



# El Camino Health

## Summary of Financial Operations

*Fiscal Year 2022 – Period 1*

*7/1/2021 to 07/31/2021*

# Executive Summary - Overall Commentary for Period 1

- Strong operating / financial results for Period 1 were attributed to the following:
  - Strong volume / patient activity was attributed to the start of the new OB group at our Mountain View Campus, continued rebound in ER volumes and strong procedural volumes
- Total gross charges, a surrogate for volume, were favorable to budget by \$47.9M / 13.4% and \$73.1M / 21.9% higher than the same period last year
- Net patient revenue was favorable to budget by \$9.0M / 9.7% and \$15.9M / 18.5% higher than the same period last year
- Operating expenses were \$2.4M / 2.7% unfavorable to budget, which is primarily attributed to higher than expected volume versus budget and significant number of procedural cases performed in July and increase in ED visits
- Operating margin was favorable to budget by \$6.2M / 115.4% and \$3.4M / 41.5% better than the same period last year
- Operating EBIDA was favorable to budget by \$6.3M / 50.6% and \$4.0M / 27.1% better than the same period last year
- Unfavorable performance in the investment portfolio of (\$4.1M) resulted in Net Income of \$7.3M which is \$5.7M / 43.6% below budget and \$28.4M / 79.4% below the same period last year.

# Operational / Financial Results: Period 1 – July 2021 (as of 7/31/2021)

(\$ thousands)		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's Medians		Performance to 'A1' Medians
									'A1'	'Aa3'	
Activity / Volume	ADC	256	239	17	7.2%	223	32	14.6%	---	---	---
	Total Acute Discharges	1,705	1,598	107	6.7%	1,476	229	15.5%	---	---	---
	Adjusted Discharges	3,428	2,937	491	16.7%	2,843	585	20.6%	---	---	---
	Emergency Room Visits	5,022	4,274	748	17.5%	4,035	987	24.5%	---	---	---
	OP Procedural Cases	12,061	9,873	2,188	22.2%	11,706	355	3.0%	---	---	---
	Gross Charges (\$)	406,295	358,298	47,997	13.4%	333,228	73,067	21.9%	---	---	---
Operations	Total FTEs	2,946	2,988	(42)	(1.4%)	2,689	257	9.6%	---	---	---
	Productive Hrs. / APD	28.3	32.9	(4.6)	(13.9%)	31.1	(2.8)	(8.9%)	---	---	---
	Cost Per CMI Adjusted Discharge	15,593	17,952	(2,359)	(13.1%)	16,425	(832)	(5.1%)	---	---	---
	Net Days in A/R	52.2	49.0	3.2	6.5%	44.1	8.0	18.2%	47.7	47.1	
Financial Performance	Net Patient Revenue (\$)	101,774	92,754	9,020	9.7%	85,868	15,905	18.5%	106,723	257,000	
	Total Operating Revenue (\$)	104,889	96,300	8,589	8.9%	90,535	14,354	15.9%	116,864	314,648	
	<b>Operating Income (\$)</b>	<b>11,498</b>	<b>5,339</b>	<b>6,159</b>	<b>115.4%</b>	<b>8,124</b>	<b>3,374</b>	<b>41.5%</b>	<b>3,948</b>	<b>10,135</b>	
	<b>Operating EBIDA (\$)</b>	<b>18,793</b>	<b>12,475</b>	<b>6,318</b>	<b>50.6%</b>	<b>14,783</b>	<b>4,010</b>	<b>27.1%</b>	<b>11,301</b>	<b>27,969</b>	
	Net Income (\$)	7,399	13,121	(5,721)	(43.6%)	35,842	(28,443)	(79.4%)	8,219	18,726	
	<b>Operating Margin (%)</b>	<b>11.0%</b>	<b>5.5%</b>	<b>5.4%</b>	<b>97.7%</b>	<b>9.0%</b>	<b>2.0%</b>	<b>22.2%</b>	<b>2.9%</b>	<b>3.6%</b>	
	<b>Operating EBIDA (%)</b>	<b>17.9%</b>	<b>13.0%</b>	<b>5.0%</b>	<b>38.3%</b>	<b>16.3%</b>	<b>1.6%</b>	<b>9.7%</b>	<b>9.7%</b>	<b>8.9%</b>	
	DCOH (days)	364	325	39	12.0%	341	22	6.6%	254	264	

Notes:

1. Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2020. Dollar amounts have been adjusted to reflect monthly averages.
2. DCOH total includes cash, short-term and long-term investments.

