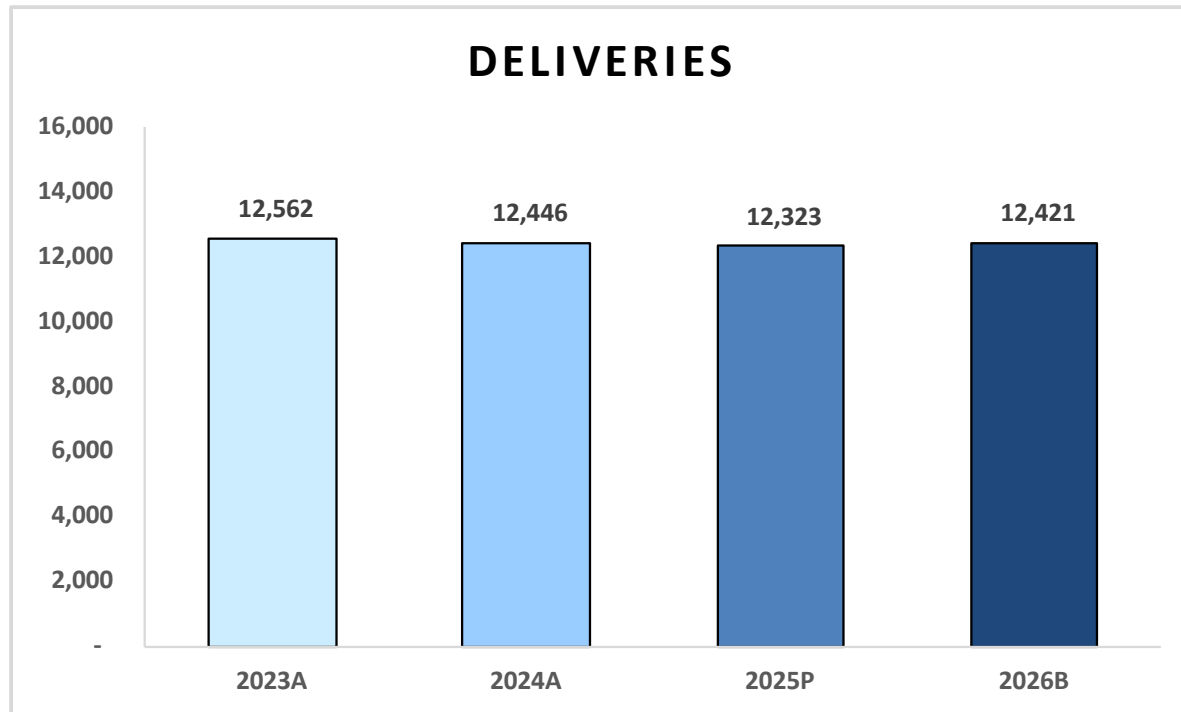
*Total inpatient surgeries includes cardiac and non-cardiac surgeries

OUTPATIENT SURGERIES



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	30,425	31,598	32,146	33,447	4.0%

Volume Growth | Deliveries & Average Patient Census

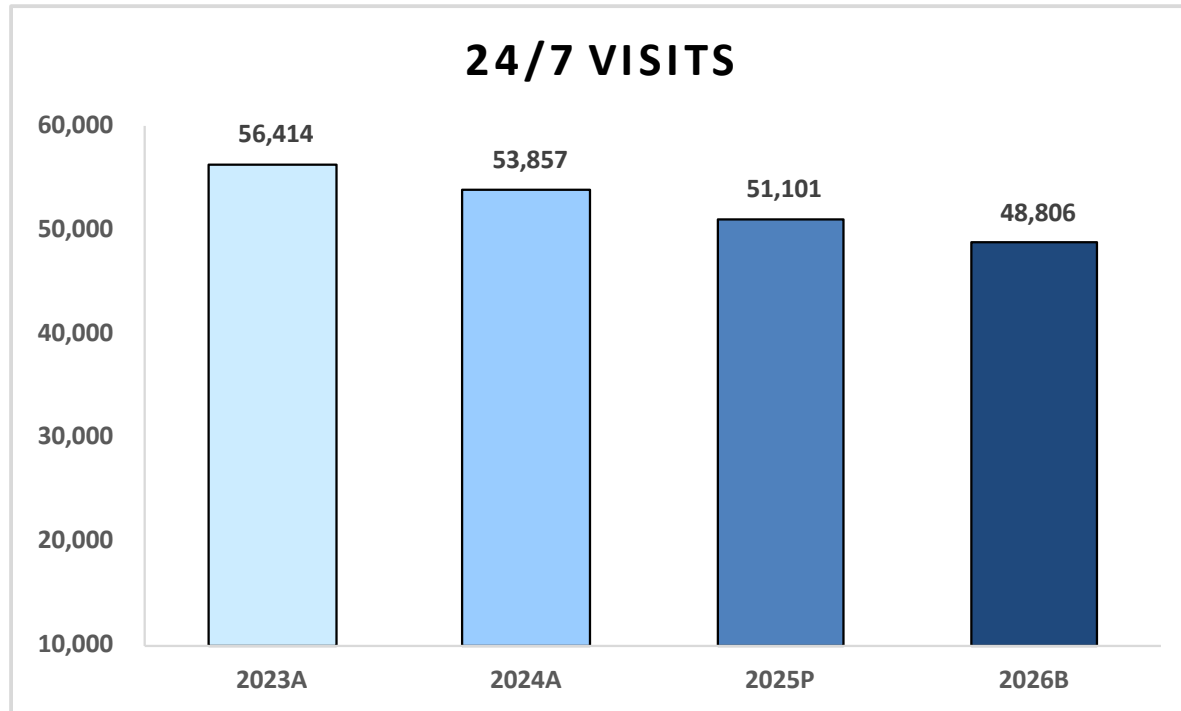


	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	12,562	12,446	12,323	12,421	0.8%

