



ANNUAL BUDGET FISCAL YEAR 2026

MAY 1, 2025 – APRIL 30, 2026



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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%

Capital Budget | Total by Entity

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	FY 2027 + Future
Memorial Hospital Pembroke	\$ 6,315,871	\$ 18,684,370	\$ 76,825,110	\$ 88,849,059
Memorial Hospital West	37,234,068	28,967,353	49,658,480	137,684,914
Memorial Regional Hospital	49,263,382	90,810,591	42,002,579	824,744,328
Memorial Cancer Institute	-	953,645	32,452,784	21,907,397
Information Technology	34,863,068	22,823,522	22,636,960	3,222,761
Memorial Hospital Miramar	5,975,577	12,260,223	21,508,400	218,000,000
Memorial Regional Hospital South	7,919,354	11,740,587	19,730,298	258,750,000
Memorial Primary Care	3,002,233	4,108,141	16,213,492	1,787,600
Memorial Physician Group	15,205,972	9,677,867	16,063,370	14,300,000
Property Management	2,975,494	9,359,119	14,487,000	-
Joe DiMaggio Children's Hospital	16,995,454	16,225,378	9,988,100	20,000,000
Other Entities	329,347	3,397,183	28,194,714	33,300,000
Capital Reserve - MHS	-	12,000,000	12,000,000	48,000,000
Other Strategic Goals	-	12,000,000	12,000,000	48,000,000
Special Board Appropriation	-	96,470,000	-	-
Total Capital Expenditures Budget	\$ 180,079,820	\$ 349,477,979	\$ 373,761,288	\$ 1,718,546,059
FEMA Grants	-	(3,000,000)	(5,000,000)	-
Contributions from Foundations	(15,000,000)	(10,000,000)	(15,000,000)	(60,000,000)
Total Capital Expenditures Budget, Net	\$ 165,079,820	\$ 336,477,979	\$ 353,761,288	\$ 1,658,546,059

Capital Budget | Major Projects

Entity	Project	FY 2025 Projected	FY 2026 Budget	FY 2027 + Future
MHP	Douglas Rd Free Standing ED	\$ 7,454,061	\$ 34,050,177	\$ 9,730,259
MHP	Red Road Free Standing ED	3,725,958	24,308,623	6,428,800
MCI	MCI MRH Hallandale Infusion Expansion	183,945	15,065,040	-
MHW	MCI Conversion to MCVI	1,114,996	12,380,300	-
MRH	Surgical platform & bed tower project	16,370,806	11,445,910	712,657,728
MHM	MOB2 MRI, CT, Infusion & Lab	956,280	11,276,900	-
IT	IT Routine	34,116	8,554,244	2,138,561
MCI	MCI MHW Infusion Expansion	586,000	8,414,344	-
MHW	MHW ED/OR Expansion (design only)	-	8,000,000	92,000,000
MPC	Other Projects	533,650	7,150,400	1,787,600
MRH	ER & Trauma renovation	8,813,713	6,631,300	-
MMNH	Manor FEMA Hardening	736,419	6,098,400	-
MPG	Peds Specialty Center VCC 3rd Flr	-	5,500,000	-
MHP	MHP Roof/Envelope Repair	1,350,048	5,350,000	1,000,000
MCI	MRH Therapy Room 1 (LINAC Replace)	-	5,334,000	-
MRHS	MRHS CT Imaging Suite Addition	330,666	5,213,150	-
MPM	MOB Infrastructure	-	4,500,000	-
MHW	MHW CV Room #2	50,000	4,300,000	-
MHP	MRI Replacement	-	4,000,000	1,000,000
JDCH	CT Replacement	600,000	3,900,000	-
MHW	MHW CT Scan	133,961	3,786,500	-

Capital Budget | Major Projects (Continued)