# Key Statistics: Period 1 and YTD (as of 07/31/2021)

Key Statistics	Month to Date			Variance (%)		Year to Date			Variance (%)	
	PY	CY	Budget	CY vs PY	CY vs Budget	PY	CY	Budget	CY vs PY	CY vs Budget
ADC	223	256	239	14.6%	7.2%	223	256	239	14.6%	7.2%
Utilization MV	58%	68%	63%	17.4%	6.6%	58%	68%	63%	17.4%	6.6%
Utilization LG	31%	32%	29%	2.9%	9.9%	31%	32%	29%	2.9%	9.9%
Utilization Combined	49%	56%	53%	14.6%	7.2%	49%	56%	53%	14.6%	7.2%
Adjusted Discharges	2,843	3,428	2,937	20.6%	16.7%	2,843	3,428	2,937	20.6%	16.7%
Total Discharges (Exc NB)	1,476	1,705	1,598	15.5%	6.7%	1,476	1,705	1,598	15.5%	6.7%
Total Discharges	1,814	2,083	1,968	14.8%	5.9%	1,814	2,083	1,968	14.8%	5.9%
<b>Inpatient Activity</b>										
MS Discharges	971	1,152	1,054	18.6%	9.3%	971	1,152	1,054	18.6%	9.3%
Deliveries	369	414	391	12.2%	5.9%	369	414	391	12.2%	5.9%
BHS	88	95	112	8.0%	(15.3%)	88	95	112	8.0%	(15.3%)
Rehab	46	41	41	(10.9%)	0.0%	46	41	41	(10.9%)	0.0%
<b>Outpatient Activity</b>										
Total Outpatient Cases	14,871	16,307	13,084	9.7%	24.6%	14,871	16,307	13,084	9.7%	24.6%
ED	3,165	4,246	3,211	34.2%	32.2%	3,165	4,246	3,211	34.2%	32.2%
OP Surg	511	625	407	22.3%	53.6%	511	625	407	22.3%	53.6%
Endo	257	268	204	4.3%	31.4%	257	268	204	4.3%	31.4%
Interventional	187	203	172	8.6%	18.0%	187	203	172	8.6%	18.0%
All Other	10,751	10,965	9,090	2.0%	20.6%	10,751	10,965	9,090	2.0%	20.6%
<b>Hospital Payor Mix</b>										
Medicare	47.2%	48.6%	47.5%	3.0%	2.3%	47.2%	48.6%	47.5%	3.0%	2.3%
Medi-Cal	7.3%	7.9%	8.2%	9.1%	(2.8%)	7.3%	7.9%	8.2%	9.1%	(2.8%)
Commercial	43.7%	40.9%	42.3%	-6.3%	(3.4%)	43.7%	40.9%	42.3%	-6.3%	(3.4%)
Other	1.9%	2.6%	2.1%	37.5%	19.0%	1.9%	2.6%	2.1%	37.5%	19.0%

# Income Statement: Rolling 12 Monthly Trend (\$000s)

	FY2021												FY2022	YTD FY2022	Rolling 12 Monthly Average
	Period 2 Aug-20	Period 3 Sep-20	Period 4 Oct-20	Period 5 Nov-20	Period 6 Dec-20	Period 7 Jan-21	Period 8 Feb-21	Period 9 Mar-21	Period 10 Apr-21	Period 11 May-21	Period 12 Jun-21	Period 1 Jul-21			
<b>Operating Revenues:</b>															
Gross Revenue	339,121	357,838	366,453	341,648	367,494	335,788	314,620	387,620	375,480	381,888	408,078	406,295	406,295	365,194	
Deductions from Revenue	(253,449)	(267,829)	(275,898)	(253,051)	(275,206)	(245,993)	(229,347)	(290,449)	(280,577)	(286,346)	(295,840)	(304,521)	(304,521)	(271,542)	
Net Patient Revenue	85,672	90,009	90,554	88,597	92,289	89,795	85,273	97,171	94,903	95,542	112,238	101,774	101,774	93,651	
Other Operating Revenue	4,331	3,996	4,024	3,234	3,079	4,427	3,352	3,537	3,692	5,385	4,706	3,116	3,116	3,907	
<b>Total Operating Revenue</b>	<b>90,003</b>	<b>94,005</b>	<b>94,578</b>	<b>91,831</b>	<b>95,368</b>	<b>94,222</b>	<b>88,625</b>	<b>100,708</b>	<b>98,595</b>	<b>100,927</b>	<b>116,945</b>	<b>104,889</b>	<b>104,889</b>	<b>97,558</b>	
<b>Operating Expenses:</b>															
Salaries, Wages and Benefits	47,739	48,136	49,061	47,222	48,774	53,636	48,592	52,025	50,616	48,138	48,101	53,000	53,000	49,587	
Supplies	16,893	12,798	13,496	13,641	14,519	13,888	13,587	15,421	14,256	15,241	15,156	15,109	15,109	14,500	
Fees & Purchased Services	14,366	14,949	12,982	14,264	14,035	15,825	14,770	15,139	15,761	15,923	19,915	14,390	14,390	15,193	
Other Operating Expenses	3,596	4,498	3,721	3,512	4,100	3,819	1,097	3,536	3,662	3,496	6,002	3,598	3,598	3,720	
Interest	1,431	1,428	1,429	1,428	1,428	1,428	1,392	1,399	1,400	1,400	1,367	1,419	1,419	1,413	
Depreciation	5,328	5,795	5,798	6,068	5,591	5,689	5,903	4,931	5,606	4,808	5,740	5,876	5,876	5,594	
<b>Total Operating Expenses</b>	<b>89,352</b>	<b>87,604</b>	<b>86,487</b>	<b>86,136</b>	<b>88,446</b>	<b>94,284</b>	<b>85,341</b>	<b>92,450</b>	<b>91,301</b>	<b>89,006</b>	<b>96,281</b>	<b>93,391</b>	<b>93,391</b>	<b>90,006</b>	
<b>Operating Margin</b>	<b>651</b>	<b>6,401</b>	<b>8,091</b>	<b>5,695</b>	<b>6,922</b>	<b>(62)</b>	<b>3,285</b>	<b>8,258</b>	<b>7,294</b>	<b>11,921</b>	<b>20,664</b>	<b>11,498</b>	<b>11,498</b>	<b>7,552</b>	
Non-Operating Income	28,642	(9,557)	(27,499)	64,968	57,357	39	14,349	18,965	29,151	16,666	20,041	(4,099)	(4,099)	17,419	
<b>Net Margin</b>	<b>29,293</b>	<b>(3,156)</b>	<b>(19,408)</b>	<b>70,663</b>	<b>64,279</b>	<b>(23)</b>	<b>17,633</b>	<b>27,223</b>	<b>36,445</b>	<b>28,588</b>	<b>40,705</b>	<b>7,399</b>	<b>7,399</b>	<b>24,970</b>	
<b>Operating EBIDA</b>	<b>7,410</b>	<b>13,624</b>	<b>15,318</b>	<b>13,192</b>	<b>13,940</b>	<b>7,055</b>	<b>10,580</b>	<b>14,588</b>	<b>14,301</b>	<b>18,130</b>	<b>27,771</b>	<b>18,793</b>	<b>18,793</b>	<b>14,558</b>	
Operating Margin (%)													11.0%	7.7%	
Operating EBIDA Margin (%)													17.9%	14.9%	