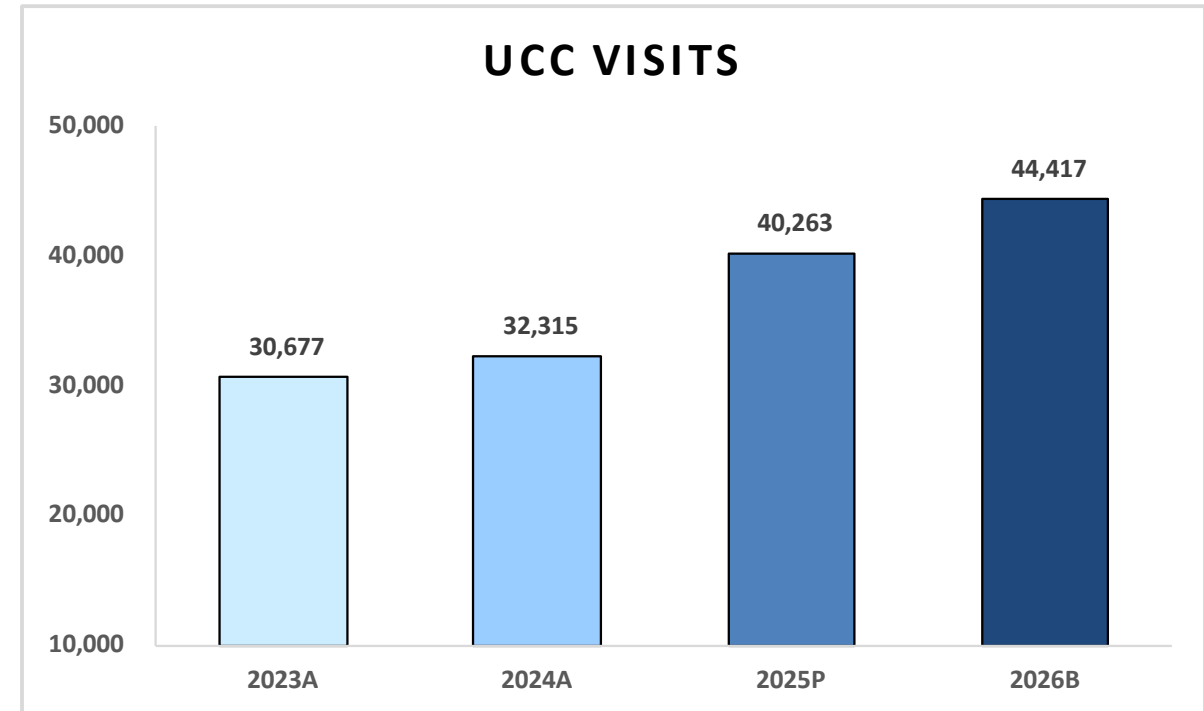
	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	1,503	1,510	1,521	1,512	-0.6%

*Average patient census includes inpatient and observation days

Volume Growth | 24/7 and UCC Visits



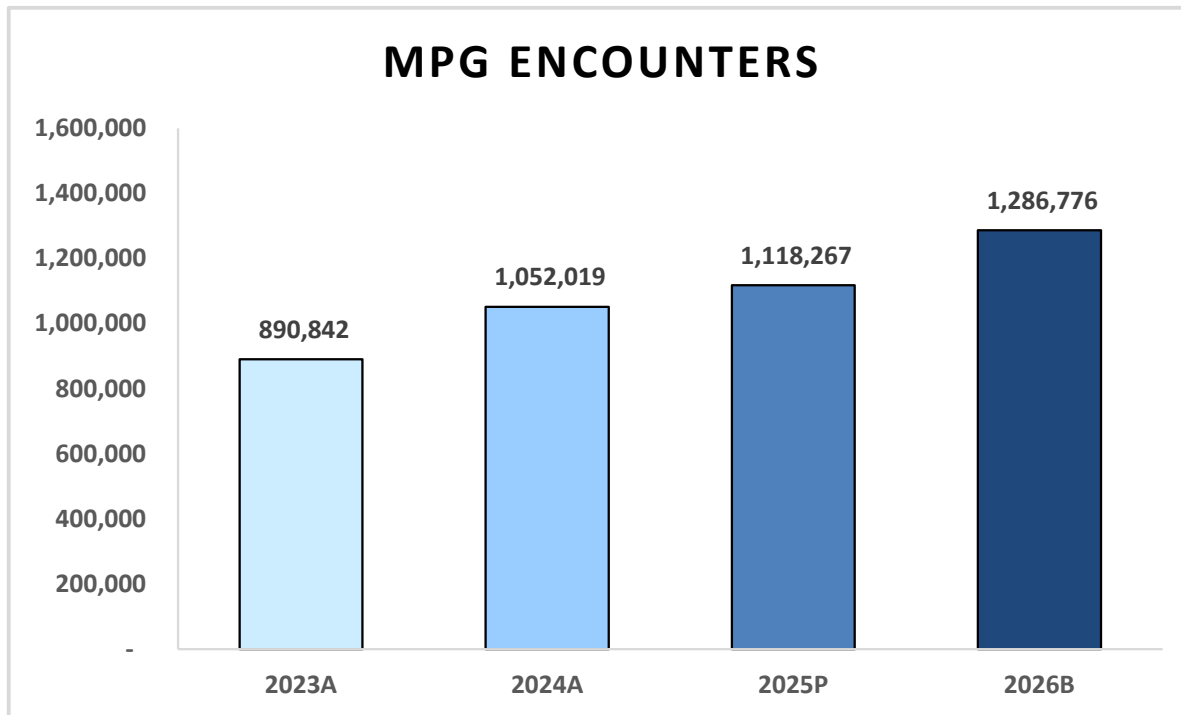
	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	56,414	53,857	51,101	48,806	-4.5%



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	30,677	32,315	40,263	44,417	10.3%

