

Financial Report

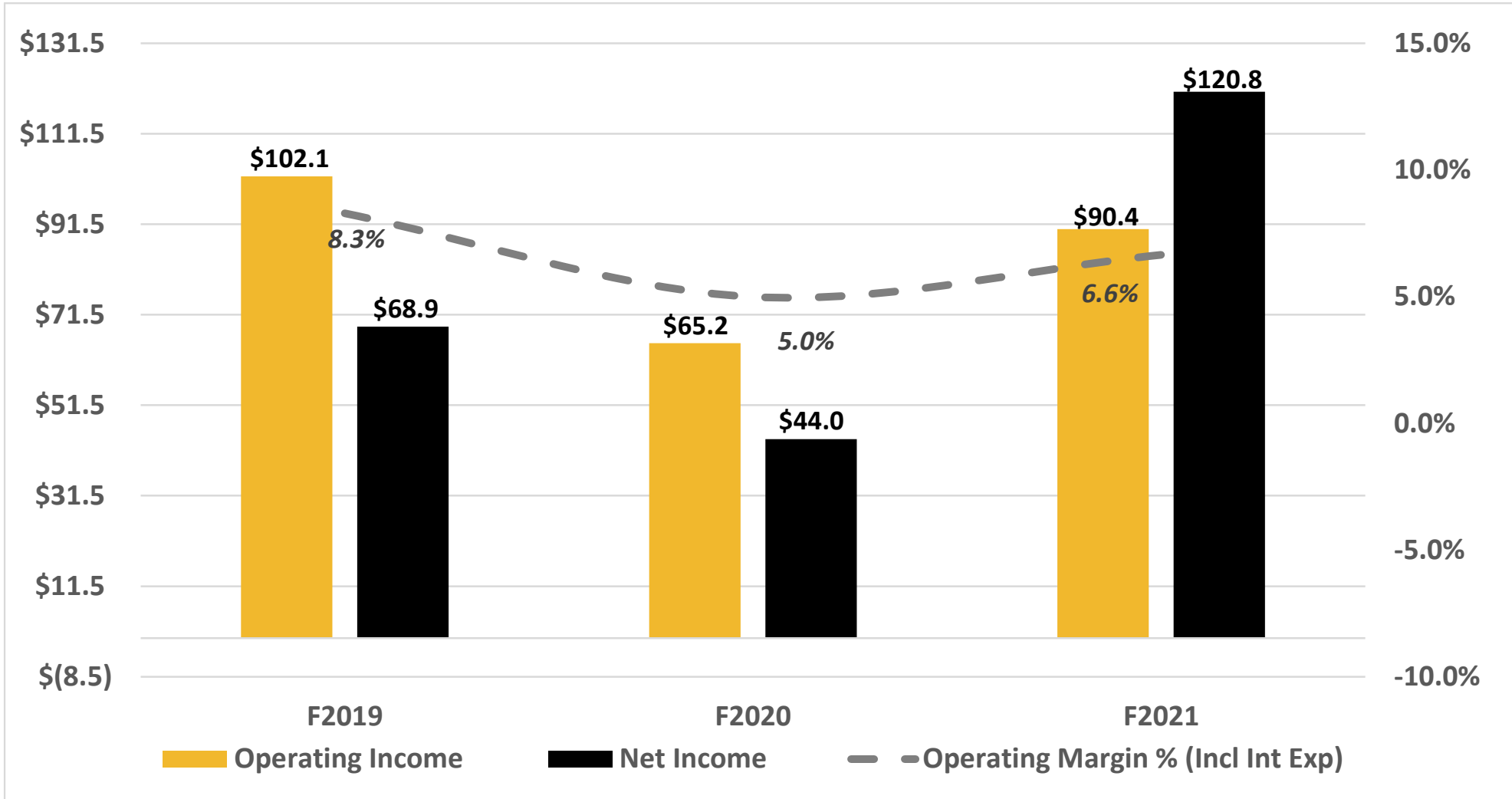
August 26, 2021