# Financial Overview: Period 1 – July 2022

Period ending 7/31/2021

## Financial Performance

- July operating income was \$11.5M compared to a budget of \$5.3M, resulting in a favorable variance of 6.2M.
- July volumes and revenues continue to be stronger than budget as demonstrated by:
  - Adjusted discharges were favorable to budget by 491 cases / 16.7% and 585 cases / 20.6% above the same period last year
  - Favorable variance of gross charges of \$48.0M was primarily driven by favorable Outpatient activity:
    - Outpatient gross charges: Favorable to budget by \$40.2M / 25.3% variance primarily driven by surgery, cath. lab, emergency services, and corresponding ancillary services
  - Operating Expenses were unfavorable to budget by \$2.4M / 2.7%, due to the high level of patient activity
    - SWB were unfavorable by \$1.6M / 3.1%
    - Supplies were unfavorable by \$1.4M / 10.5%
    - All other discretionary non-volume driven expenses were unfavorable to budget by \$0.6M
    - Additional expenses attributed to Covid-19 were \$519K in July
- Non Operating Income includes:
  - Unfavorable variance in non-operating revenue is primarily due to unrealized losses on investments

# Financial Overview: Period 1 – July 2022 (cont.)

Period ending 7/31/2021

## Financial Performance

### Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 491 ADs / 16.7% and above prior year by 585 ADs / 20.6%:
  - Mountain View: Favorable to budget by 312 ADs / 13.5% and above prior year by 388 ADs/ 17.3%
  - Los Gatos: Favorable to budget by 175 ADs / 28.0% and above prior year by 194 ADs / 32.0%
- Operating Expense Per CMI Adjusted Discharge: \$15,593 which is 13.1% favorable to budget

Note: Excludes depreciation and interest

### El Camino Health Medical Network (ECHMN) Operations:

- July's total visits of 20,084 was down from the prior month's 22,699 visits, driven by a decrease in COVID-19 vaccination visits (298 in July vs. 2,421 in June)
- July's total visits were unfavorable to budget by 7%, but 2% above July 2020
- July's Net Income was favorable to budget by 42K and \$290K unfavorable to July 2020