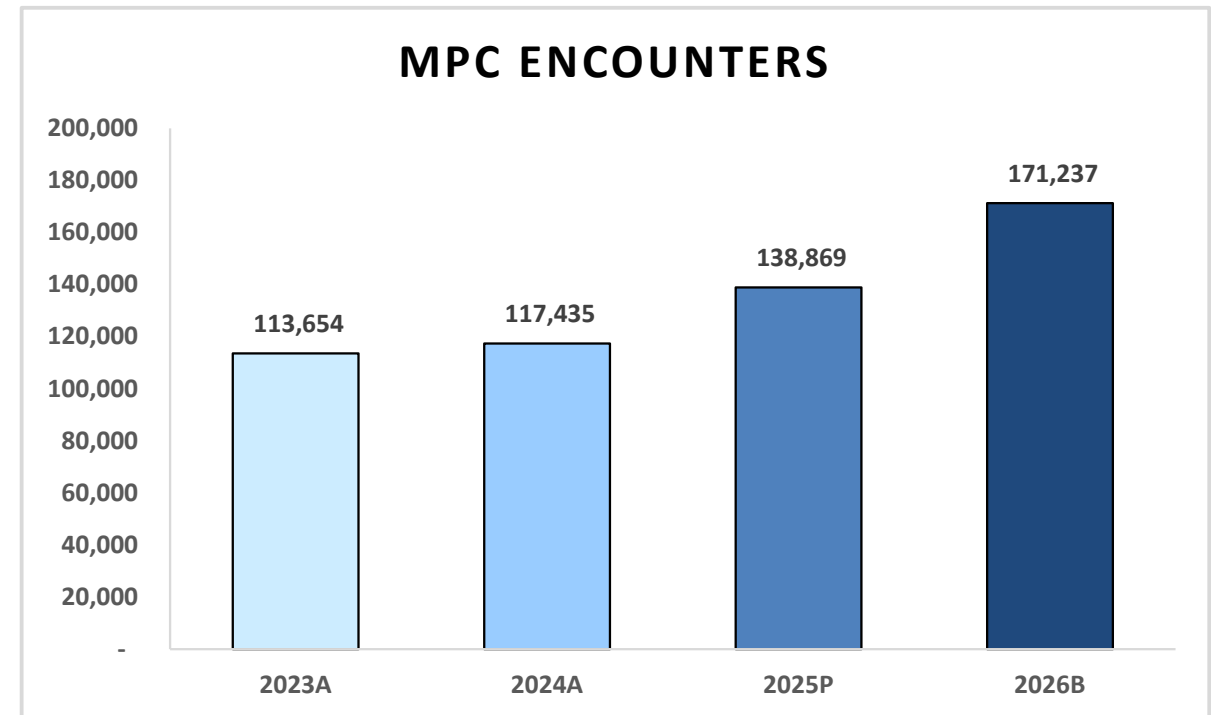
Volume Growth | Physicians

MPG ENCOUNTERS



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	890,842	1,052,019	1,118,267	1,286,776	15.1%

MPC ENCOUNTERS



	<u>2023A</u>	<u>2024A</u>	<u>2025P</u>	<u>2026B</u>	<u>vs 2025P</u>
Total Year	113,654	117,435	138,869	171,237	23.3%

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Key Financial Results

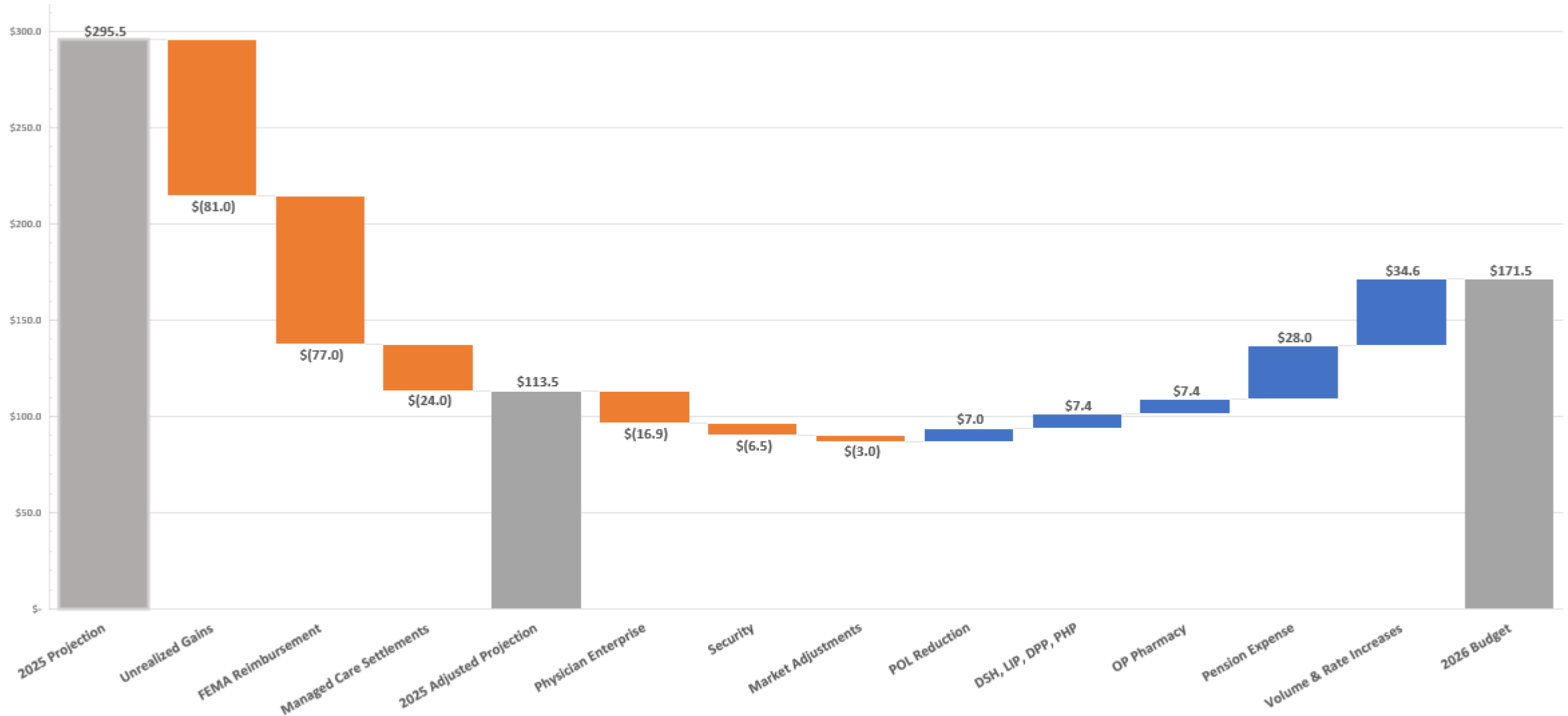
(\$ millions)