Entity	Project	FY 2025 Projected	FY 2026 Budget	FY 2027 + Future
CORP	7029-7031 Taft Community Service	\$ -	\$ 3,651,600	\$ -
MPC	MPC/UCC Cooper City Medical Center	-	3,500,000	-
MPM	MOC 1150 Bathroom/Common Areas	274,980	3,500,000	-
CORP	MHS Foundation	-	3,320,624	-
MRHS	MRHS Remediation	1,000,000	3,300,000	-
MMNH	Manor Piped-in O2	502,350	3,286,000	-
MMNH	Manor Expansion	-	3,186,000	28,000,000
MMNH	Manor Generator/ATS Replacement	400,000	3,107,000	-
MRH	Bi-Plane replacement (Neuro)	643,600	2,858,400	-
MRH	Kidney Transplant Clinic relocation	699,378	2,787,832	-
MHW	Structural Garage and Envelope Repairs	730,785	2,500,000	9,684,914
MPG	WPB Pediatric Cardiology	-	2,500,000	-
MPM	Wellington Envelope Repairs	-	2,500,000	-
MRH	Interventional Radiology replacement	-	2,491,800	2,170,600
MHW	MHW IR #2 Replacement	148,200	2,461,800	-
MRHS	Air Handler Unit 3	-	2,127,600	-
IT	Mobile Cart Replacement (RFP Award)	-	2,100,000	525,000
IT	Annual Equipment Refresh (Desktop/Laptop/Printer)	-	2,100,000	-
MHW	Elevator Modernization	320,625	2,100,000	-
MPC	Buildout Dania Beach Center	1,041,959	2,079,325	-
MPG	MHW Suite 151 Vascular Surgery	-	2,045,300	-

Capital Budget | Major Projects (Continued)

Entity	Project	FY 2025 Projected	FY 2026 Budget	FY 2027 + Future
IT	IT Infrastructure FY25	\$ 4,157,697	\$ 2,039,337	\$ -
JDCH	CS MRI Magnet upgrade	600,000	2,000,000	-
MPM	3111 Infrastructure (Generator/Fire Alarm)	250,000	2,000,000	-
MRHS	Pedestrian Bridge Rehab	104,000	1,996,000	-
MHM	ER Overflow Space Relocations	210,100	1,989,900	-
CORP	MHS Childcare Expansion	-	1,942,250	-
MPC	UCC East - Add CT with Ultrasound	-	1,879,967	-
MCI	MCI MHW - add MRI	-	1,662,400	8,040,600
PHARM	Pharmacy Central Distribution	146,600	1,653,400	-
MRH	Chiller replacement	100,000	1,500,000	-
MHW	OR Electrical Upgrade	-	1,500,000	-
MHP	MHP Chiller Repl/CEP Upgrade	110,000	1,500,000	3,640,000
MPG	MHW Suite 210 Otolaryngology	-	1,500,000	-
MRH	Elevator replacement #2	387,000	1,433,301	-
MHW	X-Ray / Florescopy Relocation	106,552	1,395,448	-
MRHS	Elevator Modernization	-	1,295,000	-
IT	Epic Tier Volume and Cache License Increases in FY26	-	1,231,200	-
IT	FY26 -Wireless Phone Device Refresh	-	1,200,000	300,000
IT	IT Adaptive and Workforce Planning	-	1,200,000	-
	All Other Projects	140,572,034	29,526,779	602,475,997
	Total - Major Projects Detail	\$ 195,480,480	\$ 313,207,552	\$ 1,481,580,059