# Financial Overview: Pre-Audit YTD FY2021 (as of 6/30/2021)

## Consolidated Financial Performance

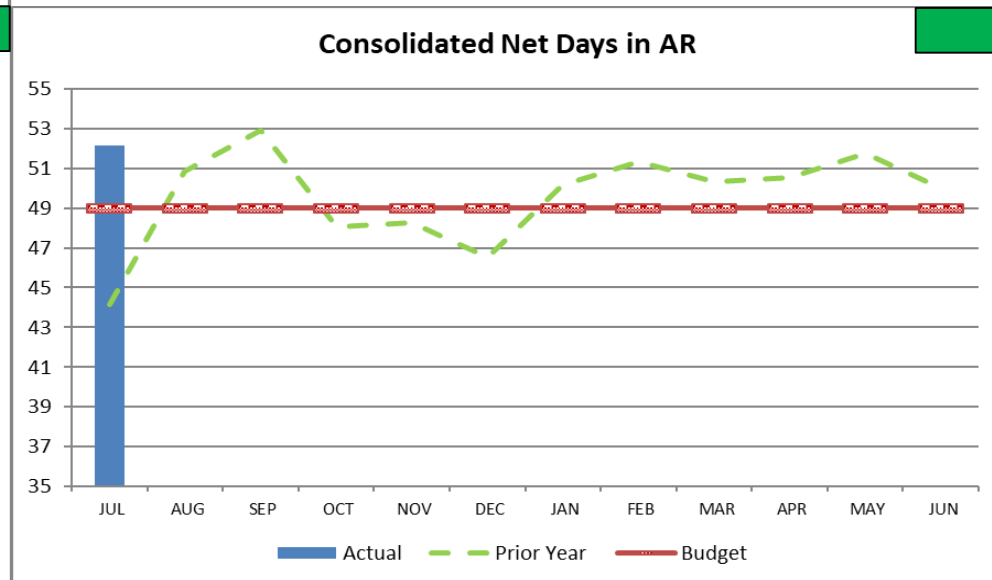
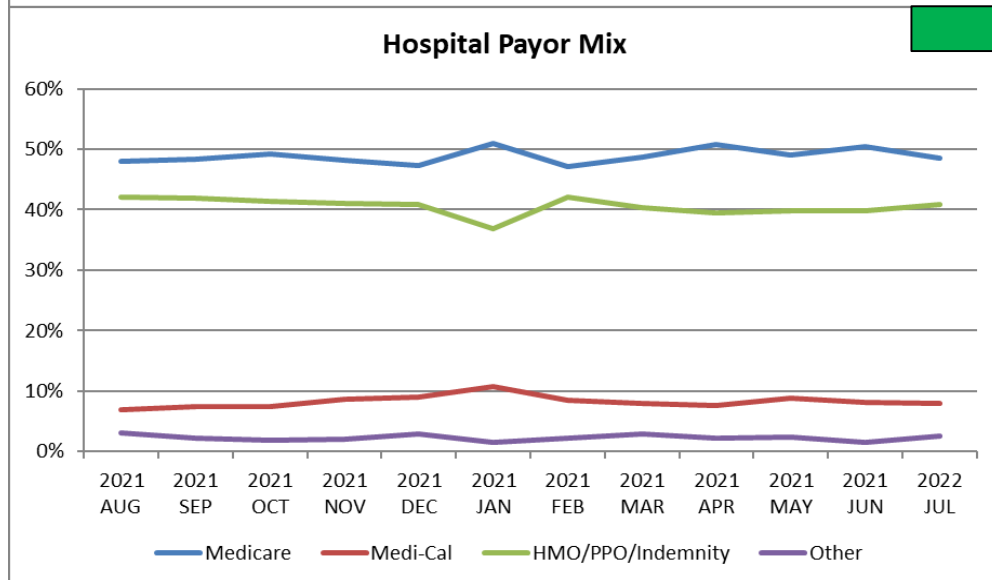
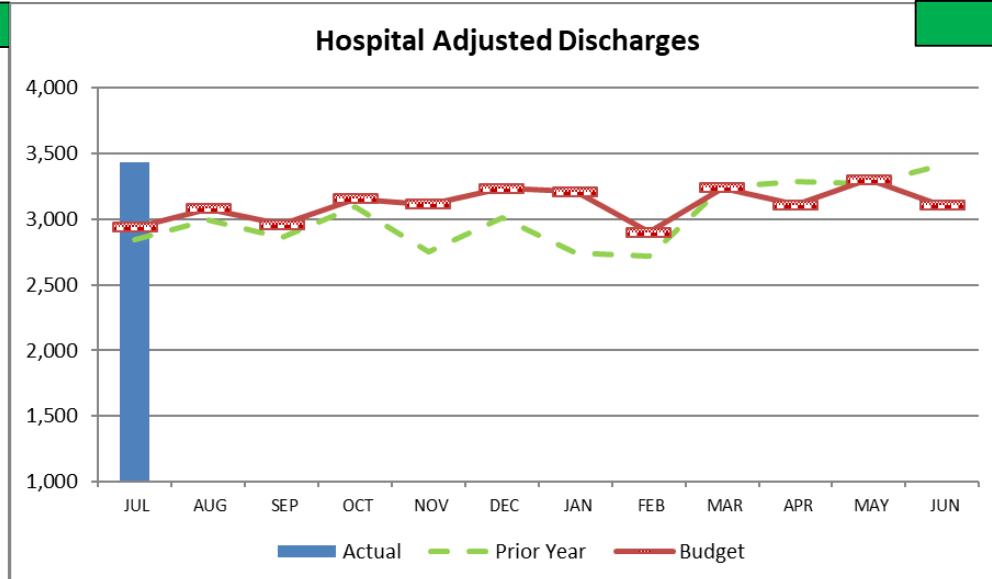
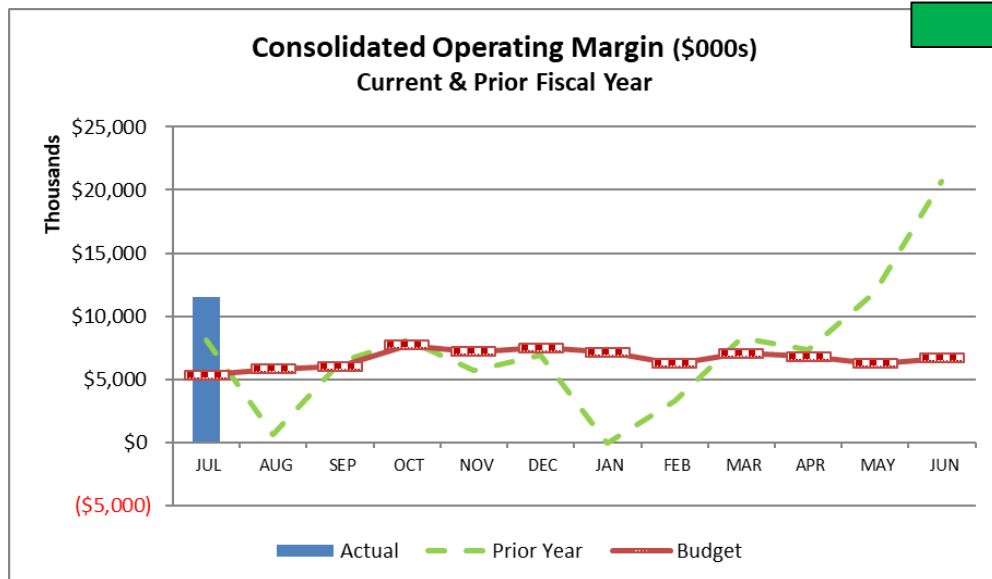
- Pre-Audit YTD FY2021 operating margin of \$87.2M compared to the budget of -\$23.7M
- Year-over-year operating margin is \$30.2M higher than the same period last year, which is primarily due to the initial significant Covid-19 impact in FY2020 and management's initiatives to manage expenses and ensure the organization was prepared to accommodate volume as Covid-19 restrictions were relaxed after the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> waves of the pandemic.
- Strong volume recovery from the first waves of Covid-19, continues to be the primary driver of favorable performance to budget
  - Adjusted discharges are 4,070 /12.7% favorable to budget and 900 / 2.5% higher than the same period last year
- Operating expenses are \$97.4M / 10.0% unfavorable to budget
  - Unfavorability driven by higher than budgeted volumes and expenses associated with Covid-19 pandemic
  - Operating expense per CMI adjusted discharge: \$16,815 which is 7.6% favorable to budget. This demonstrates consistent management of variable expenses