Kay Davis

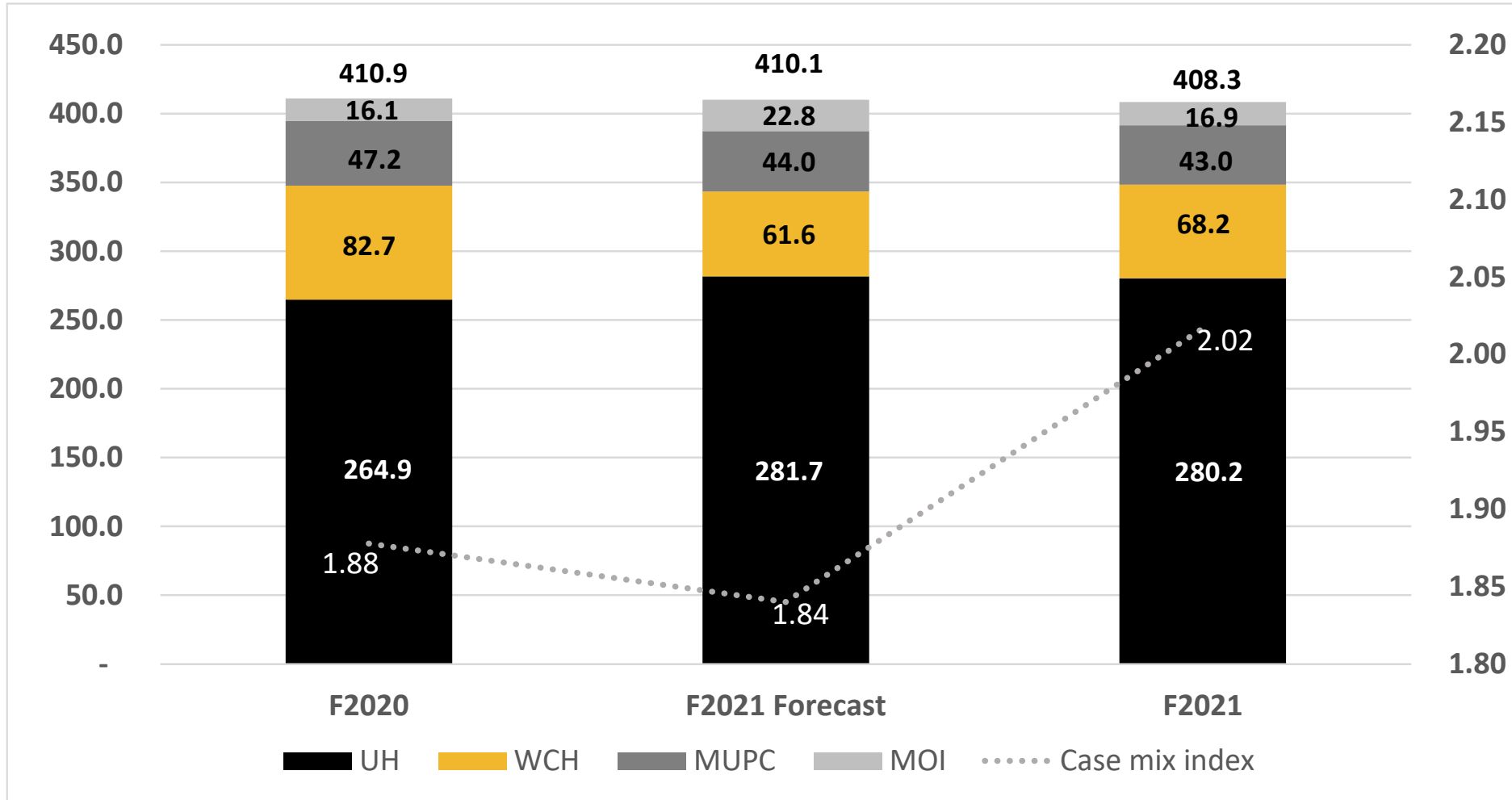
Chief Financial Officer