	FY2025 Projection	FY2026 Budget	FY2026 vs. FY2025
Net Revenues	\$ 3,470	\$ 3,695	\$ 225
Total Operating Expenses	3,393	3,585	193
Income from Operations	77	109	32
Non-Operating Income	219	62	(157)
Excess of Revenues over Expenses	296	171	(124)
Adjusted EBIDA	413	385	(28)
Adjusted EBIDA %	11.9%	10.4%	-1.5%
Capital Expenditures, Net of Other Funding	336	354	17

- ✓ **Income from operations** for FY2026 includes organic growth within capacity, strategic initiatives, continued improvement in throughput metrics and investments in new access points and existing facilities
- ✓ **Non-operating income** in FY2025 includes unrealized investment portfolio gains of \$81M and FEMA reimbursements of \$77M

FY2025 to FY2026 Waterfall: Bottom Line Change

Excess of Revenues over Expenses (\$ millions)



Memorial Healthcare System

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	79,737	79,818	81,394	1,576	2.0%
Rehab Admissions	1,950	1,886	1,908	22	1.2%
Observation Discharges	41,636	43,241	43,512	271	0.6%
Total Admissions (IP+Obs)	121,373	123,059	124,906	1,847	1.5%
Patient Days	487,554	484,160	483,804	(356)	-0.1%
Observation Days	65,032	71,139	68,049	(3,090)	-4.3%
Total Patient Days (IP+Obs)	552,586	555,299	551,854	(3,445)	-0.6%
Hospital Outpatient Visits	668,112	720,573	747,999	27,426	3.8%
24/7 Visits	53,857	51,101	48,806	(2,295)	-4.5%
ER Visits	399,258	387,639	385,951	(1,688)	-0.4%
Cardiac Surgeries	1,144	1,174	1,217	43	3.7%
Inpatient Surgeries (Non-Cardiac)	13,955	14,163	14,773	610	4.3%
Outpatient Surgeries	31,598	32,146	33,447	1,301	4.1%
Deliveries	12,446	12,323	12,421	98	0.8%

Memorial Healthcare System

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 10,375,937	\$ 11,255,875	\$ 11,575,948	\$ 320,073	2.8%
Outpatient Revenue	9,772,843	11,180,656	11,733,826	553,170	5.0%
Gross Patient Revenue	20,148,779	22,436,531	23,309,774	873,243	3.9%
Net Patient Revenue	3,003,774	3,152,336	3,325,809	173,473	5.5%
Other Operating Revenue	268,447	317,241	369,003	51,762	16.3%
Net Revenue	3,272,220	3,469,577	3,694,812	225,236	6.5%
Salaries and Wages	1,557,795	1,655,428	1,743,315	87,887	5.3%
Employee Benefits Expense	238,238	284,122	274,889	(9,232)	-3.3%
Professional Fees	79,081	90,740	103,527	12,787	14.1%
Supplies Expense	664,593	733,796	801,312	67,517	9.2%
Purchased Services	240,218	237,462	238,031	569	0.2%
Facilities Expense	91,361	98,143	108,641	10,498	10.7%
Depreciation & Amortization	145,170	164,526	179,993	15,467	9.4%
Other Operating Expense	109,000	128,449	135,680	7,231	5.6%
Total Operating Expense	3,125,455	3,392,666	3,585,389	192,723	5.7%
Income/(Loss) From Operations	146,765	76,910	109,423	32,513	42.3%
Total Non-Operating Income/(Loss)	99,156	218,579	62,030	(156,549)	-71.6%
Excess/(Deficit) of Revenues Over Expenses	\$ 245,921	\$ 295,490	\$ 171,453	\$ (124,036)	-42.0%
EBIDA	\$ 415,284	\$ 413,113	\$ 385,143	\$ (27,971)	-6.8%

Operating Expenses

\$ millions	FY2025 Projection	FY2026 Budget	FY2026 vs. FY2025	FY2026 vs. FY2025	
Salaries & Wages	\$ 1,655	\$ 1,743	\$ 88	5%	- Volume growth, focal point increases, market adjustments, shift from agency labor use, and physician growth
Employee Benefits	284	275	(9)	-3%	- Lower pension expense partially offset by FTE growth and health plan inflation
Professional Fees	91	104	13	14%	- Physician and legal fees
Supplies Expense	734	801	68	9%	- Volume and inflation increase driven by drugs, medical surgical supplies and implants
Purchased Services	237	238	1	0%	- Lower agency utilization, partially offset by security services
Facilities Expense	98	109	10	11%	- Increase in service contracts, repairs and maintenance, and rent expense
Depreciation & Amortization	165	180	15	9%	- Incremental depreciation for capital expenditures
Other Operating Expense	128	136	7	6%	- Increase in general insurance and AHCA fees
Total Operating Expense	\$ 3,393	\$ 3,585	\$ 193	6%	