Note: Excludes depreciation and interest expense



# APPENDIX

# YTD FY2022 Financial KPIs – Monthly Trends



# Investment Scorecard (as of 6/30/2021)

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY21 Budget	Expectation Per Asset Allocation
<b>Investment Performance</b>		<b>CY 2Q 2021 / FY 4Q 2021</b>		<b>Fiscal Year-to-Date 2021</b>		<b>8y 8m Since Inception (annualized)</b>		<b>FY 2021</b>	<b>2019</b>
Surplus cash balance*		\$1,453.0	--	--	--	--	--	--	--
Surplus cash return		3.7%	3.7%	19.4%	18.5%	6.9%	6.7%	4.0%	5.6%
Cash balance plan balance (millions)		\$358.9	--	--	--	--	--	--	--
Cash balance plan return		4.5%	4.3%	25.2%	22.3%	9.2%	8.3%	6.0%	6.0%
403(b) plan balance (millions)		\$731.5	--	--	--	--	--	--	--
<b>Risk vs. Return</b>		<b>3-year</b>		<b>8y 8m Since Inception (annualized)</b>					<b>2019</b>
Surplus cash Sharpe ratio		0.88	0.92	--	--	0.99	1.00	--	0.34
Net of fee return		9.3%	9.2%	--	--	6.9%	6.7%	--	5.6%
Standard deviation		8.8%	8.4%	--	--	6.2%	6.0%	--	8.7%
Cash balance Sharpe ratio		0.88	0.90	--	--	1.06	1.03	--	0.32
Net of fee return		11.3%	10.4%	--	--	9.2%	8.3%	--	6.0%
Standard deviation		11.2%	10.1%	--	--	7.9%	7.3%	--	10.3%
<b>Asset Allocation</b>		<b>CY 2Q 2021 / FY 4Q 2021</b>							
Surplus cash absolute variances to target		5.6%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target		4.7%	< 10% Green < 20% Yellow	--	--	--	--	--	--
<b>Manager Compliance</b>		<b>CY 2Q 2021 / FY 4Q 2021</b>							
Surplus cash manager flags		22	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags		24	< 27 Green < 34 Yellow	--	--	--	--	--	--

\*Excludes debt reserve funds (~\$6 mm), District assets (~\$42 mm), and balance sheet cash not in investable portfolio (~\$160 mm). Includes Foundation (~\$42 mm) and Concern (~\$15 mm) assets.

# Period 1 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 7/31/2021)

(\$000s)

	Period 1- Month			Period 1- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>El Camino Hospital Operating Margin</b>						
Mountain View	12,066	5,340	6,726	12,066	5,340	6,726
Los Gatos	1,997	2,787	(790)	1,997	2,787	(790)
<b>Sub Total - El Camino Hospital, excl. Affiliates</b>	<b>14,064</b>	<b>8,127</b>	<b>5,937</b>	<b>14,064</b>	<b>8,127</b>	<b>5,937</b>
<b>Operating Margin %</b>	<b>14.1%</b>	<b>8.9%</b>		<b>14.1%</b>	<b>8.9%</b>	
<b>El Camino Hospital Non Operating Income</b>						
<b>Sub Total - Non Operating Income</b>	<b>(4,271)</b>	<b>7,546</b>	<b>(11,818)</b>	<b>(4,271)</b>	<b>7,546</b>	<b>(11,818)</b>
<b>El Camino Hospital Net Margin</b>	<b>9,792</b>	<b>15,673</b>	<b>(5,881)</b>	<b>9,792</b>	<b>15,673</b>	<b>(5,881)</b>
<b>ECH Net Margin %</b>	<b>9.8%</b>	<b>17.2%</b>		<b>9.8%</b>	<b>17.2%</b>	
Concern	316	16	300	316	16	300
ECSC	0	0	0	0	0	0
Foundation	(151)	31	(182)	(151)	31	(182)
El Camino Health Medical Network	(2,558)	(2,600)	42	(2,558)	(2,600)	42
<b>Net Margin Hospital Affiliates</b>	<b>(2,393)</b>	<b>(2,553)</b>	<b>160</b>	<b>(2,393)</b>	<b>(2,553)</b>	<b>160</b>
<b>Total Net Margin Hospital &amp; Affiliates</b>	<b>7,399</b>	<b>13,121</b>	<b>(5,721)</b>	<b>7,399</b>	<b>13,121</b>	<b>(5,721)</b>

# Consolidated Balance Sheet (as of 07/31/2021)

(\$000s)

ASSETS	UnAudited		LIABILITIES AND FUND BALANCE	UnAudited	
	July 31, 2021	June 30, 2021		July 31, 2021	June 30, 2021
<b>CURRENT ASSETS</b>			<b>CURRENT LIABILITIES</b>		
Cash	119,139	151,641	Accounts Payable	32,571	39,762
Short Term Investments	279,531	284,262	Salaries and Related Liabilities	33,636	50,039
Patient Accounts Receivable, net	175,510	166,283	Accrued PTO	33,558	33,197
Other Accounts and Notes Receivable	2,965	9,540	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	13,401	15,116	Third Party Settlements	13,021	12,990
Inventories and Prepaids	26,195	23,079	Intercompany Payables	12,705	14,704
<b>Total Current Assets</b>	<b>616,742</b>	<b>649,921</b>	Malpractice Reserves	1,670	1,670
			Bonds Payable - Current	9,430	9,430
<b>BOARD DESIGNATED ASSETS</b>			Bond Interest Payable	3,282	8,293
Foundation Board Designated	21,257	20,932	Other Liabilities	15,812	16,953
Plant & Equipment Fund	262,971	258,191	<b>Total Current Liabilities</b>	<b>157,986</b>	<b>189,338</b>
Women's Hospital Expansion	30,401	30,401			
Operational Reserve Fund	123,838	123,838	<b>LONG TERM LIABILITIES</b>		
Community Benefit Fund	16,141	18,412	Post Retirement Benefits	30,749	30,658
Workers Compensation Reserve Fund	17,002	16,482	Worker's Comp Reserve	17,002	17,002
Postretirement Health/Life Reserve Fund	30,749	30,658	Other L/T Obligation (Asbestos)	6,176	6,227
PTO Liability Fund	32,878	32,498	Bond Payable	483,661	479,621
Malpractice Reserve Fund	1,984	1,977	<b>Total Long Term Liabilities</b>	<b>537,587</b>	<b>533,509</b>
Catastrophic Reserves Fund	25,061	24,874			
<b>Total Board Designated Assets</b>	<b>562,283</b>	<b>558,264</b>	<b>DEFERRED REVENUE-UNRESTRICTED</b>	<b>63,673</b>	<b>67,576</b>
			<b>DEFERRED INFLOW OF RESOURCES</b>	<b>28,009</b>	<b>28,009</b>
<b>FUNDS HELD BY TRUSTEE</b>	<b>8,973</b>	<b>5,694</b>	<b>FUND BALANCE/CAPITAL ACCOUNTS</b>		
			Unrestricted	2,102,967	2,097,010
<b>LONG TERM INVESTMENTS</b>	<b>602,787</b>	<b>603,211</b>	Board Designated	191,465	193,782
<b>CHARITABLE GIFT ANNUITY INVESTMENTS</b>	<b>734</b>	<b>728</b>	Restricted	31,215	31,082
<b>INVESTMENTS IN AFFILIATES</b>	<b>34,346</b>	<b>34,170</b>	<b>Total Fund Bal &amp; Capital Accts</b>	<b>2,325,647</b>	<b>2,321,874</b>
<b>PROPERTY AND EQUIPMENT</b>			<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>3,112,901</b>	<b>3,140,306</b>
Fixed Assets at Cost	1,804,877	1,799,463			
Less: Accumulated Depreciation	(748,797)	(742,921)			
Construction in Progress	94,305	94,236			
<b>Property, Plant &amp; Equipment - Net</b>	<b>1,150,385</b>	<b>1,150,778</b>			
<b>DEFERRED OUTFLOWS</b>	<b>21,394</b>	<b>21,444</b>			
<b>RESTRICTED ASSETS</b>	<b>29,250</b>	<b>29,332</b>			
<b>OTHER ASSETS</b>	<b>86,008</b>	<b>86,764</b>			
<b>TOTAL ASSETS</b>	<b>3,112,901</b>	<b>3,140,306</b>			