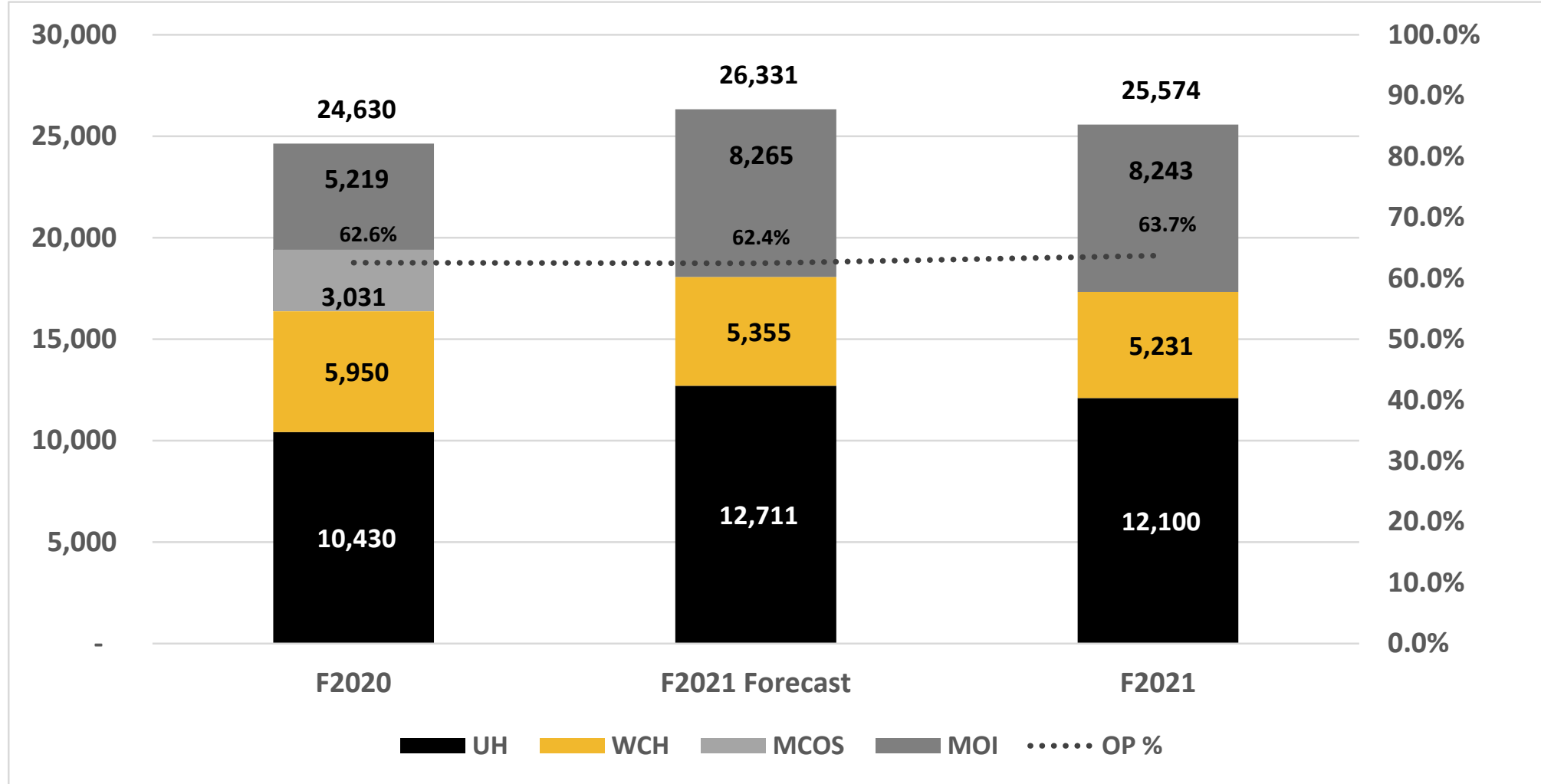
Financial Results