Incremental operating expense reflects volume growth and inflation factors

Salaries & Wages Expenses

\$ millions

	FY2025 Projection	FY2026 Budget	FY2026 vs. FY2025	FY2026 vs. FY2025	
Regular & Overtime Pay	\$ 1,541	\$ 1,632	\$ 91	6%	- Volume growth, market adjustments, shift from agency labor use, and physician growth
Differential	53	52	(1)	-2%	
Other	61	59	(2)	-3%	- Fewer employees called-in for additional shifts, and lower physician director fees
Salaries & Wages	\$ 1,655	\$ 1,743	\$ 88	5%	

Employee Benefits Expense

\$ millions

	FY2025 Projection	FY2026 Budget	FY2026 vs. FY2025	FY2026 vs. FY2025	
Pension, 401A and TSA Match	\$ 83	\$ 55	\$ (28)	-34%	- Lower pension expense due to pension investment results
Medical, Dental, and Vision	78	87	9	11%	- Increase in FTEs and plan inflation
FICA	113	124	11	10%	- Higher taxes due to higher salaries and wage expense
Scholarships and Tuition Reimbursement	4	3	(1)		
Other	6	6	0		
Employee Benefits Expense	\$ 284	\$ 275	\$ (9)	-3%	

Supplies Expense

\$ millions

	FY2025 Projection	FY2026 Budget	FY2026 vs. FY2025	FY2026 vs. FY2025	
Drugs	\$ 357	\$ 409	\$ 53	15%	- Increase in OP, Specialty and Retail Pharmacy, patient volumes and 3.5% inflation
Medical Surgical	155	163	8	5%	- Volume and 3% inflation
Implants	85	89	4	5%	- Increase in surgeries and 1% inflation
Lab Reagents	30	32	1	4%	- Volume and 3% inflation
Food and Nutrition	25	27	1	4%	- Increased patient volume and 3% inflation
Robotics and Endomechanicals	16	17	1	5%	- Higher robotics volume and 1% inflation
General Supplies	39	37	(1)	-4%	- Lower instruments expense
Other	26	28	1	5%	
Supplies Expense	\$ 734	\$ 801	\$ 68	9%	

Purchased Services Expense

\$ millions

	FY2025 Projection	FY2026 Budget	FY2026 vs. FY2025	FY2026 vs. FY2025	
Security Services	\$ 24	\$ 28	\$ 4	17%	- Expansion of security and safety initiatives
Purchased Outside Services	54	57	2	5%	- New and existing service contracts
Reference Lab	20	21	1	4%	- Growth in kidney transplants and cardiac surgery program
IT & Cloud Services	29	30	1	2%	- Higher demand for IT and Cloud Services
Purchased Outside Labor	15	8	(7)	-44%	- Continued reduction in agency labor use
Other	95	94	(1)	-1%	- Stable costs in ambulance, perfusion, dialysis, lab, imaging, laundry, garbage, postage/courier, coding, and other services
Purchased Services	\$ 237	\$ 238	\$ 1	0%	

Cash Sources & Uses

(\$ millions)

	FY2025 Projection	FY2026 Budget
Adjusted EBIDA	\$413	\$385
Grants and Foundation Funding	13	20
Total Cash Sources	426	405
Total Capital Expenditures	(349)	(374)
Debt Service (interest & principal)	(49)	(49)
Total Cash Uses	(398)	(423)
Net Cash Increase (Decrease)	28	(18)
Ending Cash & Investment Balance	\$ 2,687	\$2,669
Days Cash on Hand	304	286

✓ Days cash on hand of 286 days is in-line with the current median for AA-equivalent rated hospitals

Proposed Capital Budget (in Thousands)

Project Capital by Entity	FY2024	FY2025	FY2026	FY2027+
MHP	\$ 2,353	\$ 16,034	\$ 73,825	\$ 74,349
MHW	27,668	20,916	40,658	101,685
MCI	-	770	31,976	21,907
MRH	41,804	80,657	31,849	784,128
IT Capital	34,863	22,824	22,637	3,223
MRHS	5,736	9,253	17,421	247,500
MHM	1,446	7,610	16,108	200,000
MPC	3,002	4,108	16,015	1,788
MMNH	169	1,722	15,977	32,700
MPG	13,190	8,254	14,898	14,300
MPM	2,464	9,208	14,487	-
JDCH	12,165	12,725	6,488	-
SP	3	147	1,953	-
OTHER	-	1,253	8,914	-
Project and IT Total	\$ 144,862	\$ 195,480	\$ 313,208	\$ 1,481,580
Strategic Initiatives	-	12,000	12,000	48,000
Capital Reserve - MHS	-	12,000	12,000	48,000
Total Routine Capital	35,217	33,527	36,554	140,966
Special Board Appropriation*	-	96,470		
FEMA Grants	-	(3,000)	(5,000)	-
MHS & JDCH Foundations	(15,000)	(10,000)	(15,000)	(60,000)
Total Capital	\$ 165,080	\$ 336,478	\$ 353,761	\$ 1,658,546

Board Approved Capital \$ **325,427** \$ **306,438**

Please refer to the Appendix for Capital Budget and Major Projects detail

*Special Board appropriation above the FY25 capital budget for the purchase of MHP of \$96,470

2026 Major Projects

- MHP Douglas Road FSED
- Red Road FSED
- MCI Expansion
- MRH Surgical Platform and Bed Tower
- MHM MOB2 MRI, CT, Infusion

2026 Routine Capital

- Medical beds, monitors and equipment replacements
- Facility updates

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Investment in Strategic Goals

(\$ millions)

Free Standing EDs
MCI
Memorial Physician Group
MRH Master Plan
Other Strategic Goals
Total Investments

FY2026	
Capital Cost	Incremental Operating Cost
\$ 58.4	\$ -
32.0	-
14.9	15.6
11.4	-
12.0	-
\$ 128.7	\$ 15.6