# Consolidated Statement of Operations (\$000s)

Period 1 ending 07/31/2021

Period 1 FY 2021	Period 1 FY 2022	Period 1 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
333,228	406,295	358,298	47,997	13.4%	<b>Gross Revenue</b>	333,228	406,295	358,298	47,997	13.4%
(247,360)	(304,521)	(265,544)	(38,977)	(14.7%)	<b>Deductions</b>	(247,360)	(304,521)	(265,544)	(38,977)	(14.7%)
<b>85,868</b>	<b>101,774</b>	<b>92,754</b>	<b>9,020</b>	<b>9.7%</b>	<b>Net Patient Revenue</b>	<b>85,868</b>	<b>101,774</b>	<b>92,754</b>	<b>9,020</b>	<b>9.7%</b>
4,667	3,116	3,546	(430)	(12.1%)	<b>Other Operating Revenue</b>	4,667	3,116	3,546	(430)	(12.1%)
<b>90,535</b>	<b>104,889</b>	<b>96,300</b>	<b>8,589</b>	<b>8.9%</b>	<b>Total Operating Revenues</b>	<b>90,535</b>	<b>104,889</b>	<b>96,300</b>	<b>8,589</b>	<b>8.9%</b>
					<b>OPERATING EXPENSE</b>					
46,431	53,000	51,391	(1,608)	(3.1%)	<b>Salaries &amp; Wages</b>	46,431	53,000	51,391	(1,608)	(3.1%)
12,820	15,109	13,679	(1,430)	(10.5%)	<b>Supplies</b>	12,820	15,109	13,679	(1,430)	(10.5%)
12,918	14,390	14,611	221	1.5%	<b>Fees &amp; Purchased Services</b>	12,918	14,390	14,611	221	1.5%
3,583	3,598	4,144	546	13.2%	<b>Other Operating Expense</b>	3,583	3,598	4,144	546	13.2%
1,428	1,419	1,398	(20)	(1.5%)	<b>Interest</b>	1,428	1,419	1,398	(20)	(1.5%)
5,231	5,876	5,738	(139)	(2.4%)	<b>Depreciation</b>	5,231	5,876	5,738	(139)	(2.4%)
<b>82,411</b>	<b>93,391</b>	<b>90,961</b>	<b>(2,430)</b>	<b>(2.7%)</b>	<b>Total Operating Expenses</b>	<b>82,411</b>	<b>93,391</b>	<b>90,961</b>	<b>(2,430)</b>	<b>(2.7%)</b>
<b>8,124</b>	<b>11,498</b>	<b>5,339</b>	<b>6,159</b>	<b>115.4%</b>	<b>Net Operating Margin</b>	<b>8,124</b>	<b>11,498</b>	<b>5,339</b>	<b>6,159</b>	<b>115.4%</b>
					<b>Non Operating Income</b>					
27,718	(4,099)	7,782	(11,880)	(152.7%)	<b>Net Margin</b>	27,718	(4,099)	7,782	(11,880)	(152.7%)
<b>35,842</b>	<b>7,399</b>	<b>13,121</b>	<b>(5,721)</b>	<b>(43.6%)</b>	<b>Operating EBIDA</b>	<b>35,842</b>	<b>7,399</b>	<b>13,121</b>	<b>(5,721)</b>	<b>(43.6%)</b>
<b>14,783</b>	<b>18,793</b>	<b>12,475</b>	<b>6,318</b>	<b>50.6%</b>		<b>14,783</b>	<b>18,793</b>	<b>12,475</b>	<b>6,318</b>	<b>50.6%</b>
					<b>Operating EBIDA Margin</b>					
16.3%	17.9%	13.0%	5.0%		<b>Operating Margin</b>	16.3%	17.9%	13.0%	5.0%	
9.0%	11.0%	5.5%	5.4%		<b>Net Margin</b>	9.0%	11.0%	5.5%	5.4%	
39.6%	7.1%	13.6%	(6.6%)			39.6%	7.1%	13.6%	(6.6%)	

