



# Mountain View HEALTH CARE

cutting edge of  
**Health Care**

## Hospital Brief





## Mountain View Health Care

**Mountain View Health Care** is the third-largest health care provider in the country of Healthlandia. It provides acute medical services from a number of facilities throughout Healthlandia. Healthcare providers like MVHC are semi-autonomous organizational units which are privately owned and governed by the Healthlandian Ministry of Health. They have a degree of independence from the Ministry of Health. MVHC operates the following hospitals:

- Mountain View Valencia Hospital
- Mountain View Grünberg Hospital
- MV Eindhoven Children's Hospital
- MV Perugia Hospital
- MV LaRochelle Metro Hospital
- MV San Pedro Hospital

In addition, Mountain View Health Care operates the following clinics:

- Mountain View Health Clinic Lucerne
- Mountain View Health Clinic Stavelot
- Mountain View Health Clinic Barreiro
- Mountain View Health Clinic Lyon

Mountain View Health Care has over 2,800 beds and saw over 4.3 million patients last year.

# Mountain View Health Care

## HOSPITAL BRIEF

For more than 70 years, Mountain View Health Care has provided high quality care to patients throughout the nation of Healthlandia. Mountain View Health Care is recognized as a respected healthcare provider throughout Healthlandia because of their outstanding team of physicians, surgeons, specialists, nurses, and other medical professionals. They realize that as a national system, they are large in scale, but they strive to live up to their motto of "Big hospital treatment with the small hospital feel".

Mountain View Health Care earns its excellent reputation at the bedside of each patient every day. At each of their facilities, Mountain View Health Care offers the best staff of doctors, health care professionals, equipment, facilities, and health services in the country, which their patients expect and deserve - from wellness events and preventive medicine to cardiology, gastroenterology, general surgery, obstetrics, pediatrics, oncology, and a complete range of other health care services. Mountain View Health Care includes six acute care hospitals and four clinics. Two years ago, Mountain View Health Care provided 1,511,487 outpatient visits, 72,497 Hospital Admissions, and 127,202 Emergency Department services. More than 1,200 physicians, 2,000 nurses, and 2,900 other employees provide quality care to their patients.

Mountain View Health Care has grown to its current size through a strategy of acquiring hospitals in various cities throughout Healthlandia. The leadership of the system was changed last year with the arrival of a new CEO, Dr. C. Mendez. Dr. Mendez joins Mountain View Health Care with a mandate to refocus the system, address long-standing issues of integration, and to take Mountain View to a higher position amongst healthcare providers in Healthlandia.

## Vision and Mission

### THEIR VISION

*"Mountain View Health Care has evolved to meet the growing needs of our communities, but our commitment since opening our first hospital in 1949 remains true: to continuously improve the health and wellness of our patients and their families."*

### THEIR MISSION

*"The mission of Mountain View Health Care is to inspire hope, and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education, and research. Mountain View Healthcare will provide an unparalleled experience as the most trusted partner for health care. The needs of our patients always come first."*

### CENTRES OF EXCELLENCE

- Mountain View Valencia Cardiovascular Centre
- Mountain View Grünberg Renal Care Centre
- MV Perugia Gastroenterology and Bariatric Surgery Centre
- MVHC Surgical Innovation Centre
- MV Sports Medicine and Orthopedic Surgery Centre
- MVHC Spine and Brain Trauma Institute

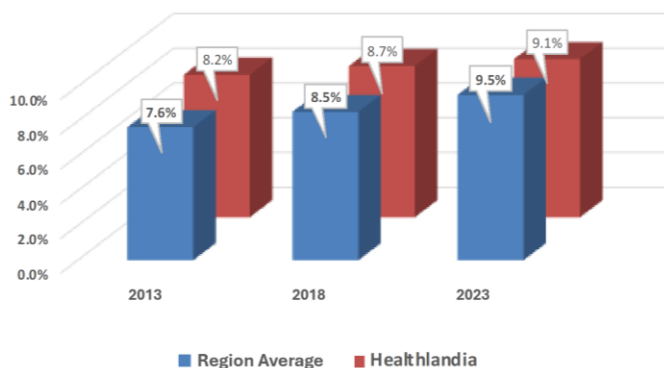
## The Current Healthcare Environment in Healthlandia

Healthlandia is a medium-sized nation with a population of 57.2 million people. The economy is primarily industrial and services-driven with approximately 21.3% of Gross Domestic Product (GDP) from agriculture. Healthlandia has experienced relatively flat economic growth of 0.5% to 1.1% GDP for the last ten years. Despite these economic conditions, the country continues to enjoy a good standard of living with a stable parliamentary government and a strong education system.

Like most countries in the region, Healthlandia is experiencing an evolution in its healthcare environment. Funding for healthcare in Healthlandia comes from a combination of public and private funding. Approximately 64.5% of funding for healthcare comes from public funds administered through the Ministry of Health. The remaining 35.5% of funding is from private health insurance plans provided by larger employers to their employees and from personal out-of-pocket expenditures. All healthcare is provided by the Ministry of Health at 100% to all citizens aged 62 or older. By comparison, the average across the region is for 77% of funding for healthcare to come from public funds and 23% to come from private sources.

Since the year 2013, most nations in the region have seen a steady increase in the amount of Total Health Expenditure as a Percentage of (GDP). According to a report, these expenditures have increased on average across region from 7.6% of GDP to 9.5% of GDP. This is an increase of 25.4% over the period. These numbers are lower for Healthlandia, where Total Health Expenditure as a Percentage of GDP grew from 8.2% to 9.1%, a growth rate of only 11% for the period.

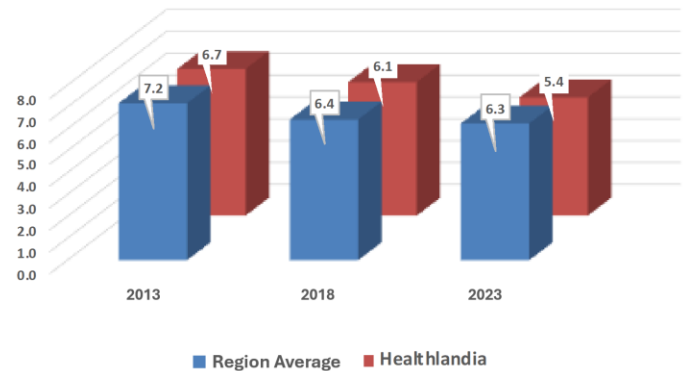
### Total Health Expenditure as a Percentage of GDP



There has been a comparable reduction in the number of Hospital Beds Per 100,000 Inhabitants. The regional average has declined since 2013 from 590 beds per 100,000 inhabitants to 465 beds per 100,000 inhabitants. This represents a 21.2% decline in the number of hospital beds. The actual numbers range from 244 beds/100,000 inhabitants in one country to 813 beds/100,000 inhabitants in another. The numbers for Healthlandia fall in the middle of this range. Healthlandia has seen a drop from 653 beds/100,000 to 572 beds/100,000. While this is only a decline of 12.4%, it still reflects a reduction in hospital capacity at a time when the aging population of Healthlandia would indicate increased needs for capacity in the near future.

As with most countries throughout the world, healthcare providers in Healthlandia have seen a reduction in the average length of stay for patients. In fact, Healthlandia has seen a great reduction in length of stay than the average for the rest of the the region. The reduction in Average Length of Stay is 12.9%, from 7.2 days to 6.3 days. The reduction in Average Length of Stay from 2013 to 2023 in Healthlandia was 19.4%, from 6.7 days to 5.4 days.

### Average Length of Stay (Bed Days)



Finally, in the area of staffing, Healthlandia has seen an increase in the number of care givers over the last 15 years. The average number of Practicing Physicians per 100,000 Inhabitants in the region has increased from 303.8 to 366.4 since 2013. That is an increase of 20.6%. Over the same period, the number of Practicing Physicians per 100,000 Inhabitants in Healthlandia has increased from 389.0 to 457.0, an increase of 17.4%. While this growth rate was slightly less than the regional average, Healthlandia had more physicians per the population than the regional average in 2000 and has almost 100 more physicians per 100,000 people than the region now. There is a fairly significant range across the countries, from a low of 279 physicians/100,000 people in one country. to 510 physicians/100,000 people in another.

The situation is similar for nurses. The latest regional average for Practicing Nurses per 100,000 Inhabitants is 953.1, up from 814.8 in 2013. This reflects an increase of 17.0%. The Healthlandia number is 965.0, up from 874.0, an increase of 10.4%. As with physicians, this rate is below the regional average, but the number of nurses per 100,000 people is higher than the average. The situation for caregivers is that Healthlandia has a good ratio of physicians and nurses to their population. The high number of positions for practicing nurses and physicians has created a high demand for caregivers and a good job market. It also makes it more difficult for Healthlandian health care providers to retain their highly valuable doctors and nurses.

For the past several years, hospitals throughout Healthlandia have been required to act more efficiently and to increase productivity. In most cases, increased performance is clearly visible. Yet, most of Healthlandia's healthcare systems are facing conflicting trends: short and long-term impacts of an economic and financial crisis; increasing demand of an ever-expanding and ageing population; increasing request and availability of technological innovations; new roles, new skills and new responsibilities for the health workforce. To adapt to this situation, the role of hospitals is further evolving. Most health systems in Healthlandia have already moved from a traditional hospital-centric and doctor-centric pattern of care to integrated models in which hospitals work closely with primary care, community care and home care.

## Key Areas of Focus –

As an organization, they have aligned their strategies and metrics in the following areas:

### Quality Healthcare

- Adopted patient care standards and metrics to ensure inpatient and outpatient care is aligned with current standards and reflects the newest in quality processes.
- Refocusing on the critical issue of patient safety, especially looking for new and innovative ways of protecting patients from Hospital Acquired Infections (HAI) and Surgical Site Infections (SSI).

### Patient Experience and Satisfaction

- Ensure a consistent, high-quality experience at all Mountain View Health Care facilities.
- Remember to provide the patient's family members and loved ones with the same level of care and respect they show the patient

### Centres of Excellence

- They will elevate the level of care provided by Mountain View Health Care in key areas by creating focused Centres of Excellence
- These Centres of Excellence will provide the best care in their specialty of any hospital in the region.

### Technology

- Adopt leading-edge technology to enhance patient care and experience.
- Leverage technology to create a more collaborative environment for caregivers throughout the Mountain View system of hospitals and other facilities.

### Staff Retention and Satisfaction

- They know satisfied and loyal physicians, nurses, staff members, and employees are the best ambassadors and caregivers.
- They must create a culture that attracts and develops the best and brightest.

### Fiscal Responsibility

- They realize the importance of being fiscally responsible, so that the patient treatment experience is affordable.



## Quality and Patient Satisfaction

### PROVIDING OUTSTANDING PATIENT CARE

Mountain View Health Care has provided high quality care to their communities for over 100 years. Part of their commitment to those they serve is to continually improve the quality and patient experience that they deliver.

#### They believe:

- In adherence to well-established medical practices, which produces better patient outcomes and reduces overall health care costs
- In the delivery of quality health care as a collaborative effort – involving everyone from hospital leadership, medical staff, nurses, pharmacists, and all who work to serve you
- In continuous efforts to improve their patients' experiences, by anticipating their needs and exceeding their expectations
- In reporting on quality and patient satisfaction, which helps them evaluate and improve the way they practice and deliver care
- That the more information patients have, the more likely they are to make informed choices about their health care.

Mountain View is proud to serve the people of Healthlandia, but they are so much more than a group of top-notch local hospitals. They are recognised nationally and internationally as a centre of healthcare excellence. Last year, over 30% of their patients came from outside of Healthlandia to benefit from their wide range of specialist services. They offer one of the most progressive Robotic Surgery programmes, with surgeons treating patients in more specialties than any other hospital in Healthlandia today. Pioneering work is carried out in a wide range of areas, transforming patients' lives when traditional procedures and treatment options just won't work. Whichever one of their hospitals or clinics you visit, you can be sure that each member of their staff, from surgeons and nurses, to cleaning and catering staff, is dedicated to providing the very highest standard of care possible with a reassuringly personal touch.