- ✓ Investments are consistent with the execution of our Strategic Goals
- ✓ Budgeting an additional \$12M for Strategic Goals that are still being prioritized and quantified

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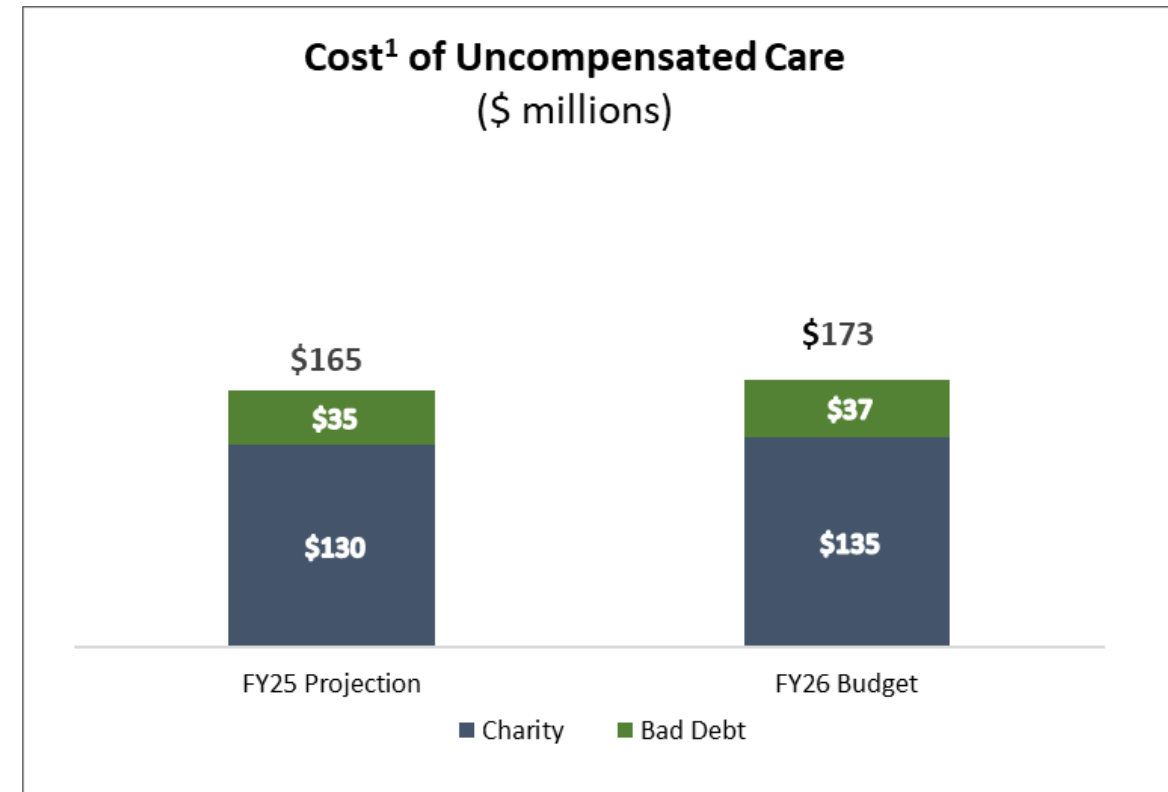
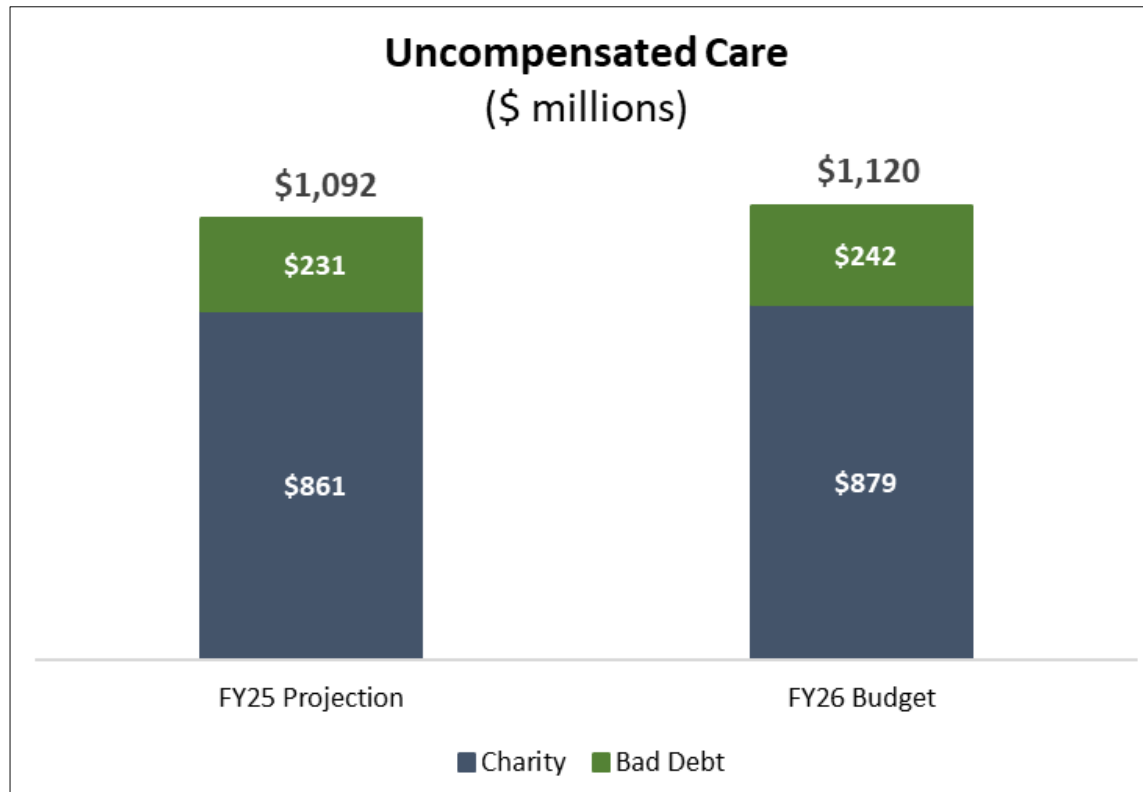
Projected Tax Budget