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Projected Tax Budget ⁽¹⁾

		FY 2025 Projection	FY 2026 Projected Budget	Variance	
ASSESSED VALUATIONS (In Thousands)					
Base from Prior Year		\$ 90,903,111	\$ 90,903,111		
Add: Impact of 5% increase in market values			4,545,000		
	Subtotal		95,448,111		
Add: Estimated New Construction (2%)			1,818,000		
	Base for Budget Year		97,266,111	7.0%	
TAX LEVY - INDIGENT CARE & OTHER					
Millage Rate		0.0869	0.0850	-2.2%	
	Gross Tax Revenues	A	\$ 7,899,000	\$ 8,268,000	4.7%
<u>Less: Collection Costs</u>					
Discounts on Taxes		37,000	39,000	5.4%	
Uncollectible Taxes, Net of Recoveries		-	-		
Revenue Collection Fees		157,000	165,000	5.1%	
	Subtotal Collection Costs	B	\$ 194,000	\$ 204,000	5.2%
	Tax Receipts	C = A - B	7,705,000	8,064,000	4.7%
<u>Less: Governmental Pass-Through Payments</u>					
Medicaid Program Match Expense		8,409,000	8,623,000	2.5%	
Community Redevelopment Agencies		369,000	377,000	2.2%	
Property Appraisers Fee		46,000	177,000	284.8%	
	Subtotal Pass-Through Payments	D	\$ 8,824,000	\$ 9,177,000	4.0%
	Amounts Available for Discretionary Funding	E = C - D	(1,119,000)	(1,113,000)	-0.5%
Uncollectible Accounts		\$ 230,851,433	\$ 241,878,352	4.8%	
Charity Care		861,086,561	878,573,837	2.0%	
	Total Uncompensated Care	\$1,091,937,994	\$ 1,120,452,189	2.6%	

(1) FY2026 Estimates / Final Tax budget is determined during Truth In Millage (TRIM) process

Memorial Regional Hospital

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	29,139	29,282	30,071	789	2.7%
Observation Discharges	12,662	13,777	13,648	(129)	-0.9%
Total Admissions (IP+Obs)	41,801	43,059	43,719	660	1.5%
Patient Days	181,213	176,927	178,396	1,469	0.8%
Observation Days	19,034	23,236	20,559	(2,677)	-11.5%
Total Patient Days (IP+Obs)	200,247	200,163	198,955	(1,208)	-0.6%
Hospital Outpatient Visits	141,856	153,716	159,230	5,514	3.6%
ER Visits	96,920	96,977	97,563	586	0.6%
Cardiac Surgeries	842	862	884	22	2.6%
Inpatient Surgeries (Non-Cardiac)	5,551	5,998	6,149	151	2.5%
Outpatient Surgeries	5,029	4,928	5,230	302	6.1%
Deliveries	4,978	5,151	5,281	130	2.5%

Memorial Regional Hospital

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 4,095,850	\$ 4,497,447	\$ 4,569,197	\$ 71,749	1.6%
Outpatient Revenue	3,036,194	3,538,097	3,736,418	198,321	5.6%
Gross Patient Revenue	7,132,044	8,035,544	8,305,615	270,071	3.4%
Net Patient Revenue	1,002,678	1,055,646	1,102,427	46,781	4.4%
Other Operating Revenue	41,570	46,672	61,724	15,052	32.3%
Net Revenue	1,044,248	1,102,319	1,164,152	61,833	5.6%
Salaries and Wages	408,350	433,045	449,683	16,638	3.8%
Employee Benefits Expense	62,166	72,431	68,959	(3,472)	-4.8%
Professional Fees	14,577	15,592	19,138	3,547	22.8%
Supplies Expense	222,271	254,000	280,474	26,475	10.4%
Purchased Services	45,076	42,255	39,622	(2,634)	-6.2%
Facilities Expense	26,599	26,968	27,935	967	3.6%
Depreciation & Amortization	25,059	27,108	32,256	5,148	19.0%
Other Operating Expense	22,604	24,691	25,435	744	3.0%
Intrasystem Allocation	135,252	145,443	150,717	5,274	3.6%
Total Operating Expense	961,954	1,041,533	1,094,219	52,686	5.1%
Income/(Loss) From Operations	82,294	60,786	69,932	9,146	15.1%
Total Non-Operating Income/(Loss)	4,936	19,193	(7,579)	(26,772)	-139.5%
Excess/(Deficit) of Revenues Over Expenses	\$ 87,229	\$ 79,979	\$ 62,354	\$ (17,626)	-22.0%
EBIDA	\$ 120,977	\$ 115,811	\$ 102,206	\$ (13,605)	-11.7%