## Delivering the Mountain View Health Care Core Values

There is a wide range of underpinning activities and strategies in place to ensure successful delivery of Mountain View Health Care's **Vision, Mission, and Values**, for example:

- Building on their **Education and Training capabilities** as a major teaching hospital, helping their staff to learn and deliver leading-edge clinical care.
- Phased implementation of their **Facilities strategy**, including a detailed Sustainability Strategy that outlines Mountain View Health Care's commitment to contributing to a sustainable future.
- Implementing a leading-edge **Workforce Development and Training strategy** to support their staff to meet the many challenges they face and identify opportunities to improve working practices.
- Apply their **Nursing and Midwifery Strategy** to ensure delivery of the highest quality nursing and midwifery care both in their hospitals and out in the community.
- **Outward-facing partnership** – Mountain View values full and open engagement with their many partners and recognises the importance of working closely together to ensure successful delivery of their vision and mission over the coming years.
- MVHC's Community Health Strategy describes how safe and effective care can be brought closer to patients' own homes. The strategy sets out how MVHC will develop community-based services and work with key partners to shape health, social care, and wellbeing in Healthlandia and beyond.
- Implementing their major **IT strategy**, which underpins much of what they do to ensure they work ever more effectively and intelligently.

One of the defining values of Mountain View Health Care is a move to a patient-centered approach that fosters the potential to have more continuous, dynamic relationships throughout a lifetime with those they serve. For Mountain View, this will mean a radical departure from a focus on providers delivering episodic medical services to patients, to a focus on developing trust-based relationships with people that transcend an individual healthcare encounter and promote holistic approaches to supporting their broader health and wellbeing needs.

A patient-centered approach would involve a shift in the locus of control from providers to people, their families, and other trusted resources. It would also require a transition in Mountain View's sites of care, from primarily hospitals and clinics today, to more care and support occurring in the community, in the home, and through virtual means. Embracing a patient-centered approach creates significant opportunities to create value for those they serve.

This journey is an important one for Mountain View, because opportunities for operating income improvement from inpatient volume growth or commercial rate increases will be limited in the future.



### Mountain View Health Care's Core Culture

*The doctors, nurses, administrators, and associates at Mountain View Health Care, believe in simple, guiding principles. They have been handed down from the founders of the original Valencia Hospital over 70 years ago. These principles provide a framework within which they operate each day. They are the foundation of the Mountain View Health Care Culture:*

- **Quality.** We maintain the highest standards and achieve them by continually measuring and improving our outcomes.
- **Innovation.** We welcome change, encourage invention, and continually seek better, more efficient ways to achieve our goals.
- **Teamwork.** We collaborate and share knowledge to benefit patients and fellow caregivers for the advancement of our mission.
- **Service.** We strive to exceed our patients' and/or fellow caregivers' expectations for comfort and convenience.
- **Integrity.** We adhere to high moral principles and professional standards by a commitment to honesty, confidentiality, trust, respect, and transparency.
- **Compassion.** We demonstrate our commitment to world-class care by providing a caring and supportive environment for our patients, patients' families, and fellow caregivers.

# Mountain View Health Care Hospitals

## Mountain View Valencia Hospital

Originally opened in 1933, Mountain View Valencia Hospital is the oldest facility in the MVHC system and the flagship hospital. As a full-service hospital, Mountain View Valencia Hospital's treatment areas range from cardiology and vascular conditions, oncology and cancer treatment, infectious disease treatment/management, general surgery, orthopedics, gastroenterology, endocrinology, rheumatology, and hematology. Recently MVHC opened the MVHC Spine and Brain Trauma Institute on the Valencia campus.

Mountain View Valencia Hospital is a Tier-1 Trauma Centre, recognised as having one of the top clinical trauma facilities in the region. Hyper acute and acute stroke services are single sited at Valencia Memoria. In addition, they are one of the region's leading lung transplant centres, having performed both the first single lung transplant and the first double lung transplant in the area. Mountain View Valencia Hospital has a well-deserved reputation for the quality of its facilities, and their dedicated staff takes great care to ensure patients are treated in a clean, modern, and friendly environment. Mountain View Health Care is investing in transforming all of their hospitals, and are continuing to develop state-of-the-art facilities at the Mountain View Valencia Hospital.

### International Reputation for Cardiovascular Treatment

But what really sets Mountain View Valencia Hospital apart, and has earned them an international reputation, is their pioneering expertise in cardiovascular care for both adults and children. In 1987 they performed Healthlandia's first successful heart transplant for a child. And they continue to innovate, introducing a "mechanical heart" device in 2003, keeping adults and children alive until a suitable donor heart is available. Located on the main campus in Valencia, the Mountain View Valencia Cardiovascular Care Centre opened three years ago and is one of the premier facilities in the world for the care of patients with heart and vascular-related conditions.

## Mountain View Grünberg Hospital

Acquired by Mountain View Health Care in 1996, Mountain View Grünberg Hospital, located in the capital city of Healthlandia, has been providing healthcare to patients and their families in Grünberg and the Central region of the country for over 80 years. Mountain View Grünberg Hospital provides services that are among the safest and most advanced in the country. From treating patients' urgent needs in the Emergency Department; to addressing rare conditions and fevers in the Infectious Diseases Unit; from brain conditions to problems with a patient's immune system, Mountain View Grünberg Hospital provides a full range of modern healthcare services. These range from emergency medicine, to the hospital's pioneering Nephrology and Renal Care Department, to the most advanced Dermatology Unit in the region - the first provider of the leading-edge Mohs micrographic

surgery for skin cancer.

Several of the departments at Mountain View Grünberg are officially designated as regional centres of expertise. Some enjoy international reputations, like their Neurosciences Centre, which treats people with illnesses affecting the nervous system, including the brain and the spinal cord. Patients come to Mountain View Grünberg Hospital not only from Central Healthlandia, but, for some pioneering treatments, from all over the country and abroad.

### Focus on Renal Health

The Nephrology and Renal Care Department at Mountain View Grünberg Hospital is Healthlandia's largest such department, treating over 95,000 patients for kidney-related conditions each year. Mountain View Grünberg has become one of the leading hospitals for the treatment of kidney-related issues. Last year, Mountain View Health Care opened the Mountain View Grünberg Renal Care Centre, located on the campus of Mountain View Grünberg Hospital. This facility elevated Mountain View Grünberg and all of the Mountain View Health Care into the top five renal care providers in the world.

At the same time, Mountain View Grünberg Hospital understands the often very different needs of their elderly patients. Their Falls and Syncope Service, the largest of its kind in the region, helps to relieve the stress and discomfort of balance, black-out, and dizziness, so that Mountain View Grünberg Hospital's elderly patients can continue to enjoy mobile and independent lives. Mountain View Grünberg's Ophthalmology and Vision Care department has one of Healthlandia's largest cataract treatment centres, but also offers the most advanced treatments of age-related eye problems such as ARMD (Age Related Macular Degeneration), the major cause of blindness in Healthlandia.

### Healthcare with a Personal Touch

Whatever a patient's reasons for visiting Mountain View Grünberg Hospital, they will take the very best care of them. Mountain View Grünberg Hospital's aim is not just to deliver clinically-advanced healthcare, but also to meet the wider, individual needs of all their patients - so that they receive personal care at all times, from every member of the Mountain View Grünberg team.





## MV Eindhoven Children's Hospital

The MV Eindhoven Children's Hospital (MVECH) is one of only 4 major children's medical centres in Healthlandia. Since being acquired by Mountain View Health Care in 2001, MVECH has provided the full range of children's health services, all tailored to each and every child – they call this patient-centered care. MVECH provides 24-hour care for emergency admissions, ensuring children are seen as quickly as possible.



### Expert staff

Visiting the hospital can be daunting for children and their families, so the doctors and nurses at MV Eindhoven Children's Hospital try their best to minimise these worries. The child will be cared for by:

- A dedicated and experienced nursing staff
- Our team of highly-trained consultants
- Hospital play specialists and nursery nurses based in all their children's wards
- A whole range of hospital support staff dedicated to children

Every member of staff has been specially trained to look after children, with some specialising in different ages - from newborns to teenagers.

In addition to their outpatient and inpatient services in Eindhoven, MVECH provides treatment for children across the whole of Healthlandia and the rest of the region. They work with other local hospitals to provide outpatient services within their facilities. This means a child may not have to travel too far to be seen by one of MV Eindhoven Children's Hospital's specialists, if possible, much closer to the comforts of home.

MV Eindhoven Children's Hospital also receives patients from many other hospitals locally, nationally, and from across the world, who do not have the expertise to treat complex conditions. This includes the nationally-renowned Bone Marrow Transplant Unit which provides treatment for children's immune and infectious diseases.

## MV Perugia Hospital

The third hospital acquired under Mountain View Health Care's Growth Through Acquisition Strategy, MV Perugia Hospital (MVPH) is located on the outskirts of Healthlandia's second-largest city, Perugia. Situated on a hilltop adjacent to the centre of the city, on one of the main thoroughfares into Perugia, the hospital has commanding views of the town and its rural locality and is clearly visible to all in the city centre. Formerly called Charity Hospital of Perugia, MV Perugia was added to the Mountain View network in 2004.

MV Perugia is the second-largest of the hospitals in the Mountain View Health Care in terms of inpatient/acute care beds and staffing. MVPH has a number of medical and surgical wards and specialist units, a 24-hour Emergency Department, and a full range of diagnostic services including Magnetic Resonance Imaging (MRI), Computer Tomography (CT), and Interventional Radiotherapy.

MV Perugia also has a long-standing reputation for excellence in their Orthopedic/Sports Medicine Department. Mountain View has made significant investments to expand their capabilities for the treatment of joint conditions and sports-related issues from initial diagnosis through treatment/surgery and post-operative therapies. The MV Sports Medicine and Orthopedic Surgery Centre was opened at MV Perugia early last year.



Emergency and high-risk general surgery takes place in MVPH's state-of-the-art General Surgery Centre. Planned (elective) operations are performed at MV Perugia, however in those cases where the patient can be transported to one of the other hospitals in the Mountain View network that specializes in the patient's particular need, the preferred practice is to transport the patient to the other facility.

## MV LaRoche Metropolitan Hospital

The oldest facility in the Mountain View network, MV LaRoche Metropolitan Hospital, (LRMH) is a large teaching hospital in the Southwestern province of Healthlandia. The hospital was founded in 1910 as the Southwest Provincial Infirmary, to replace hospital beds

previously provided at the workhouse infirmary in the nearby town of Roen. The Roen City Hospital was a voluntary hospital, founded in 1888 in the city. The facility was renamed LaRochele Infirmary in 1928 and the name was changed to LaRochele Metropolitan Hospital after a major expansion and renovation of the facility in 1957. LaRochele Metro was acquired by Mountain View Health Care in 2007 in order to expand the system's footprint to include the southwestern province of Healthlandia and to serve the general LaRochele metropolitan area. Due to the strong reputation of the old LaRochele Metropolitan Hospital in the region, the decision was made to retain the facilities name after the acquisition, rather than changing it to Mountain View LaRochele Hospital.

There are 5 different departments of research at LaRochele Metro Hospital:

1. IIR (Infection, Inflammation and Immunity) – renamed from IIR (Infection, Inflammation and Repair) in 2009
2. Renal/Kidney Sciences
3. Clinical Neurosciences
4. Cardiovascular Sciences
5. Community Clinical Sciences

LaRochele Metro has long been recognized for its strong surgical staff across all departments. Last year, as a part of Mountain View's strategy of developing specialized Centres of Excellence, the new MVHC Surgical Innovation Centre Centre opened on the LaRochele campus, having a cost of €250 million to build. In addition to these buildings, the University of Eastern Healthlandia Medical School has a number of buildings on the site, which are used both for teaching and research.