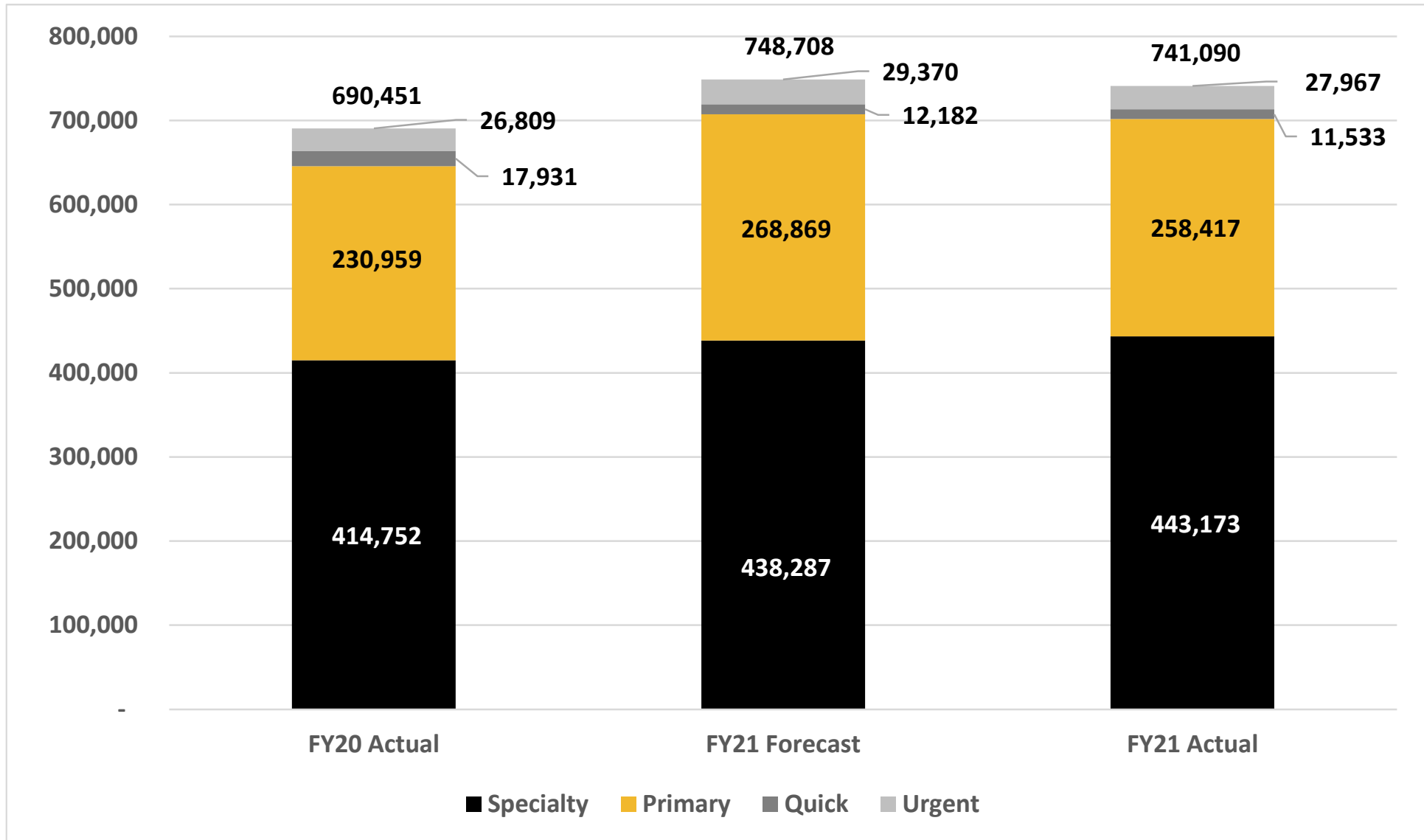
Patient Utilization – Average Daily Census