Joe DiMaggio Children's Hospital

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	5,654	5,405	5,387	(18)	-0.3%
Observation Discharges	4,482	5,663	5,977	314	5.5%
Total Admissions (IP+Obs)	10,136	11,068	11,364	296	2.7%
Patient Days	55,539	54,374	53,424	(950)	-1.8%
Observation Days	6,215	8,379	8,846	467	5.6%
Total Patient Days (IP+Obs)	61,754	62,753	62,270	(483)	-0.8%
Hospital Outpatient Visits	87,339	93,656	98,024	4,368	4.7%
ER Visits	72,368	66,225	63,007	(3,218)	-4.9%
Cardiac Surgeries	302	312	333	21	6.7%
Inpatient Surgeries (Non-Cardiac)	1,376	1,296	1,476	180	13.9%
Outpatient Surgeries	7,186	7,553	7,849	296	3.9%

Joe DiMaggio Children's Hospital

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 1,340,527	\$ 1,420,014	\$ 1,453,438	\$ 33,424	2.4%
Outpatient Revenue	826,973	903,678	923,148	19,470	2.2%
Gross Patient Revenue	2,167,500	2,323,692	2,376,586	52,894	2.3%
Net Patient Revenue	368,053	386,264	407,882	21,618	5.6%
Other Operating Revenue	4,850	6,123	6,894	771	12.6%
Net Revenue	372,903	392,386	414,775	22,389	5.7%
Salaries and Wages	149,266	158,941	164,968	6,027	3.8%
Employee Benefits Expense	23,337	28,253	27,791	(462)	-1.6%
Professional Fees	7,344	13,646	13,643	(3)	0.0%
Supplies Expense	53,610	56,863	58,258	1,395	2.5%
Purchased Services	20,742	21,182	20,743	(439)	-2.1%
Facilities Expense	9,890	12,932	12,605	(327)	-2.5%
Depreciation & Amortization	18,034	18,310	19,065	755	4.1%
Other Operating Expense	8,859	10,419	10,717	298	2.9%
Intrasystem Allocation	43,939	50,013	51,938	1,925	3.9%
Total Operating Expense	335,019	370,559	379,728	9,169	2.5%
Income/(Loss) From Operations	37,884	21,826	35,047	13,221	60.6%
Total Non-Operating Income/(Loss)	(3,429)	(1,112)	(4,931)	(3,820)	343.7%
Excess/(Deficit) of Revenues Over Expenses	\$ 34,454	\$ 20,715	\$ 30,116	\$ 9,401	45.4%
EBIDA	\$ 56,594	\$ 41,875	\$ 54,101	\$ 12,226	29.2%

Memorial Regional Hospital South

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	3,198	3,441	3,493	52	1.5%
Rehab Admissions	1,950	1,886	1,908	22	1.2%
Observation Discharges	1,366	1,451	1,475	24	1.7%
Total Admissions (IP+Obs)	4,564	4,892	4,968	76	1.6%
Patient Days	29,174	28,700	28,860	161	0.6%
Observation Days	2,087	2,585	2,626	40	1.6%
Total Patient Days (IP+Obs)	31,261	31,285	31,486	201	0.6%
Hospital Outpatient Visits	92,700	96,205	98,479	2274	2.4%
ER Visits	24,693	24,785	24,927	142	0.6%
Inpatient Surgeries (Non-Cardiac)	225	157	158	1	0.3%
Outpatient Surgeries	3,613	3,588	3,869	281	7.8%