In particular, LaRochele Metro houses renowned departments in the treatment of cancer, heart disease, respiratory illness, neurological disease, gastro-intestinal conditions, and illnesses affecting children. LRMH is fortunate to benefit from a high number of specialist consultants working in large multi-disciplinary teams and plays a leading role in the development of new and improved treatments for patients.

LaRochele Metro Hospital has been upgraded to become

an adult and pediatric Major Trauma Centre (MTC) under the new Ministry of Health plan for Regional Trauma Networks with LaRochele Metro Hospital covering the whole western half of Healthlandia, while Mountain View Valencia Hospital covers the rest of the country. Previously, the nearest MTC to LaRochele is at Mountain View Grünberg Hospital. These MTCs only treat adults.

## MV San Pedro Hospital

The most recent addition to the MVHC family of hospitals is MV San Pedro Hospital, which was acquired last year. A full-service facility located in Naples, Italy, MV San Pedro was acquired last year to provide MVHC with an initial presence outside of Healthlandia. MV San Pedro Hospital is well-known throughout Italy for its focus on Cardiovascular Care, Orthopedics and Sports Medicine, Gastroenterology, General Surgery, and Infectious Diseases.

The hospital is a small campus environment with five buildings. Over the last few years, the previous administration of MV San Pedro had been focused on day-to-day operations of the facility, and had not made major changes or upgrades to equipment, processes, or systems. MVHC has announced that MV San Pedro will be a focal point for major investments to upgrade the facility. As Mountain View Health Care's first international acquisition, MV San Pedro has provided integration and logistics challenges that the system has never faced before.

## Map of Healthlandia





# Centres of Excellence

## Mountain View Valencia Cardiovascular Centre

The Mountain View Valencia Cardiovascular Centre will be the most advanced cardiovascular care hospital in Healthlandia, and one of the top three in the whole region, providing innovative, comprehensive care to patients with diseases of the heart, blood vessels, and circulatory system. MV Valencia Cardiovascular Centre's team of cardiologists, cardiothoracic surgeons, nurse specialists, and other health care professionals will work together to bring individualized care to each cardiac patient. VMCC's state-of-the-art facilities are being designed and equipped to accommodate the specific needs of heart patients and their families and to further enhance the delivery of compassionate, patient-centered care. The Cardiovascular Centre's clinical services will be strengthened by a comprehensive cardiovascular research program that will investigate promising new treatments and bring them directly to Mountain View Valencia's cardiac patients before they are available at other hospitals in the region. When it opens later this year, MV Valencia Cardiovascular Centre will be among the top providers of cardiovascular services in the world. This will reflect not only the high quality of patient care, but also the leading-edge technologies, the notable accomplishments of the faculty and staff, and the excellence of their training program.

## Mountain View Grünberg Renal Care Centre

Patients with conditions involving the renal system (including kidney disease, diabetes, autoimmune diseases, and other kidney-related conditions) will want to choose the MV Grünberg Renal Care Centre for two key reasons: the treatment options it will provide, and the nephrology specialists who will provide them. Located on the campus of the MV Grünberg Hospital, the MV Grünberg Renal Care Centre will be one of the leading facilities for kidney disease care in Healthlandia. MV Grünberg RCC will offer the clinical services, transplant/surgical and treatment options, and post-operative therapy and dialysis treatment programs that are only available at a world-class kidney centre. The Renal Care Centre will be staffed by hundreds of top renal surgeons, nephrology specialists, and therapists serving the needs of their patients. MV Grünberg Renal Care Centre will be one of two centres in the region performing latest generation kidney transplant procedures and it will be a trial facility for the newest dialysis treatment equipment in the world.

## MV Perugia Gastroenterology and Bariatric Surgery Centre

Research has shown that long-term weight loss can significantly impact your health with positive benefits and improved quality of life. In fact, weight loss treatment can actually resolve health problems related to being overweight, including: diabetes and high blood sugar, infertility, osteoarthritis, painful joints, and back pain.

The MV Perugia Gastroenterology and Bariatric Surgery Centre was added to the MV Perugia Hospital campus two years ago.

MV G&BSC's gastroenterologists and bariatric specialists will treat patients with a variety of digestive disorders ranging from common to complex. In addition, the centre's bariatric specialists will perform a variety of bariatric surgery procedures (weight loss surgery) for patients who have varying degrees of obesity. The centre features advanced technology and surgical methods.

The MV Bariatric Surgery Centre offer several types of weight loss surgery options, including minimally invasive and non-invasive options. These minimally-invasive procedures are performed through tiny incisions in the skin and can shorten a patient's recovery time and significantly reduce pain and scarring. More importantly, risks of infection or bleeding are much lower with smaller incisions. This also helps provide better pain control. The procedures include:

### Gastric Bypass

Also known as Roux-en-Y Gastric Bypass Weight Loss Surgery, this procedure reduces the size of your upper stomach to a small pouch to reduce the amount of food you can eat which leads to weight loss. The intestines are also rerouted to decrease the absorption of calories and change the metabolism of insulin. Gastric bypass surgery can help a patient to lose 50 – 75 percent of their excess weight on average. Gastric bypass has been around longer than any other surgical weight loss procedure available today and remains one of the most commonly-performed bariatric surgery procedures worldwide.

### Sleeve Gastrectomy

With the minimally invasive Sleeve Gastrectomy procedure, the MV G&BSC surgeon removes 80 to 90 percent of the patient's stomach, making more of a tube shape, similar to a medium sized banana. With a smaller stomach, the patient will feel fuller faster. Bariatric sleeve surgery removes the portion of the stomach where hunger hormones are generated, which also results in a decreased appetite and improvement in hunger. Patients may lose 50 – 60 percent of your excess weight on average with a gastric sleeve procedure, along with seeing improvements in their overall health.

### Revisional Surgery of Previous Weight Loss Procedures

If previous weight loss surgery has not been successful for a patient, or if they have experienced problems with their prior surgery, the MV G&BSC team can provide a thorough health assessment and viable recommendations. With appropriate tests and evaluation, they can help determine if the patient is experiencing difficulties related to their first weight-loss procedure and they can make suggestions for a revisional procedure if it is appropriate. Some problems can include weight regain from fistula formation, severe heartburn/reflux that isn't controlled by medications, persistent ulcer formation, abdominal pain, inability to eat, diarrhea, or constipation.

### Endoscopic Repair of Digestive Complications

With skilled use of endoscopic procedures (no incisions and done with a camera through the mouth), surgeons and specialists from the MV G&BSC team are able to repair many digestive problems that may arise in a patient's weight loss journey. These may include weight gain, fistulas, perforations, and gastroesophageal reflux disease. These are cutting-edge techniques that are only performed at specialized centres. The

## Centres of Excellence

MV Gastroenterology and Bariatric Surgery Centre has specialists specially trained in bariatric endoscopy.

### Duodenal Switch

This Biliopancreatic diversion with Duodenal Switch (BPD/DS) is a more complex bariatric surgery technique that combines the steps of the sleeve gastrectomy with the decreased absorption of calories aspect similar to the gastric bypass. A duodenal switch (DS) is known to produce the largest weight loss of more than 150 pounds, as well as the greatest benefits for control of diabetes, but also carries the highest risk of malnutrition. The patient's surgeon and other specialists can help determine if this is the appropriate procedure for them.

### Intragastric Balloon

One of MV G&BSC's most successful non-invasive endoscopic options for bariatric non-surgical weight loss is a gastric balloon system called ORBERA® that places an inflatable balloon in the stomach through an endoscope, eliminating the need for incisions and scars. This gastric balloon is then filled with a water solution to expand so the patient feels full sooner and eats less. The balloon is left in the stomach for six months. During this time, patients participate in a personalized diet and exercise program to encourage portion control and healthy lifestyle.

### MVHC Surgical Innovation Centre

The MVHC Surgical Innovation Centre was opened three years ago at MV LaRochelle Metro Hospital and is one of the most advanced surgical centres in the region. The MVHC Surgical Innovation Centre provides innovative, comprehensive care to patients requiring general and complex surgical procedures including procedures of the endocrine, lymphatic, respiratory, digestive, urinary, and reproductive systems. MVHC Surgical Innovation Centre's team of surgeons, nurse specialists, and other health care professionals work together to bring individualized care to each patient. Facilities designed and equipped to accommodate the specific needs of both general surgery and transplant patients and their families further enhance the delivery of compassionate, patient-centered care. MVHC Surgical Innovation Centre's clinical services are strengthened by a comprehensive transplant research program that investigates promising new treatments and brings them directly to our patients, often before they are available at other hospitals in the region. The MVHC Surgical Innovation Centre is now ranked as the top provider of surgical services in the country. The rankings reflect not only MVHC's high quality of patient care, but also their leading-edge technologies, the notable accomplishments of their faculty and staff, and the excellence of their training program.

### Robotic Surgery Research and Training Program at the MVHC Surgical Centre

The Robotic Surgery Program at the MVHC Surgical Innovation Centre provides the most advanced robotic surgery techniques and procedures to patients and the most advanced training and research to medical professionals. MVHC's multidisciplinary staff brings together providers from various sub-specialties who

work as a team to provide the most comprehensive, consistent and personalized care to each patient. The MVHC Robotic Surgery Research and Training Program is dedicated to the advancement of minimally invasive technology for a wide variety of surgical procedures. To advance this effort, the staff members of the Robotic Surgery program are involved in more than 40 collaborative research projects.

Robotic surgery is an exciting and promising area of minimally invasive surgery (MIS). Using a high-tech robot, specially trained surgeons perform complex operations through very small openings, thereby reducing pain, recovery times, hospital stays, and scars as compared to the traditional open procedures. Pioneers in robotic surgery, surgeons at the Robotic Surgery Program at MVHC perform more robotic surgery procedures—and a wider array of procedures—than at any other hospital in the world. The MVHC Robotic Surgery program is dedicated to the advancement of technology through collaborative efforts with colleagues and technology companies. Other research at the Robotic Surgery Program at MVHC's hospitals includes:

- Development of nanoparticle technology to assist in therapeutic options for patients with bladder function issues
- New techniques for utilizing robotics in surgical procedures to fight cancers of the respiratory and endocrine systems
- Creating a more technologically-advanced "single port" robot

### MV Sports Medicine and Orthopedic Surgery Centre

Patients with conditions involving the musculoskeletal system choose the Mountain View Sports Medicine and Orthopedic Surgery Centre for two key reasons: the treatment options they provide, and the orthopedic and sports medicine specialists who provide them. Opened two years ago on the MV Perugia Hospital campus through an endowment from the family of Mauricio Mastroianni, the MV Sports Medicine and Orthopedic Surgery Centre has grown to be one of the leading facilities for orthopedic care in Healthlandia. The SM & OS Centre offers the clinical services, surgical and treatment options, and post-operative therapy programs that are only available at a world-class sports medicine and orthopedic centre. Two years ago it was named by the Ministry of Sports as the official Sports Medicine Partner for the Healthlandian National and Olympic teams. The Sports Medicine and Orthopedic Surgery Centre is staffed by hundreds of top orthopedic surgeons, sports medicine specialists, and therapists serving the needs of their patients from all over the region and the world. Mountain View Sports Medicine and Orthopedic Surgery Centre is one of two centres in the region performing latest generation joint replacement procedures and are a trial facility for new prosthetic devices, artificial joints, and innovative procedures.

At Mountain View Sports Medicine and Orthopedic Surgery Centre, the multifaceted sports medicine program offers diagnostics and treatment for athletes of all ages and every skill level, from children as young as toddlers to active seniors who participate in sports activities well into their 90s. The physicians, surgeons, therapists, and other professionals

## Centres of Excellence (cont.)

begin with a proactive approach to sports injury prevention, providing expertise and educational resources for athletes, athletes, coaches, and trainers. When sports-related injuries do occur, patients benefit from a collaboration between the specialty- and subspecialty-trained sports medicine physicians throughout the entire diagnosis, treatment, and rehabilitation process.