# El Camino Hospital – Mountain View

## Statement of Operations (\$000s)

Period 1 ending 07/31/2021

Period 1 FY 2021	Period 1 FY 2022	Period 1 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
<b>OPERATING REVENUES</b>										
259,430	304,128	278,763	25,365	9.1%	<b>Gross Revenue</b>	259,430	304,128	278,763	25,365	9.1%
(190,238)	(224,583)	(207,854)	(16,729)	(8.0%)	<b>Deductions</b>	(190,238)	(224,583)	(207,854)	(16,729)	(8.0%)
<b>69,192</b>	<b>79,545</b>	<b>70,909</b>	<b>8,636</b>	<b>12.2%</b>	<b>Net Patient Revenue</b>	<b>69,192</b>	<b>79,545</b>	<b>70,909</b>	<b>8,636</b>	<b>12.2%</b>
1,562	1,092	1,480	(388)	(26.2%)	<b>Other Operating Revenue</b>	1,562	1,092	1,480	(388)	(26.2%)
<b>70,754</b>	<b>80,637</b>	<b>72,389</b>	<b>8,248</b>	<b>11.4%</b>	<b>Total Operating Revenues</b>	<b>70,754</b>	<b>80,637</b>	<b>72,389</b>	<b>8,248</b>	<b>11.4%</b>
<b>OPERATING EXPENSES</b>										
36,475	41,961	40,617	(1,343)	(3.3%)	<b>Salaries &amp; Wages</b>	36,475	41,961	40,617	(1,343)	(3.3%)
10,552	11,347	10,445	(902)	(8.6%)	<b>Supplies</b>	10,552	11,347	10,445	(902)	(8.6%)
6,194	6,985	7,290	305	4.2%	<b>Fees &amp; Purchased Services</b>	6,194	6,985	7,290	305	4.2%
2,553	2,266	2,763	496	18.0%	<b>Other Operating Expense</b>	2,553	2,266	2,763	496	18.0%
1,428	1,419	1,398	(20)	(1.5%)	<b>Interest</b>	1,428	1,419	1,398	(20)	(1.5%)
4,256	4,593	4,536	(57)	(1.3%)	<b>Depreciation</b>	4,256	4,593	4,536	(57)	(1.3%)
<b>61,458</b>	<b>68,571</b>	<b>67,049</b>	<b>(1,522)</b>	<b>(2.3%)</b>	<b>Total Operating Expenses</b>	<b>61,458</b>	<b>68,571</b>	<b>67,049</b>	<b>(1,522)</b>	<b>(2.3%)</b>
<b>9,296</b>	<b>12,066</b>	<b>5,340</b>	<b>6,726</b>	<b>126.0%</b>	<b>Net Operating Margin</b>	<b>9,296</b>	<b>12,066</b>	<b>5,340</b>	<b>6,726</b>	<b>126.0%</b>
26,446	(4,271)	7,546	(11,818)	(156.6%)	<b>Non Operating Income</b>	26,446	(4,271)	7,546	(11,818)	(156.6%)
<b>35,743</b>	<b>7,795</b>	<b>12,886</b>	<b>(5,091)</b>	<b>(39.5%)</b>	<b>Net Margin</b>	<b>35,743</b>	<b>7,795</b>	<b>12,886</b>	<b>(5,091)</b>	<b>(39.5%)</b>
<b>14,981</b>	<b>18,078</b>	<b>11,274</b>	<b>6,804</b>	<b>60.4%</b>	<b>Operating EBIDA</b>	<b>14,981</b>	<b>18,078</b>	<b>11,274</b>	<b>6,804</b>	<b>60.4%</b>
<b>Operating EBIDA Margin</b>										
21.2%	22.4%	15.6%	6.8%			21.2%	22.4%	15.6%	6.8%	
<b>Operating Margin</b>										
13.1%	15.0%	7.4%	7.6%			13.1%	15.0%	7.4%	7.6%	
<b>Net Margin</b>										
50.5%	9.7%	17.8%	(8.1%)			50.5%	9.7%	17.8%	(8.1%)	