Patient Utilization – Surgeries



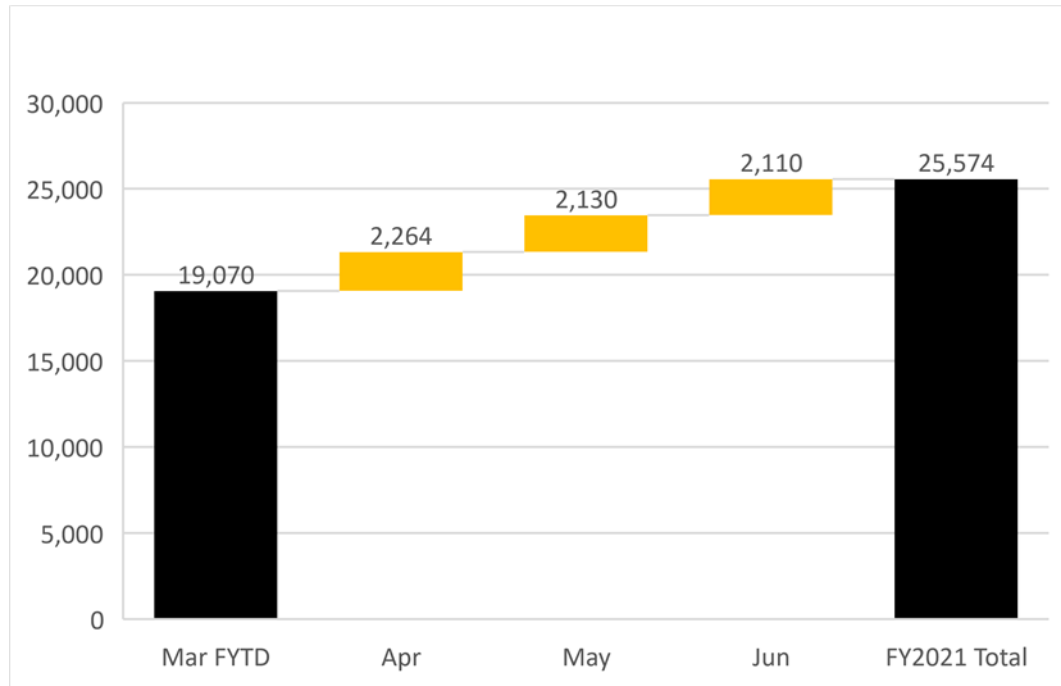
Patient Utilization – Clinic Visits



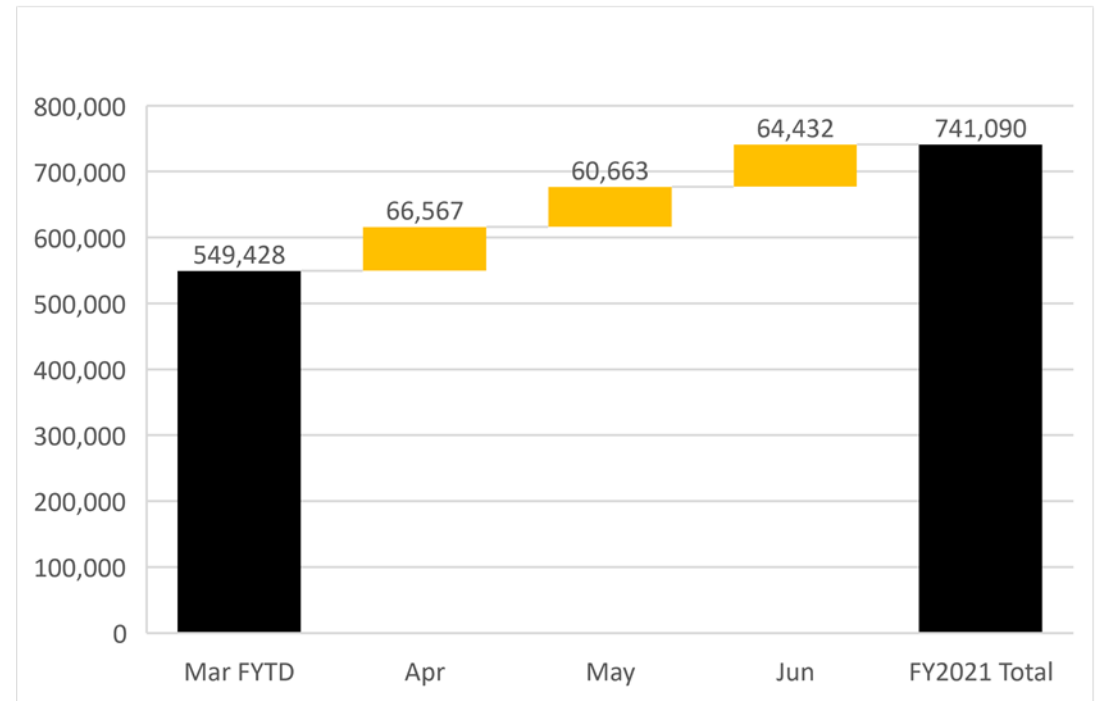
Volumes – Q4 FY2021



Surgeries



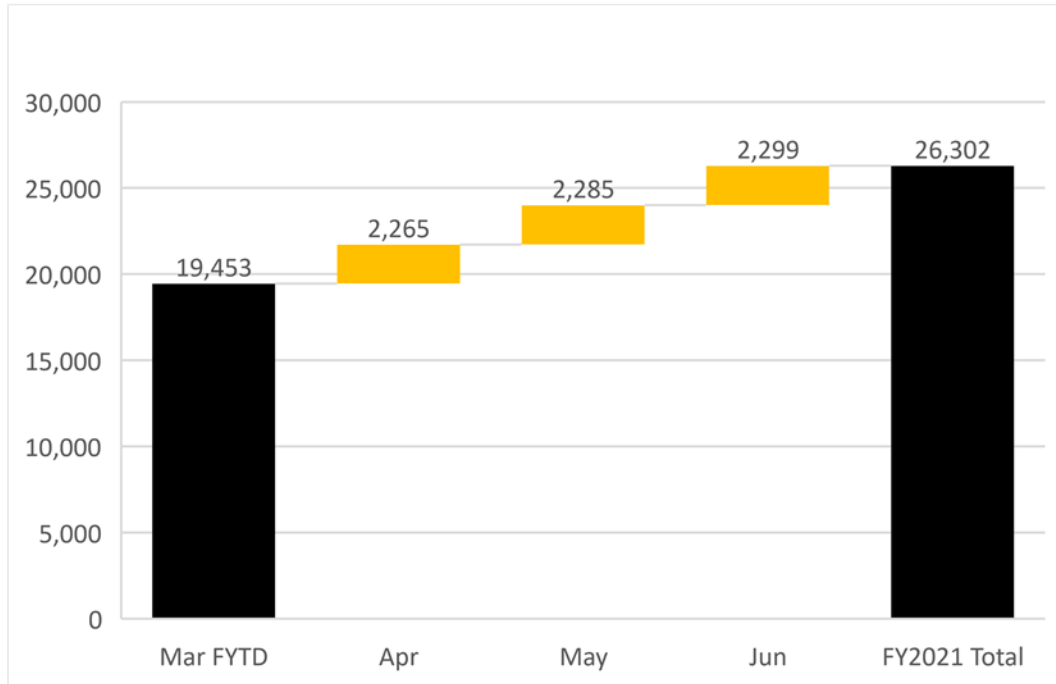
Clinic Visits



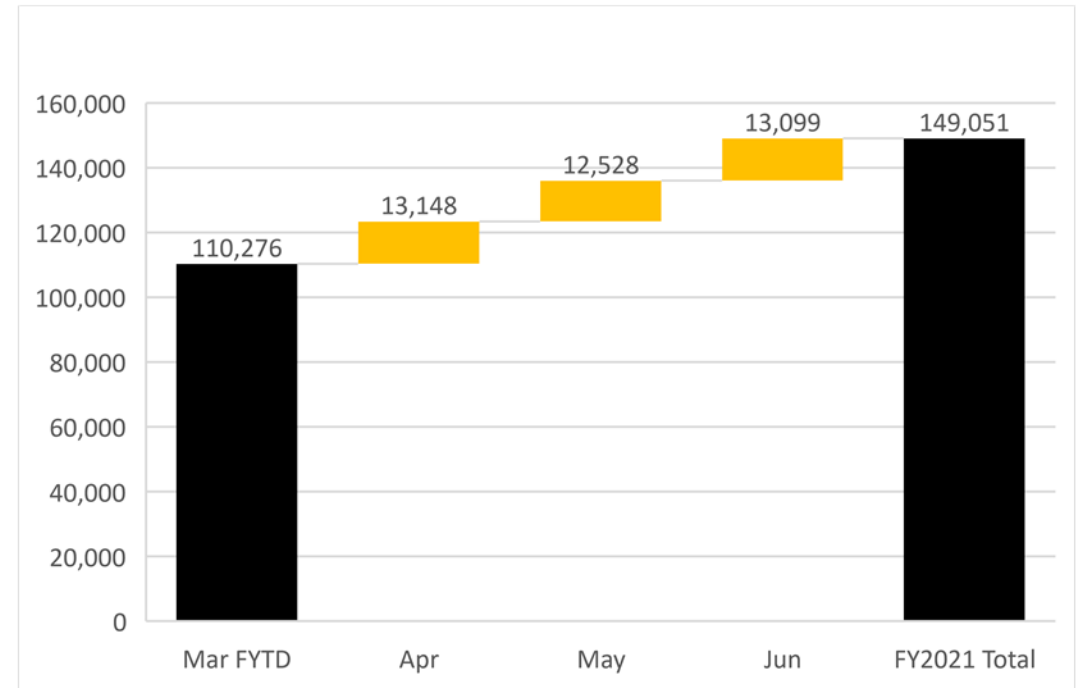
Volumes – Q4 FY2021



Discharges



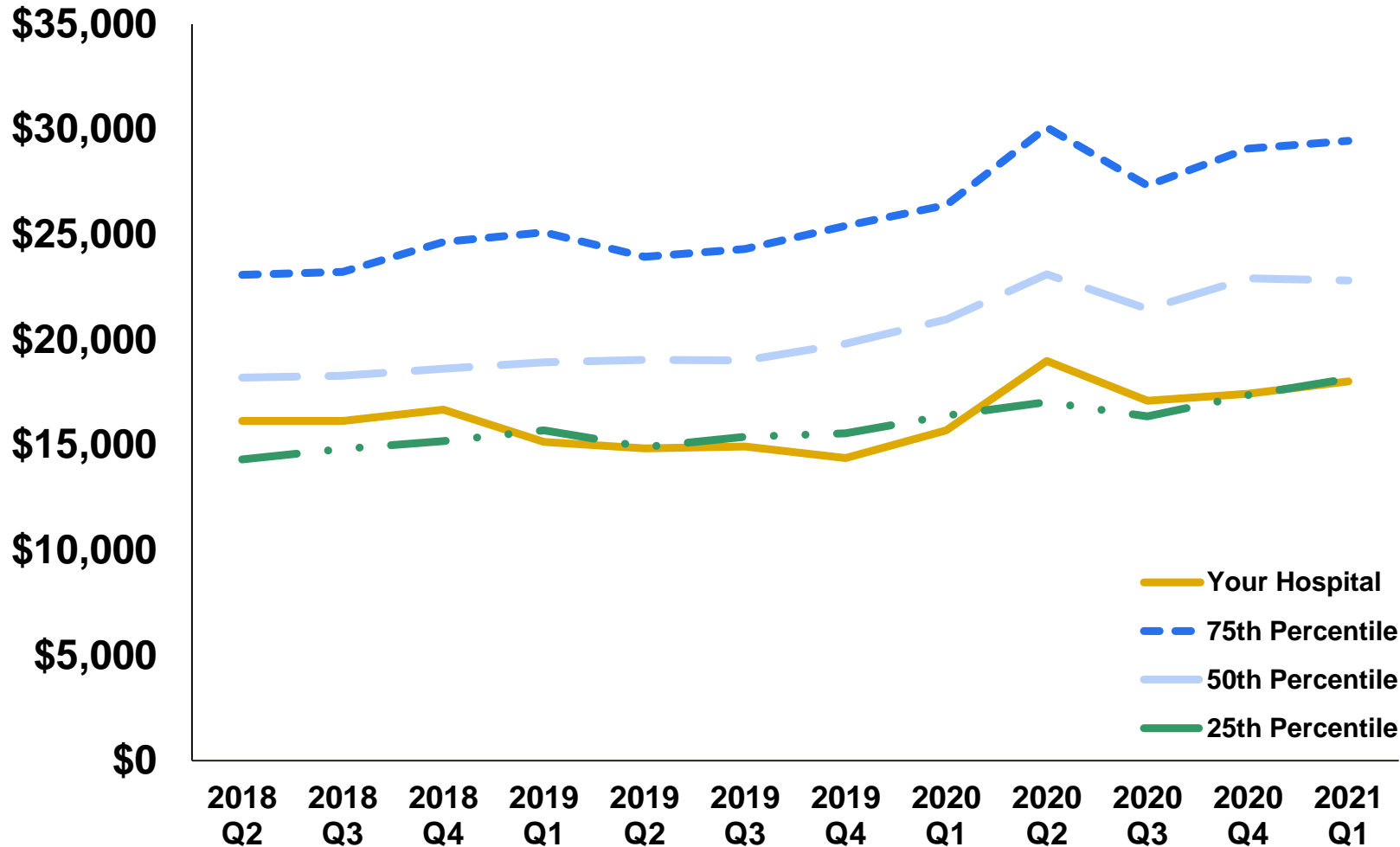
Patient Days



Financial Results – Ratios and Benchmarks

Actual	Forecast	Financial Ratios and Benchmarks	Prior Year	Moody's A Rated