The MV Sports Medicine and Orthopedic Surgery Centre treats a comprehensive range of sports medicine conditions and injuries related to the following areas of the body:

- Abdomen
- Elbow
- Hip
- Leg & Knee
- Shoulder
- Non-Surgical Treatments

Mountain View Health Care is the official healthcare partner of the Healthlandian National and Olympic Soccer teams and of the Healthlandia Premier Rugby League.

### Mountain View Health Care Spine and Brain Trauma Institute

Recent technological advancements in spinal surgery, including minimally-invasive spine surgery techniques utilized by our spinal specialists, result in less discomfort, shorter recovery times, and improved results for patients. In addition to utilizing advanced spine surgery techniques designed to benefit patients' health and recovery time, the spine specialists at the MVHC Spine and Brain Trauma Institute are actively involved in many research projects that are contributing to the development of cutting-edge treatment options. These spine specialists treat a variety of disorders including arthritis, degenerative disorders, scoliosis, herniated discs, spinal tumors, fractures and paralysis.

The spine is a complex structure consisting of vertebra, discs, nerves, and the spinal cord. A healthy spine is critical to many activities of daily living. Actions such as turning, bending, standing, and lifting cannot be accomplished without pain when certain spinal conditions exist. Located on the campus of Mountain View Valencia Hospital, the MVHC Spine and Brain Trauma Institute brings together leading experts from a variety of disciplines who collaborate using the latest clinical advances and technologies. The dedication of MVHC's spinal specialists to their patients extends far beyond what happens in the operating room. Many are involved in nationally-funded research that may lead to future innovations in medical care.

The MVHC Spinal Surgery team consists of spinal specialists across many disciplines, including neurology and neurosurgery, orthopedics, physical medicine and rehabilitation, radiology, rheumatology, and pain management, who are dedicated to the management of spinal pathologies. Recent technological advancements in spinal surgery, including minimally-invasive spine surgery techniques utilized by our spinal specialists, result in less discomfort, shorter recovery times, and improved results

for patients. In addition to utilizing advanced spine surgery techniques designed to benefit patients' health and recovery time, the spine specialists at MVHC Spine Institute are actively involved in many research projects that are contributing to the development of cutting-edge treatment options. MVHC's spine specialists treat a variety of disorders including arthritis, degenerative disorders, scoliosis, herniated discs, spinal tumors, fractures, and paralysis.

The MVHC Spine and Brain Trauma's nationally-recognized spinal surgeons specialize in novel, minimally-invasive spine surgery techniques using leading-edge, intra-operative, computer-assisted navigation technology for improved accuracy and efficacy. This translates into less discomfort, minimal blood loss, and shorter recovery times. MVHC physician-scientists have developed much of the technology in use today around the world. Supported by the Ministry of Health and other agencies, are spinal specialists continue to engage in multiple, ongoing research projects.

The MVHC Spine and Brain Trauma Institute focuses on providing comprehensive, patient-centered care and evaluate spinal problems in terms of how they affect the person's overall health and lifestyle. This highly-effective approach allows MVHC's spinal specialists to better understand their patient's condition and how it affects their lifestyle, and helps the MVHC team plan the recovery process. This patient-centered approach has been proven to increase the quality of patient outcomes. The Mountain View Health Care Spine and Brain Trauma Institute uses the newest, most sophisticated spinal surgery techniques in conjunction with proven, most established methods to address a wide range of spinal problems, including but not limited to:

- Back pain
- Cervical (neck) disc degeneration
- Cervical myelopathy
- Disc problems
- Malignant and benign spinal tumors
- Scoliosis
- Spinal arthritis
- Spina bifida
- Spinal cord compression
- Spinal deformities
- Spinal fractures
- Spine infection, Spinal stenosis

The MVHC Spine and Brain Trauma Institute utilizes techniques that have been shown to improve results, reduce pain, and accelerate recovery after spinal surgery.

The SBT Institute is among a select group of centres that offers proton therapy for spine tumors. Proton therapy is a highly-precise radiation therapy used to treat a variety of tumors in adults and children. It is especially valuable for the treatment of tumors on or near vital structures like the spine because the precise delivery minimizes damage to the surrounding healthy tissue and can reduce the side effects of treatment.



## MVHC Brain Trauma Centre

A brain injury may affect a person's physical abilities and cause overwhelming uncertainty about the future. A key portion of the MV Spine and Brain Trauma Institute, the MVHC Brain Trauma Centre is dedicated to guiding and supporting patients and their families through the challenges of brain injury rehabilitation. Brain injury can lead to physical disabilities, as well as problems with: Thinking, Memory, Behavior, Mobility, Motor Control, or Social Interactions. After a brain injury, you may:

- Have difficulty communicating
- Feel agitated or restless
- Have memory impairments
- Have difficulty walking and caring for yourself
- Have some personality changes

A core element of the MV Spine and Brain Trauma Institute, the MVHC Brain Trauma Centre is recognized as a traumatic brain injury model system follow-up centre. They recognize that each patient's needs are different after a brain injury and create a unique treatment strategy for each unique patient situation. At the dedicated Brain Injury Unit, patients receive;

- A customized, research-based treatment plan focused on healing
- Care from a multidisciplinary team of brain injury and rehab specialists
- Access to latest technology

The MVHC Brain Trauma Centre is the only brain injury program in the region that offers all of the comprehensive services of an acute care hospital. This means they can meet the unique needs of their brain injury patients by continuously working with their partners in neurology, neurosurgery, orthopedics, and medicine without having to transfer them elsewhere for specialty or emergency care. As one of the leading rehabilitation programs in the region, brain injury patients at the MVHC Brain Trauma Centre have access to state-of-the-art technology and comprehensive services to help with recovery.

## MVHC Pain Management Services

Everyone experiences pain at some time in their lives. Acute pain can be due to injury, illness, or surgical procedures. This pain often resolves as the body's natural processes lead to healing. Sometimes, however, pain does not resolve and instead becomes a constant part of daily life. This chronic pain can cause both physical and psychological distress, and it can be particularly upsetting when there is no obvious cause and no immediate remedy. Regardless of its source, chronic pain can lead to decreased daily function and psychological suffering including depression, anxiety, and anger.

The Mountain View Health Care Pain Management Centre, part of the Spine and Brain Trauma Institute, is a multidisciplinary facility that includes top-rated pain management doctors from anesthesiology, behavioral health, emergency medicine, pediatrics, primary care, surgery, and the MVHC Integrative Health Network to treat and manage chronic pain.

# Transforming Mountain View Health Care

As they move further into the 21st century, the challenges facing healthcare organizations continue to evolve. The need to fundamentally reconfigure delivery systems, care processes, and cost structures is clear. Many healthcare industry thought leaders estimate that 30 percent of all healthcare spending is waste, driven by factors that include provider error, unnecessary care, preventable readmissions, avoidable conditions and lack of care coordination. Mountain View Health Care is currently focused in three areas: (1) cost reductions, including such areas as supply chain, productivity, and digitalization/automation; (2) business restructuring; and (3) clinical restructuring.

As they look across Healthlandia and the rest of the region, one of the things they see is that new Value-Based payment models are, in some markets, being driven not by the payers, but rather by clinically-integrated regional systems. Some of these systems' early results have been significant. Moving forward, their consideration of vital presence will become more about their ability to connect with and serve people on their terms, and less about the number of hospital beds they have in a focused geography. Continuing to evolve and strengthen their relationships with their staff physicians and nurses is essential to drive the clinical integration necessary to thrive in a post-reform environment.

One of the defining values of Mountain View Health Care is a move to a patient-centered approach that fosters the potential to have more continuous, dynamic relationships throughout a lifetime with those they serve. For Mountain View Health Care, this will mean a radical departure from a focus on providers delivering episodic medical services to patients to a focus on developing trust-based relationships with people that transcend an individual healthcare encounter and promote spiritually-centered, holistic approaches to supporting their broader health and wellbeing needs.

A patient-centered approach would involve a shift in the locus of control from providers to people, their families, and other trusted resources. It would also require a transition in Mountain View Health Care's sites of care, from primarily hospitals and clinics today, to more care and support occurring in the community, in the home, and through virtual means. Embracing a person-centered approach creates significant opportunities to create value for those they serve. In the future, they will also need new relationships with purchasers of healthcare (e.g., commercial payers, governmental payers, self-insured employers) that equitably reward them for the value they create. Models that allow providers to participate in the value created include pay-for-performance, bundling, shared savings and capitalization.

This journey is an important one for Mountain View Health Care, because opportunities for operating income improvement from inpatient volume growth or revenue growth through fee or rate increases will be limited in the future.

## Letter from the CEO

Dear Friends and Colleagues,

As I complete my first year as chief executive officer of Mountain View Health Care, I would like to take a few moments to share my thoughts on the “state of the system.” All of us at Mountain View Health Care are committed to meeting the healthcare needs of our growing population throughout the nation of Healthlandia. Our goal is to provide compassionate care with the finest technology and services available today. But we are not just focused on today. In the years ahead, delivering high-quality care as efficiently as possible will become even more important. Healthcare providers around the world are faced with increasing challenges like aging and migrating populations, increasing costs, the development of new and exciting treatments for disease, shortages of skilled caregivers, the infusion of technology to aid caregivers and provide greater



transparency to patients and families. This very fluid healthcare environment offers challenges and opportunities unlike any we have ever seen. The doctors, nurses, and hospitals who “break the code” on many of them will be able to provide a completely different experience and outcome to their patients. That is my goal for Mountain View Health Care.

### **Patient Centricity – Do the Right Things Right**

The ultimate objective for any healthcare provider is delivering a better patient outcome at a lower comparative cost. Healthcare providers strive to provide the best outcomes compared to their patient expectations. They also desire to provide the best patient experience. Throughout the entire Mountain View system, we believe that no detail is too small to spoil a patient’s perception of your care. We all need to start “looking under the bed” in the new medical environment. Ultimately, the patient experience is determined by our caregivers – all of our caregivers, not just doctors and nurses. Receptionists, housekeeping, greeters, administrative staffers – they all impact the patient experience. They need to be motivated and engaged. Patient experience is top-of-mind in everything they do. It is critical that we never forget this. As more and more patients come to us for treatment, educated patients and their families will look at a hospital’s quality and safety data. The move driven by the Ministry of Health to focus on patient satisfaction is important, but it will not make or break our institutions. The real motivation for change needs to come from the heart. Not everything can be measured by Key Performance Indicators or costs or other financial metrics. We can’t forget why we became doctors, nurses, and administrators. In the final analysis, we work for a better patient experience because it’s the right thing to do.

Every member of our staff at Mountain View Health Care strives to combine absolute professionalism with a human touch. Their success can be seen in the praise they get in the thousands of cards sent to us by patients each year, or in the many positive comments that can be found on the Website. From pediatric play nurses who spend time with our youngest patients at MV Eindhoven Children’s Hospital, to physiotherapists who care for the elderly at Mountain View Grünberg, each one of us puts our patients at the centre of everything we do. This year, we will form teams of surgeons, specialists, nurses, and therapists. These teams will be charged with identifying areas for improvement, developing new innovative technologies, processes and practices, and implementing those ideas across all MVHC facilities. In particular, they will focus on improving patient safety and patient outcomes, reducing Hospital Acquired Infection rates, reducing patient length of stay and readmission rates, simplifying and improving admission processes, and evaluating new surgical and other medical technologies. Our belief is that the old expression, “Physician, heal thyself” can be applied to the hospitals themselves.