(\$ millions)

	FY2025 Projection	FY2026 Budget Rolled-Back Rate	FY2026 Budget Break-Even Rate
Millage Rate (in mills)	0.0869	0.0850	0.0970
Gross Tax Revenues	\$7.9	\$8.3	\$9.4
Less: Collection Costs	0.2	0.2	0.2
Net Tax Receipts	\$7.7	\$8.1	\$9.2
Less: Governmental pass-through payments	8.8	9.2	9.2
Available for Uncompensated Care	(\$1.1)	(\$1.1)	\$0.0

✓ The Board of Commissioners will have the opportunity to set the millage rate during the Florida Department of Revenue Truth in Millage (TRIM) process

Uncompensated Care



Increased cost of care and higher number of uninsured patients translating into higher charity and bad debt

¹The cost of uncompensated care is calculated by applying a cost of care factor (i.e., Total Operating Expenses as a percentage of Total Gross Patient Revenue) to charity and bad debt charges

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Memorial Regional Hospital

Key Priorities

- **Patient Flow & Capacity**
 - Capacity – 8th floor available for acute surgical and medical patients
 - MHS focus – LOS reductions and throughput improvement
- **Quality, Safety, Patient Experience**
 - Leapfrog and CMS ratings
 - HCAHPS top quartile
- **Destination Services**
 - Destination center for tertiary and quaternary services
 - High-Risk Obstetric Services and MFM
 - MCI – Hallandale expansion and Moffit presence across district
 - Adult Kidney Transplant – nationally ranked and recognized program
 - MCVI – Tri-county leader in cardiac surgery, EP and complex cardiology
- **Facility/Infrastructure Improvements**
 - Emergency Department & trauma area renovation
 - Surgical platform & bed tower project – enabling stage
 - Bi-plane upgrade (neuro)
 - Adult Kidney Transplant clinic relocation
 - Parking expansion options

	FY2026
Growth Rates	Budget
Admissions	2.7%
Obs. Discharges	-0.9%
Deliveries	2.5%
Outpatient Visits	3.6%
ED Visits	0.6%
Cardiac Surgeries	2.6%
IP Surgeries ¹	2.5%
OP Surgeries ¹	6.1%
Net Revenue	5.6%
Operating Expenses	5.1%

\$ Millions

Net Excess (Deficit)	\$62.4
EBIDA	\$102.2

¹Excluding cardiac surgeries

Joe DiMaggio Children's Hospital

Key Priorities

- **Quality, Safety, Patient Experience**
 - Training and Professional Development Program
 - National Children's Hospitals "Solutions for Patient Safety" Initiative
 - Vascular Access Team Expansion

- **Patient Flow & Capacity**
 - Optimize Diagnostic Services & Access
 - Improve Hollywood Capacity for Outpatient Services
 - Pediatric Operating Room/Procedure Efficiencies
 - NICU Planning

- **Service Growth**
 - External Relations – Focus on Schools
 - U-18 Ortho Expansion
 - Heart Institute Expansion
 - Outpatient Diagnostic/Service Planning
 - Philanthropy

- **Facility/Infrastructure**
 - Upgrades to Imaging & Other Equipment/Instrumentation

	FY2026 Budget
Growth Rates	
Admissions	-0.3%
Obs Discharges	5.5%
Outpatient Visits	4.7%
ED Visits	-4.9%
Cardiac Surgeries	6.7%
IP Surgeries ¹	13.9%
OP Surgeries ¹	3.9%
Net Revenue	5.7%
Operating Expenses	2.5%

\$ Millions

Net Excess (Deficit)	\$30.1
EBIDA	\$54.1

¹Excluding cardiac surgeries

Memorial Regional Hospital South & Memorial Manor

Key Priorities

- **Patient Flow & Volumes**
 - New CT Scanner and Outpatient Rehab Hollywood
 - Outpatient surgery: MSK and Breast service lines
 - Inpatient rehab MPG strategy
 - Maximize 4th floor acute/rehab mix
- **Quality, Safety, Memorial Experience**
 - Upskill Acute Rehab Care and complexity in procedural areas
 - LEAPFROG, OAS CAPS improvement and readmission reduction
- **Service Line Development**
 - MSK service line continued development
 - IP Rehab - admission time improvement
 - Memorial Sports Medicine / Miami Sharks affiliation
- **Facility/Infrastructure Improvements**
 - Outpatient physical therapy expansion
 - 2nd CT scanner project and radiology room replacement

Memorial Manor

- Expand capacity for medically complex patients - 25 piped-in oxygen beds
- Optimize short term vs long term beds (expedite SNF discharges)
- Single Payer Agreement (SPA) to decompress hospitals

MRHS Growth Rates	FY2026 Budget
Total Admissions	1.5%
Rehab Admissions	1.2%
Obs Discharges	1.7%
Outpatient Visits	2.4%
ED Visits	0.6%
IP Surgeries	0.3%
OP Surgeries	7.8%
Net Revenue	4.1%
Operating Expenses	3.7%