Memorial Regional Hospital South

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 310,728	\$ 344,219	\$ 346,451	\$ 2,232	0.7%
Outpatient Revenue	558,459	639,781	660,583	20,802	3.3%
Gross Patient Revenue	869,187	984,000	1,007,034	23,034	2.3%
Net Patient Revenue	135,275	147,590	152,812	5,222	3.5%
Other Operating Revenue	5,223	4,638	5,616	978	21.1%
Net Revenue	140,498	152,228	158,428	6,200	4.1%
Salaries and Wages	66,082	67,435	69,349	1,913	2.8%
Employee Benefits Expense	11,577	13,213	11,969	(1,245)	-9.4%
Professional Fees	1,342	1,237	1,423	186	15.0%
Supplies Expense	21,467	23,815	25,081	1,266	5.3%
Purchased Services	9,859	11,812	12,912	1,100	9.3%
Facilities Expense	6,700	6,564	6,852	288	4.4%
Depreciation & Amortization	5,422	6,009	6,874	865	14.4%
Other Operating Expense	3,897	3,946	4,436	490	12.4%
Intrasystem Allocation	19,103	21,113	22,036	923	4.4%
Total Operating Expense	145,448	155,144	160,931	5,787	3.7%
Income/(Loss) From Operations	(4,950)	(2,916)	(2,503)	413	-14.2%
Total Non-Operating Income/(Loss)	(68)	190	(694)	(884)	-465.0%
Excess/(Deficit) of Revenues Over Expenses	\$ (5,018)	\$ (2,726)	\$ (3,197)	\$ (470)	17.3%
EBIDA	\$ 1,171	\$ 4,154	\$ 4,371	\$ 217	5.2%

Memorial Hospital West

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	24,608	24,434	24,907	473	1.9%
Observation Discharges	11,981	10,637	10,634	(3)	0.0%
Total Admissions (IP+Obs)	36,589	35,071	35,541	470	1.3%
Patient Days	141,944	143,156	143,464	308	0.2%
Observation Days	20,012	17,645	17,640	(5)	0.0%
Total Patient Days (IP+Obs)	161,956	160,801	161,104	303	0.2%
Hospital Outpatient Visits	205,469	224,374	231,167	6,793	3.0%
ER Visits	100,688	96,701	97,362	661	0.7%
Inpatient Surgeries (Non-Cardiac)	4,304	3,960	4,140	180	4.6%
Outpatient Surgeries	5,922	5,925	6,049	124	2.1%
Deliveries	3,511	3,168	3,136	(32)	-1.0%

Memorial Hospital West

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 3,088,946	\$ 3,323,741	\$ 3,550,427	\$ 226,686	6.8%
Outpatient Revenue	3,046,738	3,564,984	3,794,254	229,271	6.4%
Gross Patient Revenue	6,135,684	6,888,725	7,344,682	455,957	6.6%
Net Patient Revenue	843,641	872,486	927,781	55,295	6.3%
Other Operating Revenue	31,108	24,778	26,668	1,890	7.6%
Net Revenue	874,749	897,264	954,450	57,186	6.4%
Salaries and Wages	294,066	311,515	319,583	8,068	2.6%
Employee Benefits Expense	47,041	55,522	51,685	(3,837)	-6.9%
Professional Fees	21,155	23,157	26,033	2,876	12.4%
Supplies Expense	171,118	190,005	210,379	20,374	10.7%
Purchased Services	50,559	48,590	48,659	69	0.1%
Facilities Expense	17,396	19,606	24,567	4,961	25.3%
Depreciation & Amortization	21,859	25,498	26,641	1,143	4.5%
Other Operating Expense	17,427	20,824	24,474	3,649	17.5%
Intrasystem Allocation	113,216	116,302	117,074	773	0.7%
Total Operating Expense	753,838	811,019	849,095	38,076	4.7%
Income/(Loss) From Operations	120,911	86,245	105,354	19,110	22.2%
Total Non-Operating Income/(Loss)	1,228	10,481	(9,622)	(20,103)	-191.8%
Excess/(Deficit) of Revenues Over Expenses	\$ 122,140	\$ 96,726	\$ 95,732	\$ (993)	-1.0%
EBIDA	\$ 154,908	\$ 133,122	\$ 132,758	\$ (365)	-0.3%

Memorial Hospital Pembroke

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	7,000	6,878	7,000	122	1.8%
Observation Discharges	5,868	6,473	6,581	108	1.7%
Total Admissions (IP+Obs)	12,868	13,351	13,581	230	1.7%
Patient Days	39,237	37,829	36,749	(1,080)	-2.9%
Observation Days	9,901	11,328	10,559	(769)	-6.8%
Total Patient Days (IP+Obsv)	49,138	49,157	47,308	(1,849)	-3.8%
Hospital Outpatient Visits	37,145	40,853	41,933	1,080	2.6%
24/7 Visits	53,857	51,101	48,806	(2,295)	-4.5%
ER Visits	36,764	37,243	37,458	215	0.6%
Inpatient Surgeries (Non-Cardiac)	1,572	1,732	1,802	70	4.1%
Outpatient Surgeries	2,927	2,882	3,028	146	5.1%