### **Patient Safety**

Mountain View Health Care is particularly concerned about protecting the safety of our patients throughout their treatment at all of our facilities. In 2016, a pilot Patient Safety Committee (PSC) was created at LaRochelle Metro Hospital. It proved to be highly successful. As a result, two years ago the rest of Mountain View’s hospitals and clinics instituted similar location-specific Patient Safety Committees and a system-wide PSC was initiated. These committees have implemented policies and procedures for the protection of patients and staff members and for the submission of patient and staff safety data back to the PSCs. The PSC staffs developed dashboards for reporting patient safety data from all hospitals and in aggregate for the Healthlandian Ministry of Health. The goal is to take this to the next level by automating the process. The Mountain View Electronic Safety Reporting system, safERSystem™, will be implemented next year. We anticipate that this system will receive more than 1,000 data submissions per month for the purpose of developing improvements in clinical processes to reduce patient harm and for protection of data.

The error-prevention component of Mountain View’s Balanced Scorecard goal for Healing without Harm for next year is a major focus for this initiative. At the end of FY14, we established a system-level true baseline for events of harm. That true baseline was calculated as 2.09 Serious Safety Events per 10,000 patient equivalent days. Actual performance at the end of Fiscal Year 2015 was 1.73 Serious Safety Events per 10,000 patient equivalent days. Our target by the year after next is 1.5 Serious Safety Events per 10,000 patient equivalent days.

## Letter from the CEO

### **Creating Our Centres of Excellence: Focus on Cardiac, Renal, Innovative Surgery, Orthopedics, Spine and Bariatric Treatment**

Mountain View Health Care provides treatments to patients for all manner of diseases and conditions, but at the top of the list are Cardiovascular Care, Renal Care, Innovative Surgery, Sports Medicine and Orthopedics, Spine and Brain Trauma, and Gastroenterology and Bariatric Surgery. We will focus on these areas through the Centres of Excellence we have opened over the last two years. While the concept behind these Centres of Excellence predate my role as CEO, I clearly see the incredible results and impact that they are having for our patients. In the coming months, we will be making some exciting announcements about all six of these centres. Our goal is to be Healthlandia's leading provider in those disciplines.

Our continued focus on these diseases and conditions align fully with their role as the leading causes of death in Healthlandia and, in fact, the rest of our region:

1. Ischaemic heart diseases
2. Cerebrovascular diseases
3. Lung cancer
4. Chronic lower respiratory diseases
5. Accidents

Very few families in Healthlandia have not experienced the tragedy of heart disease. I am not satisfied for Mountain View to merely provide high quality treatment to cardiac patients. That is just a starting point. We plan to expand the Mountain View Valencia Cardiovascular Care Centre. Our goal is simple. We want to become the premier cardiovascular disease research facility in the world. Over the next few months, we will be making exciting announcements about the details of this project, but the objective is clear and simple - the elimination of heart disease.

### **Growth and Expansion**

In addition to the major initiatives I have outlined, we at Mountain View Health Care continue to focus on growth. Our strategy will not change. Our goal for growth is to increase the number of patients we see per year by a minimum of 10% with a stretch goal of 20% while only increasing the number of beds in our existing hospitals by 5% by the year 2025. Our 2030 goal is to double the number of patients seen and increase our number of beds by 50% through the acquisition of additional hospitals. To accomplish this, we will build or acquire at least three small to medium hospitals between now and 2030. Beyond hospital space, we will build or acquire additional clinic facilities in specific locations. Last year, we added MV San Pedro Hospital in Avon. Our first facility outside of Healthlandia, MV San Pedro Hospital in Italy has provided us with some unique integration and standardization challenges. We are confident that we will correct those issues and, in doing so, help to develop new standards and procedures that can be implemented across all of Mountain View Health Care's hospitals, clinics, and other facilities.

### **Strong Track Record in Financial Management**

With an annual turnover of around €1.59 billion, Mountain View Health Care has been experiencing challenging financial times for the past few years. We have seen fluctuations in revenue and costs and a steady decline in margins. We are looking to address these trends regarding declining revenue and margins. We are committed to investing in our infrastructure to ensure continual provision of the highest quality services and have recently completed one of the country's largest capital investment schemes in excess of €904m. This investment included the unveiling of Healthlandia's very first Innovative Surgery Centre of Excellence dedicated to all forms of new, innovative, and minimally-invasive surgery techniques. Our owners, River City Equity Partners, have high expectations for our financial performance. They rely on the leadership and staff of MVHC to improve our financial results both by growing revenues and by achieving cost reductions through process improvements. To accomplish these goals, we will have the full support of our Board of Directors and the Ministry of Health, including significant funds for investment.

I would like to express my heartfelt appreciation to the Board of Directors for their support of our efforts to make Mountain View Health Care the best hospital system in Healthlandia. My utmost respect and gratitude goes to our caregivers; the doctors, nurses, pharmacists, lab technicians, and all of our other associates. Without their efforts, Mountain View Health Care could not, and would not succeed. Finally, my thanks to our patients and their families for continuing to place their trust in us. It is our solemn obligation to continue to meet that trust by providing you and your families with the finest healthcare in the world.

**C. Mendez, MD**

Chief Executive Officer  
Mountain View Health Care



### Core Operating Principles:

- Patient-centric approach to delivery of care
- Effective and efficient operations
- Strong financial position
- Enterprise-wide use of technology to improve operating efficiencies
- Collaboration to enhance the patient experience
- Focus on environmental stewardship and sustainability
- Strict expense discipline - in line with their goal to reduce operating expenses by 15-20%, overall

### Leading Objectives:

- Growth in capacity and patient volumes
  - Increase number of patients seen by 10% in two years with only 5% increase in beds in existing hospitals
  - Double number of patients seen in the next ten years
  - Increased number of beds by 50% in the next ten years through future acquisition of additional hospital
- Continued expansion of six Centres of Excellence
  - Mountain View Valencia Cardiovascular Centre
  - Mountain View Grünberg Renal Care Centre
  - MV Perugia Gastroenterology and Bariatric Surgery Centre
  - MVHC Surgical Innovation Centre
  - MV Sports Medicine and Orthopedic Surgery Centre
  - MVHC Spine and Brain Trauma Institute
- Improve operational efficiencies by streamlining all processes and operations within and across all hospitals and other facilities, while ensuring high standards of care.

### Key Business Values:

- The highest personal standards of integrity at all levels
- Commitment to truth and fair dealing
- Hands-on management at all levels
- Openly esteemed commitment to quality and competence
- Minimal bureaucracy
- Fast decisions and implementation
- Putting the patient's interests ahead of their own
- The appropriate delegation of authority with accountability
- Fair and objective employer
- A merit approach to recruitment/selection/promotion
- A commitment to complying with the spirit and letter of all laws and regulations wherever they conduct their business
- The promotion of good environmental practice and sustainable development and commitment to the welfare and development of each local community.

## Mountain View Health Care Senior Leadership Team

### Dr. C. Mendez, MD - CEO

Dr. C. Mendez, age 56, is the Chief Executive Officer of Mountain View Health Care. In this role, Dr. Mendez is responsible for the hospital system's business and financial performance. Dr. Mendez chairs Mountain View Health Care's Senior Leadership Team. From 2005 until December of 2018, Dr. Mendez was Chief Executive Officer of Hospital IMED Levante, a private for-profit facility in Benidorm, Spain. Dr. Mendez came to Mountain View in January of last year. Dr. Mendez was recruited by the Board of Directors to bring his/her experience with private hospitals to Mountain View Health Care. Dr. Mendez graduated with a Bachelor's Degree in Biology from the Universitat of Barcelona, and then graduated from medical school at the University of Navarra. Dr. Mendez is a practicing Gastroenterologist.

### Dr. K. Svenssen, MD – Chief Medical Officer

Dr. K. Svenssen, MD, is the Chief Medical Officer at Mountain View Health Care. Dr. Svenssen has responsibility for the staff of medical professionals across all of Mountain View's hospitals and other facilities. Dr. Svenssen joined Mountain View Valencia Hospital in the Cardiology Department after completing the Residency and Internship programs there in 1991. Dr. Svenssen became the Chief of Cardiology at Oakville Hospital in 2001 and became the Chief of Medicine at that hospital in 2007. Dr. Svenssen was promoted to Chief of Medicine for all of Mountain View in 2015. Dr. Svenssen is a graduate of the University of Würzburg and the University of Magdeburg. Dr. Svenssen completed a fellowship at the Johns-Hopkins Medical Center in the United States.

### W. Lindauer - Chief Operating Officer

W. Lindauer is the Chief Operating Officer for Mountain View Health Care. In this role, Lindauer has ultimate responsibility for all of Mountain View Health Care's operations and facilities. W. Lindauer joined Charity Hospital in Perugia in 1998 in the Finance organization and remained with Mountain View Health care when Charity was acquired by Mountain View in 2004. W. Lindauer has held a variety of management positions for Mountain View in several of the system's hospitals, including Controller and Vice President of Supply Chain. Prior to joining Charity Hospital, W. Lindauer spent five years in public accounting in Perugia working with healthcare clients, including Charity Hospital. W. Lindauer has a degree in Accounting from the University of Düsseldorf and is a Certified Public Accountant.

### N. Ferguson - Chief Financial Officer

N. Ferguson is the Chief Financial Officer for Mountain View Health Care and a member of Mountain View's Senior Leadership Team. N. Ferguson has been Mountain View's CFO since 2010. Prior to assuming this position, N. Ferguson worked in a number of Finance and Accounting positions with Mountain View. Before joining Mountain View, Ferguson held Finance positions with other healthcare providers in Healthlandia. N. Ferguson received a Bachelors in Accounting from the Universidad de Valencia, and a Masters of Business Administration in Finance from INSEAD, both with high honors.



### V. Carnezza, RN - Chief of Nursing

V. Carnezza, RN, is the Chief of Nursing for Mountain View Health Care. V. Carnezza's entire 34-year nursing career has been spent in the Mountain View system. Carnezza started as an ER nurse at Grünberg General Hospital. Carnezza was promoted to supervisor after three years and became the Director of Nursing for Grünberg General Hospital in 1992. In 1996, V. Carnezza moved to become the Director of Nursing at LaRoche Metro Hospital and held that position until 2013 when he/she became the Chief of Nursing for the entire system. V. Carnezza holds a Bachelors of Science in Nursing from the University of Healthlandia and a Masters in Nursing from Avon Medical College.

### P. O'Brien – Chief Human Resources Officer

P. O'Brien is the Chief Human Resources Officer for Mountain View Health Care. In this role, O'Brien has responsibility for all Human Resources and all staff-focused programs across all of Mountain View's hospitals and other facilities. P. O'Brien joined Mountain View in 1999 as a Human Resources Manager at Eindhoven Children's Hospital, which was subsequently acquired by Mountain View Health Care. Prior to joining Eindhoven Children's Hospital, O'Brien had spent 5 years with The University of Valencia in a variety of Human Resources functions. P. O'Brien began Mountain View Health Care's Women's Leadership Initiative. P. O'Brien is a graduate of Trinity College Dublin in Ireland with a Bachelor's degree in Psychology. In addition, O'Brien holds a Masters of Human Resources Management from the Healthlandia University - Eindhoven.

### P. Dubois, JD – Chief Legal Counsel

P. Dubois is the Chief Legal Counsel for Mountain View Health Care. In this role, P. Dubois has ultimate responsibility for all of Mountain View Health Care's administration, legal affairs, and compliance. P. Dubois joined Mountain View Valencia Hospital as General Counsel in 2009, and was appointed Chief Legal Counsel for Mountain View Health Care in 2015. Prior to joining MVHC, P. Dubois was a partner and attorney at Boucher, Vallieres, & Olivier, LLP, in Paris. P. Dubois graduated from Collège de droit de Montpellier.

## Mountain View Health Care Senior Leadership Team

### **K. Kempf - Chief Marketing Officer**

K. Kempf assumed the current role as Mountain View Health Care's Chief Marketing Officer four years ago. Prior to that, Kempf was Director of Marketing Communications for Skåne University Hospital in Malmö, Sweden. K. Kempf is a member of Mountain View's Senior Leadership Team. As Mountain View's Chief Marketing Officer, Kempf manages the hospital's marketing, advertising, patient insights, media, sponsorships, and community relations operations. Kempf graduated with high honors from Frankfurt University in Germany, and received an MBA degree from the Erasmus University of Rotterdam, The Netherlands.