6.6%	6.2%	Operating Margin (including Int Exp)	5.0%	2.7%
8.1%	4.9%	Annualized Return on Total Assets	3.3%	4.4%
171.0%	143.2%	Cash to Total Debt	156.8%	137.9%
23.4%	29.3%	Debt to Capitalization	27.0%	30.9%
7.0	5.4	Maximum Annual Debt Service Coverage	3.8	4.7
181.9	192.6	Days Cash on Hand	191.9	215.1
62.9	50.0	Net Days Revenue in AR	46.0	46.2

Expense per Adjusted Discharge



- Comparative database of 137 teaching hospitals
- Expenses at all facilities are more rapidly increasing during the past four quarters, due to COVID
- MUHC continues to remain around the 25th percentile, due to stewardship efforts

Source: AAMC-COTH Quarterly Survey of Hospital Operations & Financial Performance

Stewardship & Efficiency

- During the last two fiscal years, MUHC has delivered over \$25M in Stewardship & Efficiency initiatives
- In FY22, MUHC will implement stewardship strategies aimed to improve performance by \$21.5M



• Management Practices	\$ 2.0M
• Information Technology	0.6M
• Revenue Growth	2.0M
• Supply Chain	9.4M
• Workforce Redesign	4.0M
• Care Redesign	3.5M

FY21 Summary

- Despite a challenging year, adapting to the impacts of COVID-19, MU Health Care continued to deliver on its strategic initiatives
 - Financial stewardship to achieve a \$90M Operating Margin
 - Continued expansion of our primary care network
 - Caring for higher acuity inpatients and adapting to changing sites of care
 - Ensuring maximization of facility infrastructure
 - Planning for our future with a consolidated campus
 - Contributing to our shared research mission