Memorial Hospital Pembroke

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 710,720	\$ 733,198	\$ 717,684	\$ (15,514)	-2.1%
Outpatient Revenue	779,017	873,030	854,329	(18,701)	-2.1%
Gross Patient Revenue	1,489,736	1,606,228	1,572,014	(34,214)	-2.1%
Net Patient Revenue	209,783	207,237	207,708	471	0.2%
Other Operating Revenue	8,879	5,647	6,801	1,154	20.4%
Net Revenue	218,661	212,884	214,509	1,625	0.8%
Salaries and Wages	86,610	88,695	91,131	2,436	2.8%
Employee Benefits Expense	13,231	15,621	14,789	(833)	-5.3%
Professional Fees	5,003	4,990	5,558	567	11.4%
Supplies Expense	28,102	29,682	30,205	523	1.8%
Purchased Services	15,130	14,786	14,409	(377)	-2.6%
Facilities Expense	6,264	6,575	7,243	668	10.2%
Depreciation & Amortization	11,264	10,908	8,527	(2,381)	-21.8%
Other Operating Expense	5,232	9,482	6,506	(2,976)	-31.4%
Intrasystem Allocation	29,001	29,260	28,203	(1,057)	-3.6%
Total Operating Expense	199,836	209,999	206,570	(3,429)	-1.6%
Income/(Loss) From Operations	18,825	2,885	7,939	5,054	175.2%
Total Non-Operating Income/(Loss)	4,813	9,204	(557)	(9,761)	-106.1%
Excess/(Deficit) of Revenues Over Expenses	\$ 23,639	\$ 12,089	\$ 7,383	\$ (4,706)	-38.9%
EBIDA	\$ 35,649	\$ 23,791	\$ 16,466	\$ (7,325)	-30.8%

Memorial Hospital Miramar

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	10,138	10,378	10,536	158	1.5%
Observation Discharges	5,277	5,240	5,197	-43	-0.8%
Total Admissions (IP+Obs)	15,415	15,618	15,733	115	0.7%
Patient Days	40,447	43,174	42,911	(263)	-0.6%
Observation Days	7,784	7,966	7,820	-146	-1.8%
Total Patient Days (IP+Obs)	48,231	51,140	50,731	(409)	-0.8%
Hospital Outpatient Visits	100,771	107,555	114,950	7,395	6.9%
ER Visits	67,825	65,708	65,634	-74	-0.1%
Inpatient Surgeries (Non-Cardiac)	927	1,020	1,049	29	2.8%
Outpatient Surgeries	6,921	7,270	7,422	152	2.1%
Deliveries	3,957	4,004	4,004	0	0.0%

Memorial Hospital Miramar

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 795,043	\$ 886,470	\$ 885,876	\$ (594)	-0.1%
Outpatient Revenue	1,023,019	1,120,572	1,150,846	30,274	2.7%
Gross Patient Revenue	1,818,062	2,007,042	2,036,722	29,680	1.5%
Net Patient Revenue	303,356	321,378	337,119	15,741	4.9%
Other Operating Revenue	2,986	4,191	5,685	1,495	35.7%
Net Revenue	306,341	325,569	342,804	17,235	5.3%
Salaries and Wages	102,009	110,156	115,857	5,701	5.2%
Employee Benefits Expense	16,981	20,290	19,168	(1,122)	-5.5%
Professional Fees	4,945	5,339	6,728	1,389	26.0%
Supplies Expense	32,343	37,246	38,421	1,175	3.2%
Purchased Services	21,289	21,402	21,702	300	1.4%
Facilities Expense	9,154	9,842	10,880	1,038	10.5%
Depreciation & Amortization	8,097	8,358	8,774	417	5.0%
Other Operating Expense	5,917	7,748	8,431	683	8.8%
Intrasystem Allocation	35,601	36,103	36,349	245	0.7%
Total Operating Expense	236,337	256,484	266,310	9,826	3.8%
Income/(Loss) From Operations	70,005	69,085	76,494	7,409	10.7%
Total Non-Operating Income/(Loss)	1,487	8,015	(2,977)	(10,992)	-137.1%
Excess/(Deficit) of Revenues Over Expenses	\$ 71,492	\$ 77,100	\$ 73,517	\$ (3,583)	-4.7%
EBIDA	\$ 82,636	\$ 88,522	\$ 85,268	\$ (3,253)	-3.7%