### **R. Phipps – Chief Information Officer**

R. Phipps is currently the Chief Information Officer for Mountain View Health Care. R. Phipps joined Mountain View in four years ago as the Chief Information Officer. Phipps is a member of Mountain View's Senior Leadership Team. R. Phipps came to Mountain View from King's Hospital in London, where she/he was the Director of Data Centre Operations from 2011 to 2015. Phipps chairs the Mountain View Health Care Technology Committee and is also the Chairman of the Mountain View Crisis Management Committee. R. Phipps holds a Bachelors of Science in Computer Science from Middlesex University, and finished the Advanced Management Program at INSEAD.

### **Dr. M. Molders, MD - Chief Medical Information Officer**

Dr. M. Molders is the Chief Medical Information Officer for Mountain View Health Care. In this capacity, Dr. Molders has ultimate responsibility for all patient information and for all clinical data collected during and used for research purposes, and for providing care to patients. Dr. Molders is a member of the Mountain View Senior Leadership Team. Dr. Molders joined Mountain View in 2006 as a staff member in the Radiology Department at Mountain View Valencia Hospital. Dr. Molders is a graduate of Sorbonne University, with a degree in Chemistry, and graduated from the medical school at the Université Paris-Sud.

### **K. Bluhm, M.D., President Mountain View Valencia Hospital**

Dr. K. Bluhm is the President of Mountain View Valencia Hospital, the flagship hospital of the Mountain View Health Care. A renowned cardiac surgeon for over 25 years, Dr. Bluhm has been a staff member at several large hospitals in France, Denmark, and Germany. Dr. Bluhm joined Mountain View Health Care in 2012 as the Chief of Cardiology at Mountain View Valencia. Dr. Bluhm became the President of Mountain View Valencia two years ago, with primary focus on the development of the Mountain View Valencia Cardiovascular Care Centre, the newest Centre of Excellence in the Mountain View system. Dr. Bluhm graduated from the Paris-Sud University School of Medicine and completed a Cardiovascular Surgery fellowship at the Cleveland Clinic in the United States.



### **F. Torrez, M.D., President Mountain View Grünberg Hospital**

Dr. F. Torrez is the President of Mountain View Grünberg Hospital. Dr. Torrez has been the President of Mountain View Grünberg for the last twelve years. Following graduation from medical school, Dr. Torrez joined the Mountain View Health Care staff as a resident at Mountain View Valencia Hospital in 1985. Dr. Torrez, a Renal specialist, remained at Valencia Hospital until 1996, ultimately becoming the Chief of Nephrology and Renal Care. In 1997, Dr. Torrez moved to the recently-acquired Mountain View Grünberg Hospital in a similar capacity. Dr. Torrez became Chief of Medicine at Mountain View Grünberg in 2003 and was promoted to be President of that facility five years later. Dr. Torrez is a graduate of the National University of Healthlandia and the Medical School at Valencia University.

### **C. Upasani, M.D., President MV Perugia Hospital**

Dr. C. Upasani is the President of MV Perugia Hospital. Dr. Upasani joined the Mountain View system in 1996 as the new Chief of Oncology at Mountain View Valencia Hospital. Prior to MV Valencia, Dr. Upasani spent seven years as a staff Oncologist, later Department Head for Blood Cancers, at MV Eindhoven Children's Hospital. Dr. Upasani became the Chief of Oncology for all of Mountain View Healthcare in 2006 and the Chief of Medicine for MV Perugia Hospital in 2011. Dr. Upasani became the President of MV Perugia four years ago. Dr. Upasani graduated from medical school from Kings College London and completed a fellowship at Guys St. Thomas Hospital, also in London.

### **L. Castellano, M.D., President LaRochelle Metro Hospital**

Dr. L. Castellano is the President of LaRochelle Metro Hospital. Dr. Castellano has been practicing medicine in Mountain View hospitals since 1993. Dr. Castellano, a Rheumatologist, joined Perugia Hospital upon completing her/his Residency program. She/he continued to practice at Perugia Hospital until 2004, when Perugia was acquired by Mountain View Health Care. At that point, she/he was the Director of the Rheumatology Department. She/he became Chief of Infectious Diseases for MVHC in 2009 and was made President of LaRochelle Metro in 2013. Dr. Castellano graduated from the National University of Healthlandia with a degree in Chemistry and then graduated from the Medical College at Avon University.



## Mountain View Health Care Senior Leadership Team

### **V. Antonovich, M.D., President MV Eindhoven Children's Hospital**

Dr. V. Antonovich has been the President of MV Eindhoven Children's Hospital for the last ten years. Dr. Antonovich was recruited by Mountain View Health Care and joined MV Eindhoven Children's Hospital in 2004 as the Director of the Neo-Natal Care Unit. A specialist in Neonatology, Dr. Antonovich's entire 29-year career has been spent treating premature birth and Neo-Natal patients at a variety of hospitals throughout Europe. A native of St. Petersburg, Dr. Antonovich is a graduate with highest honors of the University of Moscow and the St. Petersburg Medical University. Dr. Antonovich completed a fellowship in Neonatology at Harvard Medical School and Boston Children's Hospital in the U.S.

### **T. Welmers, M.D., President MV San Pedro Hospital**

Dr. T. Welmers is the President of MV San Pedro Hospital. Dr. Welmers' entire career has been spent at MV San Pedro Hospital. Dr. Welmers joined the Internal Medicine staff in 1985 after completing his/her Internship and Residency programs through the Medical College of Avon University. After completing a fellowship in Thoracic Surgery, Dr. Welmers became a member of the General Surgery team at MV San Pedro Hospital. Dr. Welmers became the Chief of Surgery at MV San Pedro in 2002, the Chief of Medicine in 2007, and the President of the hospital five years ago. When MV San Pedro was acquired by Mountain View Health Care, it was decided that Dr. Welmers would continue in the role of President until the end of next year in order to ensure continuity through the acquisition process.

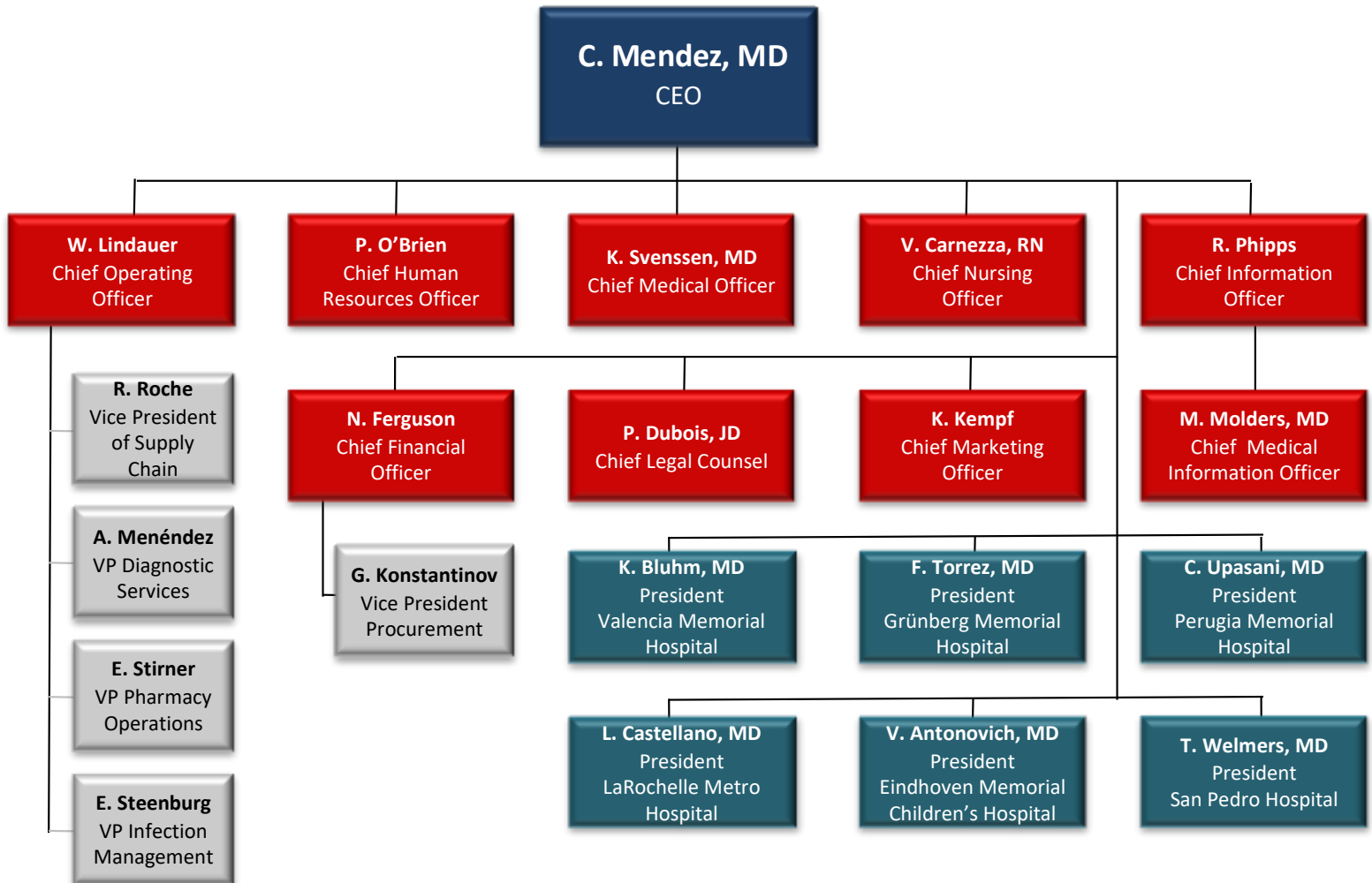


SENIOR LEADERSHIP TEAM

Leadership is key to the success of any organization. At Mountain View Health Care, they have a diverse management team that brings years of experience, expertise, and dedication to meeting the healthcare needs of their community. This leadership ensures that patients will receive superior care at all Mountain View Health Care hospitals and medical treatment facilities. Everything they do, every decision they make, has the patient in mind.