# El Camino Hospital – Los Gatos

## Statement of Operations (\$000s)

Period 1 ending 07/31/2021

Period 1 FY 2021	Period 1 FY 2022	Period 1 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
<b>OPERATING REVENUE</b>										
65,855	92,802	70,535	22,267	31.6%	<b>Gross Revenue</b>	65,855	92,802	70,535	22,267	31.6%
(51,528)	(73,645)	(52,068)	(21,577)	(41.4%)	<b>Deductions</b>	(51,528)	(73,645)	(52,068)	(21,577)	(41.4%)
<b>14,327</b>	<b>19,157</b>	<b>18,467</b>	<b>690</b>	<b>3.7%</b>	<b>Net Patient Revenue</b>	<b>14,327</b>	<b>19,157</b>	<b>18,467</b>	<b>690</b>	<b>3.7%</b>
405	266	267	(1)	(0.3%)	<b>Other Operating Revenue</b>	405	266	267	(1)	(0.3%)
<b>14,732</b>	<b>19,423</b>	<b>18,734</b>	<b>689</b>	<b>3.7%</b>	<b>Total Operating Revenue</b>	<b>14,732</b>	<b>19,423</b>	<b>18,734</b>	<b>689</b>	<b>3.7%</b>
<b>OPERATING EXPENSE</b>										
7,886	9,172	8,479	(694)	(8.2%)	<b>Salaries &amp; Wages</b>	7,886	9,172	8,479	(694)	(8.2%)
1,854	3,527	2,939	(588)	(20.0%)	<b>Supplies</b>	1,854	3,527	2,939	(588)	(20.0%)
2,649	3,333	3,179	(154)	(4.8%)	<b>Fees &amp; Purchased Services</b>	2,649	3,333	3,179	(154)	(4.8%)
139	380	406	26	6.4%	<b>Other Operating Expense</b>	139	380	406	26	6.4%
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
822	1,015	945	(70)	(7.4%)	<b>Depreciation</b>	822	1,015	945	(70)	(7.4%)
<b>13,350</b>	<b>17,426</b>	<b>15,947</b>	<b>(1,479)</b>	<b>(9.3%)</b>	<b>Total Operating Expense</b>	<b>13,350</b>	<b>17,426</b>	<b>15,947</b>	<b>(1,479)</b>	<b>(9.3%)</b>
<b>1,382</b>	<b>1,997</b>	<b>2,787</b>	<b>(790)</b>	<b>(28.3%)</b>	<b>Net Operating Margin</b>	<b>1,382</b>	<b>1,997</b>	<b>2,787</b>	<b>(790)</b>	<b>(28.3%)</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	0	0	0	0	0.0%
<b>1,382</b>	<b>1,997</b>	<b>2,787</b>	<b>(790)</b>	<b>(28.3%)</b>	<b>Net Margin</b>	<b>1,382</b>	<b>1,997</b>	<b>2,787</b>	<b>(790)</b>	<b>(28.3%)</b>
<b>2,204</b>	<b>3,012</b>	<b>3,732</b>	<b>(720)</b>	<b>(19.3%)</b>	<b>Operating EBIDA</b>	<b>2,204</b>	<b>3,012</b>	<b>3,732</b>	<b>(720)</b>	<b>(19.3%)</b>
15.0%	15.5%	19.9%	(4.4%)		<b>Operating EBIDA Margin</b>	15.0%	15.5%	19.9%	(4.4%)	
9.4%	10.3%	14.9%	(4.6%)		<b>Operating Margin</b>	9.4%	10.3%	14.9%	(4.6%)	
9.4%	10.3%	14.9%	(4.6%)		<b>Net Margin</b>	9.4%	10.3%	14.9%	(4.6%)	



# El Camino Health Medical Network

## Statement of Operations (\$000s)

Period 1 ending 07/31/2021

Period 1 FY 2021	Period 1 FY 2022	Period 1 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
<b>OPERATING REVENUES</b>										
7,944	9,365	9,001	364	4.0%	<b>Gross Revenue</b>	7,944	9,365	9,001	364	4.0%
(5,594)	(6,294)	(5,623)	(671)	(11.9%)	<b>Deductions</b>	(5,594)	(6,294)	(5,623)	(671)	(11.9%)
<b>2,350</b>	<b>3,071</b>	<b>3,378</b>	<b>(307)</b>	<b>(9.1%)</b>	<b>Net Patient Revenue</b>	<b>2,350</b>	<b>3,071</b>	<b>3,378</b>	<b>(307)</b>	<b>(9.1%)</b>
1,976	872	999	(127)	(12.7%)	<b>Other Operating Revenue</b>	1,976	872	999	(127)	(12.7%)
<b>4,326</b>	<b>3,943</b>	<b>4,377</b>	<b>(434)</b>	<b>(9.9%)</b>	<b>Total Operating Revenues</b>	<b>4,326</b>	<b>3,943</b>	<b>4,377</b>	<b>(434)</b>	<b>(9.9%)</b>
<b>OPERATING EXPENSES</b>										
1,618	1,463	1,818	355	19.5%	<b>Salaries &amp; Wages</b>	1,618	1,463	1,818	355	19.5%
352	218	285	66	23.3%	<b>Supplies</b>	352	218	285	66	23.3%
3,674	3,682	3,707	25	0.7%	<b>Fees &amp; Purchased Services</b>	3,674	3,682	3,707	25	0.7%
808	883	926	43	4.7%	<b>Other Operating Expense</b>	808	883	926	43	4.7%
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
140	255	241	(14)	(6.0%)	<b>Depreciation</b>	140	255	241	(14)	(6.0%)
<b>6,592</b>	<b>6,502</b>	<b>6,977</b>	<b>475</b>	<b>6.8%</b>	<b>Total Operating Expenses</b>	<b>6,592</b>	<b>6,502</b>	<b>6,977</b>	<b>475</b>	<b>6.8%</b>
<b>(2,267)</b>	<b>(2,558)</b>	<b>(2,600)</b>	<b>42</b>	<b>(1.6%)</b>	<b>Net Operating Margin</b>	<b>(2,267)</b>	<b>(2,558)</b>	<b>(2,600)</b>	<b>42</b>	<b>(1.6%)</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	0	0	0	0	0.0%
<b>(2,267)</b>	<b>(2,558)</b>	<b>(2,600)</b>	<b>42</b>	<b>(1.6%)</b>	<b>Net Margin</b>	<b>(2,267)</b>	<b>(2,558)</b>	<b>(2,600)</b>	<b>42</b>	<b>(1.6%)</b>
<b>(2,126)</b>	<b>(2,303)</b>	<b>(2,359)</b>	<b>56</b>	<b>(2.4%)</b>	<b>Operating EBIDA</b>	<b>(2,126)</b>	<b>(2,303)</b>	<b>(2,359)</b>	<b>56</b>	<b>(2.4%)</b>
<b>-49.2%</b>	<b>-58.4%</b>	<b>-53.9%</b>	<b>(4.5%)</b>		<b>Operating EBIDA Margin</b>	<b>-49.2%</b>	<b>-58.4%</b>	<b>-53.9%</b>	<b>(4.5%)</b>	
<b>-52.4%</b>	<b>-64.9%</b>	<b>-59.4%</b>	<b>(5.5%)</b>		<b>Operating Margin</b>	<b>-52.4%</b>	<b>-64.9%</b>	<b>-59.4%</b>	<b>(5.5%)</b>	
<b>-52.4%</b>	<b>-64.9%</b>	<b>-59.4%</b>	<b>(5.5%)</b>		<b>Net Margin</b>	<b>-52.4%</b>	<b>-64.9%</b>	<b>-59.4%</b>	<b>(5.5%)</b>	