

Estimated decrease in operating margin for median systems, 2028

Health system size, by net operating revenue

< \$300 million

Low: (< 7%) -11 pt

Moderate: (7% to 13%) -13 pt

High: (> 13%) -18 pt

\$300 million to \$1B

Low: (< 7%) -11 pt

Moderate: (7% to 13%) -13 pt

High: (> 13%) -18 pt

\$1B to \$2B

Low: (< 7%) -11 pt

Moderate: (7% to 13%) -12 pt

High: (> 13%) -18 pt

> \$2B

Low: (< 7%) -8 pt

Moderate: (7% to 13%) -10 pt

High: (> 13%) -14 pt

Source: Advisory Board

Figure 4