## Mountain View Health Care Senior Leadership Team

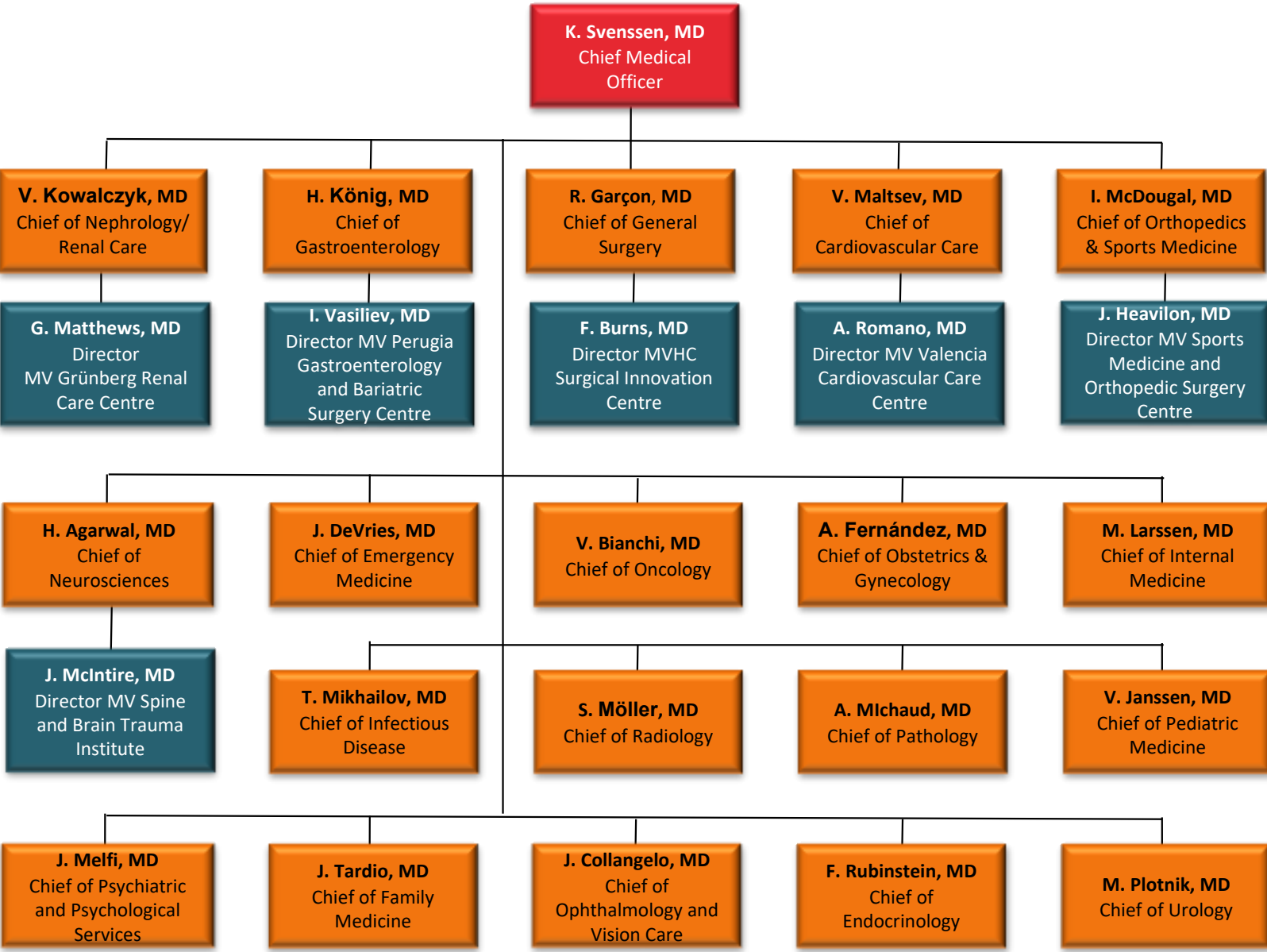


### CHIEF MEDICAL OFFICER'S TEAM

Leadership is key to the success of any organization. At Mountain View Health Care, they have a diverse management team that brings years of experience, expertise, and dedication to meeting the healthcare needs of their community. This leadership ensures that patients will receive superior care at all Mountain View Health Care hospitals and medical treatment facilities. Everything they do, every decision they make, has the patient in mind.



## Mountain View Health Care Chief Medical Officer's Organization





## Key Facts About Mountain View Health Care

### Key Metrics

Metric	Last Fiscal Year
Total Net Revenue	€ 1.59 billion
Total Assets	€ 4.2 billion
Ministry of Health Funding (Reimbursements for Services)	€ 1.22 billion
Employees	13,674
Mountain View Health Care Locations (including hospitals)	64
Employed Providers	4,762
Advanced Practitioners	614

### Facilities

Type of Facility	Number
Hospitals	6
Centres of Excellence	6
Clinics	4
Clinical Departments	136
Emergency Centres/Trauma Centres	13
Patient Wellness Centres	4
Home Medical Equipment Facilities	3
Hospice Facilities	3
Imaging Centres	7
Laboratories	15
Pharmacies	10
Rehabilitation Centres	12

## Key Facts About Mountain View Health Care

### Last Fiscal Year Utilization

Last Fiscal Year Utilization	Number
Licensed beds	2,862
Outpatient visits	1,511,487
Physician office visits	2,835,115
Inpatient visits	72,497
Home health annual visits	11,619
Hospice patients served	2,536
Number of persons served	934,535

### Facilities

Facility	Location	# of Beds
Mountain View Valencia Hospital	Valencia	735
Mountain View Grünberg Hospital	Grünberg	482
MV Perugia Hospital	Perugia	289
LaRochelle Metro Hospital	LaRochelle	395
MV Eindhoven Children's Hospital	Eindhoven	410
MV San Pedro Hospital	Naples, Italy	453
Mountain View Health Clinic Lucerne	Lucerne	32
Mountain View Health Clinic Stavelot	Stavelot	21
Mountain View Health Clinic Barreiro	Barrerio	26
Mountain View Health Clinic Lyon	Lyon	19

# Mountain View Health Care Financial Statements

## Last Fiscal Year Income Statement

In € thousands	Last Fiscal Year	Two Fiscal Years Ago	Three Fiscal Years Ago	Four Fiscal Years Ago	Five Fiscal Years Ago
<b>Operating Revenues</b>					
Gross Patient Service Revenue	€ 1,784,973	€ 1,842,092	€ 1,880,776	€ 1,959,768	€ 1,875,498
Free Care	€ 80,594	€ 81,561	€ 83,600	€ 86,275	€ 84,463
Contractuals	€ 586,568	€ 601,232	€ 621,674	€ 632,864	€ 622,738
Net Patient Service Revenue	€ 1,117,811	€ 1,159,299	€ 1,175,502	€ 1,240,629	€ 1,168,297
Other Operating Revenue	€ 471,195	€ 500,880	€ 512,401	€ 518,037	€ 511,302
<b>Total Net Operating Revenue</b>	<b>€ 1,589,006</b>	<b>€ 1,660,179</b>	<b>€ 1,687,903</b>	<b>€ 1,758,666</b>	<b>€ 1,679,599</b>
<b>Operating Expenses</b>					
Salaries, Wages, and Benefits	€ 469,170	€ 485,591	€ 490,933	€ 501,733	€ 480,660
Supplies	€ 230,448	€ 232,983	€ 234,148	€ 240,001	€ 231,601
Pharmaceuticals	€ 193,808	€ 196,328	€ 197,506	€ 202,838	€ 196,956
Purchased services and other fees	€ 146,114	€ 150,790	€ 152,298	€ 154,887	€ 150,705
Administrative services	€ 141,702	€ 146,662	€ 148,275	€ 151,685	€ 146,073
Facilities	€ 156,678	€ 160,438	€ 163,005	€ 166,754	€ 161,251
Insurance	€ 28,146	€ 28,483	€ 28,854	€ 29,546	€ 28,482
Depreciation	€ 56,995	€ 55,172	€ 56,440	€ 57,851	€ 55,364
Interest Expenses	€ 121,345	€ 124,743	€ 127,362	€ 131,693	€ 131,693
<b>Total Operating Expenses</b>	<b>€ 1,544,406</b>	<b>€ 1,581,189</b>	<b>€ 1,598,820</b>	<b>€ 1,636,989</b>	<b>€ 1,582,786</b>
<b>Operating Income</b>	<b>€ 44,600</b>	<b>€ 78,991</b>	<b>€ 89,082</b>	<b>€ 121,677</b>	<b>€ 96,814</b>
<b>Operating Margin</b>	<b>2.81%</b>	<b>4.76%</b>	<b>5.28%</b>	<b>6.92%</b>	<b>5.76%</b>
Nonoperating Income	€ 32,094	€ 35,400	€ 38,480	€ 39,788	€ 38,754
Nonoperating Expenses	€ 20,278	€ 21,636	€ 23,151	€ 23,961	€ 23,506
Income Before Taxes	€ 56,416	€ 114,391	€ 127,562	€ 161,465	€ 135,567
Income Taxes	€ 20,693	€ 41,957	€ 46,789	€ 59,224	€ 49,725
<b>Net Income After Taxes</b>	<b>€ 35,723</b>	<b>€ 72,433</b>	<b>€ 80,774</b>	<b>€ 102,241</b>	<b>€ 85,843</b>
Continuing Operations	€ 35,723	€ 72,433	€ 80,774	€ 102,241	€ 85,843
Discontinued Operations					
Total Operations	€ 35,723	€ 72,433	€ 80,774	€ 102,241	€ 85,843
<b>Total Net Income</b>	<b>€ 35,723</b>	<b>€ 72,433</b>	<b>€ 80,774</b>	<b>€ 102,241</b>	<b>€ 85,843</b>
<b>Net Profit Margin</b>	<b>2.25%</b>	<b>4.36%</b>	<b>4.79%</b>	<b>5.81%</b>	<b>5.11%</b>



# Mountain View Health Care Financial Statements

## Last Fiscal Year Income Statement by Hospital and Clinics

In € thousands	Last Fiscal Year	Mountain View				MV Einhoven		MV LaRochele		MV San Pedro	
		Valencia	Grünberg Hospital	Mountain View Hospital	Children's Hospital	Hospital	Metro Hospital	Hospital	Hospital	Clinics	
<b>Operating Revenues</b>											
Gross Patient Service Revenue	€ 1,784,973	€ 346,285	€ 280,241	€ 167,787	€ 246,326	€ 349,855	€ 278,456	€ 116,023			
Free Care	€ 80,594	€ 25,387	€ 7,656	€ 3,466	€ 5,722	€ 17,489	€ 19,181	€ 1,692			
Contractuals	€ 586,568	€ 66,869	€ 92,091	€ 61,003	€ 83,879	€ 131,391	€ 126,112	€ 25,222			
Net Patient Service Revenue	€ 1,117,811	€ 254,029	€ 180,493	€ 103,319	€ 156,725	€ 200,975	€ 133,162	€ 89,108			
Other Operating Revenue	€ 471,195	€ 91,412	€ 73,978	€ 44,292	€ 65,025	€ 92,354	€ 73,506	€ 30,628			
<b>Total Net Operating Revenue</b>	<b>€ 1,589,006</b>	<b>€ 345,441</b>	<b>€ 254,471</b>	<b>€ 147,611</b>	<b>€ 221,750</b>	<b>€ 293,329</b>	<b>€ 206,669</b>	<b>€ 119,736</b>			
<b>Operating Expenses</b>											
Salaries, Wages, and Benefits	€ 469,170	€ 91,019	€ 73,660	€ 44,102	€ 64,745	€ 91,957	€ 73,191	€ 30,496			
Supplies	€ 230,448	€ 44,707	€ 36,180	€ 21,662	€ 31,802	€ 45,168	€ 35,950	€ 14,979			
Pharmaceuticals	€ 193,808	€ 37,599	€ 30,428	€ 18,218	€ 26,746	€ 37,986	€ 30,234	€ 12,598			
Purchased services and other fees	€ 146,114	€ 28,346	€ 22,940	€ 13,735	€ 20,164	€ 28,638	€ 22,794	€ 9,497			
Administrative services	€ 141,702	€ 27,490	€ 22,247	€ 13,320	€ 19,555	€ 27,774	€ 22,106	€ 9,211			
Facilities	€ 156,678	€ 30,395	€ 24,598	€ 14,728	€ 21,622	€ 30,709	€ 24,442	€ 10,184			
Insurance	€ 28,146	€ 5,460	€ 4,419	€ 2,646	€ 3,884	€ 5,517	€ 4,391	€ 1,829			
Depreciation	€ 56,995	€ 11,057	€ 8,948	€ 5,358	€ 7,865	€ 11,171	€ 8,891	€ 3,705			
Interest Expenses	€ 121,345	€ 23,541	€ 19,051	€ 11,406	€ 16,746	€ 23,784	€ 18,930	€ 7,887			
<b>Total Operating Expenses</b>	<b>€ 1,544,406</b>	<b>€ 299,615</b>	<b>€ 242,472</b>	<b>€ 145,174</b>	<b>€ 213,128</b>	<b>€ 302,704</b>	<b>€ 240,927</b>	<b>€ 100,386</b>			
<b>Operating Income</b>	<b>€ 44,600</b>	<b>€ 45,826</b>	<b>€ 11,999</b>	<b>€ 2,437</b>	<b>€ 8,622</b>	<b>€ (9,375)</b>	<b>€ (34,259)</b>	<b>€ 19,350</b>			
<b>Operating Margin</b>	<b>2.81%</b>	<b>13.27%</b>	<b>4.72%</b>	<b>1.65%</b>	<b>3.89%</b>	<b>-3.20%</b>	<b>-16.58%</b>	<b>16.16%</b>			
<b>Nonoperating Income</b>											
Nonoperating Income	€ 32,094	€ 6,226	€ 5,039	€ 5,007	€ 4,429	€ 6,290	€ 3,017	€ 2,086			
Nonoperating Expenses	€ 20,278	€ 3,934	€ 3,184	€ 3,163	€ 2,798	€ 3,974	€ 1,906	€ 1,318			
<b>Income Before Taxes</b>	<b>€ 56,416</b>	<b>€ 48,118</b>	<b>€ 13,854</b>	<b>€ 4,280</b>	<b>€ 10,252</b>	<b>€ (7,059)</b>	<b>€ (33,148)</b>	<b>€ 20,118</b>			
Income Taxes	€ 20,693	€ 17,649	€ 5,082	€ 1,570	€ 3,760	€ (2,589)	€ (12,158)	€ 7,379			
<b>Net Income After Taxes</b>	<b>€ 35,723</b>	<b>€ 30,469</b>	<b>€ 8,773</b>	<b>€ 2,710</b>	<b>€ 6,492</b>	<b>€ (4,470)</b>	<b>€ (20,990)</b>	<b>€ 12,739</b>			
Continuing Operations	€ 35,723	€ 30,469	€ 8,773	€ 2,710	€ 6,492	€ (4,470)	€ (20,990)	€ 12,739			
Discontinued Operations											
Total Operations	€ 35,723	€ 30,469	€ 8,773	€ 2,710	€ 6,492	€ (4,470)	€ (20,990)	€ 12,739			
<b>Total Net Income</b>	<b>€ 35,723</b>	<b>€ 30,469</b>	<b>€ 8,773</b>	<b>€ 2,710</b>	<b>€ 6,492</b>	<b>€ (4,470)</b>	<b>€ (20,990)</b>	<b>€ 12,739</b>			
<b>Net Profit Margin</b>	<b>2.25%</b>	<b>8.82%</b>	<b>3.45%</b>	<b>1.84%</b>	<b>2.93%</b>	<b>-1.52%</b>	<b>-10.16%</b>	<b>10.64%</b>			