MRHS \$ Millions

Net Excess (Deficit)	(\$3.2)
EBIDA	\$4.4

Memorial Hospital West

Key Priorities

- **Patient Flow & Volume**
 - Continued growth of OP volume (MCI, Rehab Services, Women’s Center)
 - LOS reductions (GMLOS) & throughput improvements
- **Service Line Development**
 - MCI Building Expansion
 - Shell > Infusion Bay Expansion
 - Mobile MRI Trailer
 - MCI Radiation Oncologist Physician
 - Additional Rad Onc starting July 2025
 - Expanded hours of operation
 - Moffitt partnership
 - Addition of 10th Moffitt Physician in July 2025
 - MCVI
 - Centralized services with renovation of 801 building: +6 incremental exam rooms; +10 incremental Physician offices; additional CT for OP imaging
 - Continued Robotic & Surgical growth
 - Joint Replacement Center of Excellence
 - Memorial Neuroscience Institute
- **Facility/Infrastructure Improvements**
 - Family Birthplace
 - CT scanner
 - CCL and IR Equipment replacement/upgrade
 - ER Expansion planning

Growth Rates	FY2026 Budget
Admissions	1.9%
Obs Discharges	0.0%
Outpatient Visits	3.0%
ED Visits	0.7%
IP Surgeries	4.6%
OP Surgeries	2.1%
Deliveries	-1.0%
Net Revenue	6.4%
Operating Expenses	4.7%

\$ Millions	
Net Excess (Deficit)	\$95.7
EBIDA	\$132.8

Memorial Hospital Pembroke

Key Priorities

- **Patient Flow & Capacity**
 - Case Management Initiative – LOS and throughput to improve capacity
 - Maximize bed utilization through Care Coordination Center

- **Service Line Development**
 - Surgical Services
 - General & Acute Surgery
 - Renovated ORs 7 & 8
 - Reflux Wellness Program
 - Bariatric & Hernia Surgeries
 - Aquablation
 - Wound Care/Hyperbaric Center – addition of 4th hyperbaric chamber
 - Outpatient Imaging – expanded outpatient schedules
 - Outpatient Specialty Infusion

- **Facility/Infrastructure Improvements**
 - Douglas Road and Red Road Free Standing Emergency buildings
 - Develop plan for MRI inside hospital building
 - Roof replacement and building envelope repair
 - Develop Master plan for future facility improvements and expansion

Growth Rates	FY2026 Budget
Admissions	1.8%
Obs Discharges	1.7%
Outpatient Visits	2.6%
ED Visits	0.6%
24/7 Visits	-4.5%
IP Surgeries	4.1%
OP Surgeries	5.1%
Net Revenue	0.8%
Operating Expenses	-1.6%

\$ Millions	
Net Excess (Deficit)	\$7.4
EBIDA	\$16.5

Memorial Hospital Miramar

Key Priorities

- **Patient Flow, Capacity & Access**
 - Expanded inpatient overflow capacity
 - Expanded access to outpatient services
 - MHS focus – ALOS reductions and throughput improvement
 - Case Management, Social Work & Utilization Review optimization

- **Quality, Safety, Patient Experience**
 - Maintain Leapfrog and CMS ratings excellence
 - Maintain HCAHPS top quartile

- **Service Line Development**
 - Obstetric services & Level III Neonatal care
 - Continued growth in adult & pediatric surgery, including robotics
 - Continued development of orthopedic surgery
 - Expanded adult imaging capability, including MFM, cardiac and prostate testing
 - Expanded pediatric advanced imaging capability, including anesthesia
 - Expanded benign & specialty outpatient infusions

- **Facility/Infrastructure Improvements**
 - Completion & Opening of MOB2 MRI/CT/Infusion/Lab Area
 - ER Overflow Space Relocation/Expansion & X-Ray Replacement
 - Master Site Planning

	FY2026
Growth Rates	Budget
Admissions	1.5%
Obs Discharges	-0.8%
Outpatient Visits	6.9%
ED Visits	-0.1%
IP Surgeries	2.8%
OP Surgeries	2.1%
Deliveries	0.0%
Net Revenue	5.3%
Operating Expenses	3.8%

\$ Millions	
Net Excess (Deficit)	\$73.5
EBIDA	\$85.3

Memorial Physician Group

Key Priorities

- **Patient Flow & Capacity**
 - Optimize Physician and APP workforce to achieve key priorities including increased access to care, timeliness of care, and high-quality care.

- **Service Line Development to support System Initiatives and ER Coverage gaps**
 - Pediatric Cardiology
 - Gastroenterology
 - Adult and Pediatric Otolaryngology
 - Neurology (Stroke Program)
 - Urology
 - Maternal Fetal Medicine

- **Facility/Infrastructure Improvements**
 - Further development of the Centralized Patient Access Center

	FY2026
Growth Rates	Budget
Encounters	15.1%
Net Revenue	16.2%
Operating Exp	14.6%

\$ Millions	
Net Investment	(\$182.2)
EBIDA	(\$172.8)

Memorial Primary Care & Urgent Care Centers

Key Priorities

- **Service Line Development & Facility/Infrastructure Improvements**

- Development of the Maternal Health Program in collaboration with Broward Health
- Expand geographic footprint for primary care medical services:
 - Plantation
 - Cooper City / Davie
- Expansion of Sickle Cell Program
- Expansion of Virtualist/Same Day Program
- Addition of 2nd Pediatric Mobile Van

- Continued focus on growth of Palm Springs North Urgent Care Center

	FY2026 Budget
MPC Growth Rates	
Medical Encounters	23.3%
Net Revenue	7.0%
Operating Exp	10.5%

MPC \$ Millions

Net Excess (Deficit)	(\$11.2)
EBIDA	(\$9.0)

	FY2026 Budget
UCC Growth Rates	
Visits per Day	10.3%
Net Revenue	9.7%
Operating Exp	6.4%

UCC (\$ Millions)

Net Excess (Deficit)	(\$1.6)
EBIDA	(\$0.9)

CONCLUSIONS



With Board approval, this will be the highest budgeted Net Operating Income in the history of the South Broward Hospital District



Memorial Healthcare System maintains its strong balance sheet that underscores our ongoing financial viability (“AA” S&P credit rating)



FY2026 will require investments in growth capital, infrastructure and our people



Our primary focus remains our community, our patients, our employees and our taxpayers