Memorial Manor Nursing Home

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Admissions	803	862	886	24	2.8%
Resident Days	40,141	40,563	41,610	1,047	2.6%

Memorial Manor Nursing Home

Statement of Revenues and Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Inpatient Revenue	\$ 34,118	\$ 50,780	\$ 52,870	\$ 2,090	4.1%
Gross Patient Revenue	34,118	50,780	52,870	2,090	4.1%
Net Patient Revenue	12,944	13,668	14,246	578	4.2%
Other Operating Revenue	8	209	215	6	2.8%
Net Revenue	12,952	13,877	14,461	584	4.2%
Salaries and Wages	11,812	12,237	13,328	1,091	8.9%
Employee Benefits Expense	2,269	2,551	2,372	(178)	-7.0%
Professional Fees	66	70	75	5	7.1%
Supplies Expense	2,612	2,373	2,448	75	3.2%
Purchased Services	1,401	1,378	1,434	56	4.1%
Facilities Expense	729	806	831	24	3.0%
Depreciation & Amortization	393	432	607	175	40.5%
Other Operating Expense	539	557	627	70	12.5%
Intrasystem Allocation	1,230	1,382	1,491	109	7.9%
Total Operating Expense	21,049	21,786	23,212	1,427	6.6%
Income/(Loss) From Operations	(8,097)	(7,909)	(8,752)	(843)	10.7%
Total Non-Operating Income/(Loss)	(10)	11	(24)	(35)	-326.1%
Excess/(Deficit) of Revenues Over Expenses	\$ (8,107)	\$ (7,898)	\$ (8,775)	\$ (877)	11.1%
EBIDA	\$ (7,704)	\$ (7,439)	\$ (8,144)	\$ (705)	9.5%

Memorial Physician Group

Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Physician Group Encounters	1,052,019	1,118,267	1,286,776	168,509	15.1%

Memorial Physician Group

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Outpatient Revenue	\$ 407,765	\$ 437,262	\$ 495,863	\$ 58,600	13.4%
Gross Patient Revenue	407,765	437,262	495,863	58,600	13.4%
Net Patient Revenue	110,474	131,109	155,883	24,774	18.9%
Other Operating Revenue	20,219	24,246	24,660	415	1.7%
Net Revenue	130,693	155,355	180,544	25,189	16.2%
Salaries and Wages	206,008	227,420	257,571	30,151	13.3%
Employee Benefits Expense	20,678	25,752	29,981	4,229	16.4%
Professional Fees	31	31	34	3	8.1%
Supplies Expense	14,880	20,592	21,346	754	3.7%
Purchased Services	3,381	3,133	4,134	1,001	31.9%
Facilities Expense	8,936	10,593	12,731	2,138	20.2%
Depreciation & Amortization	6,119	7,505	8,704	1,200	16.0%
Other Operating Expense	5,253	5,321	6,662	1,341	25.2%
Intrasystem Allocation	8,534	15,759	20,963	5,204	33.0%
Total Operating Expense	273,820	316,106	362,126	46,020	14.6%
Income/(Loss) From Operations	(143,127)	(160,751)	(181,582)	(20,831)	13.0%
Total Non-Operating Income/(Loss)	(546)	(735)	(664)	71	-9.7%
Excess/(Deficit) of Revenues Over Expenses	\$ (143,673)	\$ (161,486)	\$ (182,246)	\$ (20,760)	12.9%
EBIDA	\$ (136,989)	\$ (153,213)	\$ (172,845)	\$ (19,631)	12.8%