# Mountain View Health Care Financial Statements

## Last Fiscal Year Balance Sheet

in € thousands	Last Fiscal Year	Two Fiscal Years Ago	Three Fiscal Years Ago	Four Fiscal Years Ago	Five Fiscal Years Ago
<b>Assets</b>					
<b>Current Assets:</b>					
Cash and cash equivalents	€ 58,583	€ 51,350	€ 56,588	€ 49,385	€ 50,800
Accounts Receivable	€ 356,740	€ 321,125	€ 290,618	€ 265,799	€ 225,929
Inventories	€ 70,466	€ 62,418	€ 58,860	€ 52,150	€ 47,717
Investments for current use	€ 32,791	€ 27,776	€ 28,749	€ 27,771	€ 26,521
Other current assets	€ 142,443	€ 137,945	€ 142,773	€ 137,919	€ 131,712
<b>Total Current Assets</b>	<b>€ 661,023</b>	<b>€ 600,614</b>	<b>€ 577,587</b>	<b>€ 533,024</b>	<b>€ 482,680</b>
Property, Plant and equipment, net	€ 2,101,936	€ 1,944,166	€ 1,996,773	€ 1,974,808	€ 1,937,287
Long-term investments	€ 2,304,880	€ 2,087,843	€ 2,173,444	€ 2,119,108	€ 2,074,607
Goodwill and intangible assets, net	€ 9,314	€ 8,941	€ 9,308	€ 9,075	€ 8,885
Deferred tax assets, net	€ 944	€ 294	€ 314	€ 303	€ 300
Other assets	€ 2,343	€ 1,518	€ 1,650	€ 1,511	€ 1,472
<b>Total Assets</b>	<b>€ 5,080,439</b>	<b>€ 4,643,376</b>	<b>€ 4,759,076</b>	<b>€ 4,637,830</b>	<b>€ 4,505,231</b>
<b>Liabilities and Shareholders' Equity</b>					
<b>Current Liabilities:</b>					
Accounts Payable	€ 34,788	€ 38,781	€ 42,966	€ 47,435	€ 45,413
Accrued compensation	€ 438,878	€ 436,488	€ 456,054	€ 445,109	€ 413,061
Other accrued liabilities	€ 154,388	€ 32,830	€ 85,948	€ 35,014	€ 33,718
<b>Total Current Liabilities</b>	<b>€ 628,053</b>	<b>€ 508,098</b>	<b>€ 584,969</b>	<b>€ 527,557</b>	<b>€ 492,192</b>
<b>Long-Term Debt</b>					
Hospital revenue bonds	€ 2,468,150	€ 2,276,227	€ 2,247,776	€ 2,354,257	€ 2,348,689
Notes payable and capital leases	€ 535,843	€ 589,012	€ 660,792	€ 580,365	€ 560,052
	€ 3,003,993	€ 2,865,239	€ 2,908,568	€ 2,934,622	€ 2,908,741
Other Long-Term Liabilities	€ 224,589	€ 197,498	€ 212,113	€ 204,689	€ 162,119
<b>Other Liabilities</b>					
Professional and general liability insurance	€ 459,984	€ 387,591	€ 389,733	€ 376,482	€ 363,305
Accrued retirement benefits	€ 443,720	€ 327,547	€ 336,915	€ 333,218	€ 326,212
Other noncurrent liabilities	€ 156,080	€ 167,945	€ 172,748	€ 170,848	€ 167,260
<b>Total Liabilities</b>	<b>€ 4,916,419</b>	<b>€ 4,453,918</b>	<b>€ 4,605,045</b>	<b>€ 4,547,416</b>	<b>€ 4,419,829</b>
<b>Shareholders' Equity</b>					
Additional paid-in capital	€ 5,396	€ 6,193	€ 6,317	€ 6,102	€ 4,235
Retained Earnings	€ 158,624	€ 183,265	€ 147,714	€ 84,312	€ 81,167
<b>Total Shareholders' Equity</b>	<b>€ 164,020</b>	<b>€ 189,458</b>	<b>€ 154,031</b>	<b>€ 90,414</b>	<b>€ 85,402</b>
<b>Total Liabilities and Shareholders' Equity</b>	<b>€ 5,080,439</b>	<b>€ 4,643,376</b>	<b>€ 4,759,076</b>	<b>€ 4,637,830</b>	<b>€ 4,505,231</b>

# Mountain View Health Care Financial Statements

## Last Fiscal Year Cash Flow Statement

in € thousands	Last Fiscal Year	Two Fiscal Years Ago	Three Fiscal Years Ago	Four Fiscal Years Ago
<b>Cash Flows from Current Activities</b>				
Net Income (Loss) in net Assets	€ 35,723	€ 72,433	€ 80,774	€ 102,241
<b>Adjustments to reconcile changes</b>				
Depreciation and Amortization	€ 56,995	€ 55,172	€ 56,440	€ 57,851
Net Change in Account Receivable and other current assets	€ (50,008)	€ (28,718)	€ (36,766)	€ (50,742)
Net Change in Accounts Payable and other current liabilities	€ 147,046	€ (91,486)	€ 64,835	€ 77,935
Pension and other benefits adjustment	€ 116,173	€ (9,368)	€ 3,697	€ 7,006
Change in Liability Insurance Reserve	€ 72,393	€ (2,142)	€ 13,251	€ 13,177
Net change in other LT assets and liabilities	€ (11,865)	€ (4,803)	€ 1,900	€ 3,588
<b>Net Cash Provide by Current Activities</b>	<b>€ 366,458</b>	<b>€ (8,911)</b>	<b>€ 184,132</b>	<b>€ 211,057</b>
<b>Cash Flows from Investing Activities</b>				
Purchase of property, plant and equipment	€ (214,766)	€ (2,564)	€ (78,405)	€ (95,373)
Purchases of investments (Net)	€ (222,052)	€ 86,574	€ (55,314)	€ (45,751)
Change in Paid in Capital	€ (797)	€ (124)	€ 215	€ 1,867
Cash Distributions to Shareholders	€ (60,365)	€ (36,882)	€ (17,372)	€ (99,096)
<b>Net cash used in investing activities</b>	<b>€ (497,980)</b>	<b>€ 47,003</b>	<b>€ (150,875)</b>	<b>€ (238,353)</b>
<b>Cash Flows From Financing activities</b>				
Borrowings on long-term debt	€ 191,923	€ 28,451	€ (106,481)	€ 5,568
Payments on Capital Leases and Notes Payable	€ (53,169)	€ (71,780)	€ 80,427	€ 20,313
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>€ 138,754</b>	<b>€ (43,329)</b>	<b>€ (26,054)</b>	<b>€ 25,881</b>
Cash and cash equivalents at beginning of year	€ 51,350	€ 56,588	€ 49,385	€ 50,800
<b>Cash and cash equivalents at end of year</b>	<b>€ 58,582</b>	<b>€ 51,350</b>	<b>€ 56,588</b>	<b>€ 49,385</b>



From: "Joseph B. Grane" [joseph.grane@medtronic.com](mailto:joseph.grane@medtronic.com) [Country Manager, Healthlandia]  
 Sent: Wednesday, October 9, 2024 2:56 PM  
 To: Mountain View Health Care Account Team  
 Subject: Mountain View Health Care Opportunity

Hello Team,

Congratulations! You have been appointed as the new Strategic Account Team for a critical customer, Mountain View Health Care System. The previous account team members have all recently retired and your team has been chosen to replace them. Mountain View has been a Medtronic customer for several years, however MDT has never been able to achieve the status of primary supplier for any of our products in any of their divisions. Our competitors, notably Abbott, Stryker, DePuy, and Boston Scientific, have always been MVHC's primary suppliers. Medtronic's revenues and market share for the last fiscal year are as follows:

MDT Product/Group	MDT Revenue	MDT Market Share	Total Account Potential
<b>Cardiac and Vascular Group Product Total</b>	€ 5,405,001.00	26.0%	€ 20,786,427.32
Aortic and Peripheral Vascular	€ 421,356.00	21.3%	€ 1,978,197.18
Cardiac Rhythm and Heart Failure	€ 1,546,876.00	22.5%	€ 6,875,004.44
Coronary and Structural Heart Disease Mgmt	€ 3,436,769.00	28.8%	€ 11,933,225.69
<b>Diabetes Product Total</b>	€ 63,476.00	17.4%	€ 364,804.60
<b>Restorative Therapies Group Product Total</b>	€ 1,059,752.00	34.6%	€ 3,066,897.35
Brain	€ 814,398.00	35.4%	€ 2,300,559.32
ENT	€ 129,685.00	41.3%	€ 314,007.26
Pain Therapies	€ 113,234.00	45.4%	€ 249,414.10
Pelvic Health	€ -	0.0%	€ -
Spine	€ 2,435.00	1.2%	€ 202,916.67
Transformative Solutions	€ -	0.0%	€ -
<b>Minimally Invasive Therapies Group Product Total</b>	€ 3,981,953.00	30.3%	€ 13,151,741.21
Early Technologies	€ 187,695.00	36.5%	€ 514,232.88
Patient Monitoring and Recovery	€ 812,297.00	26.7%	€ 3,042,310.86
Surgical Innovations	€ 2,967,585.00	31.3%	€ 9,481,102.24
Renal Care Solutions	€ 14,376.00	12.6%	€ 114,095.24
<b>Total Strategic Account</b>	€ 10,446,706.00	28.2%	€ 37,005,065.88

Your team's goal should be to gain market share from those competitors and move towards MDT being the primary supplier that Mountain View uses in all our operating units, categories, and products. Mountain View is the major healthcare provider in Healthlandia, so it is critical that we grow our business with them – and position ourselves as their "trusted advisor". I have great confidence in your team and know you will be very successful with this client. I look forward to seeing the strategy that you and your team develops to achieve our desired goals with Mountain View Health Care.

Best wishes,  
 Joe