Memorial Primary Care Operating Indicators

	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Medical Encounters	117,435	138,869	171,237	32,368	23.3%

Memorial Primary Care

Statement of Revenues & Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Outpatient Revenue	\$ 62,847	\$ 62,352	\$ 76,028	\$ 13,676	21.9%
Gross Patient Revenue	62,847	62,352	76,028	13,676	21.9%
Net Patient Revenue	10,412	9,929	13,114	3,185	32.1%
Other Operating Revenue	12,760	16,694	15,364	(1,330)	-8.0%
Net Revenue	23,172	26,623	28,478	1,855	7.0%
Salaries and Wages	16,834	20,113	22,427	2,314	11.5%
Employee Benefits Expense	2,877	3,367	3,830	462	13.7%
Professional Fees	1,408	1,539	1,512	(27)	-1.8%
Supplies Expense	1,491	1,153	1,248	95	8.2%
Purchased Services	2,518	2,545	2,465	(80)	-3.2%
Facilities Expense	1,498	1,552	1,493	(59)	-3.8%
Depreciation & Amortization	955	1,184	2,146	962	81.3%
Other Operating Expense	1,376	1,548	1,080	(469)	-30.3%
Intrasystem Allocation	2,055	2,821	3,391	570	20.2%
Total Operating Expense	31,013	35,823	39,592	3,769	10.5%
Income/(Loss) From Operations	(7,840)	(9,200)	(11,114)	(1,914)	20.8%
Total Non-Operating Income/(Loss)	(57)	(56)	(124)	(68)	122.7%
Excess/(Deficit) of Revenues Over Expenses	\$ (7,897)	\$ (9,256)	\$ (11,238)	\$ (1,982)	21.4%
EBIDA	\$ (6,886)	\$ (8,016)	\$ (8,968)	\$ (952)	11.9%

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Other Entities

Includes: MHS Division, Graduate Medical Education, Memorial Retail Stores, Outpatient Pharmacy Services, Urgent Care Centers, Property Management, Memorial Health Network, ACO, and Memorial Assurance

Statement of Revenues and Expenses

(\$ thousands)	FY 2024 Actual	FY 2025 Projected	FY 2026 Budget	Variance	% Variance
Outpatient Revenue	\$ 31,832	\$ 40,901	\$ 42,357	\$ 1,456	3.6%
Gross Patient Revenue	31,837	40,905	42,360	1,456	3.6%
Net Patient Revenue	7,158	7,029	6,836	(193)	-2.7%
Other Operating Revenue	140,844	184,043	215,376	31,333	17.0%
Net Revenue	148,002	191,072	222,212	31,140	16.3%
Salaries and Wages	216,759	225,872	239,421	13,548	6.0%
Employee Benefits Expense	38,082	47,122	44,346	(2,776)	-5.9%
Professional Fees	23,210	25,139	29,383	4,244	16.9%
Supplies Expense	116,698	118,066	133,452	15,386	13.0%
Purchased Services	70,262	70,378	71,950	1,572	2.2%
Facilities Expense	4,195	2,703	3,505	802	29.7%
Depreciation & Amortization	47,968	59,216	66,399	7,183	12.1%
Other Operating Expense	37,896	43,912	47,312	3,400	7.7%
Intrasystem Allocation	(387,929)	(418,197)	(432,162)	(13,965)	3.3%
Total Operating Expense	167,141	174,212	203,606	29,394	16.9%
Income/(Loss) From Operations	(19,139)	16,860	18,606	1,746	10.4%
Total Non-Operating Income/(Loss)	90,801	173,387	89,201	(84,186)	-48.6%
Excess/(Deficit) of Revenues Over Expenses	\$ 71,662	\$ 190,247	\$ 107,807	\$ (82,440)	-43.3%
EBIDA	\$ 114,927	\$ 174,507	\$ 179,930	\$ 5,423	3.1%