



El Camino Health

Summary of Financial Operations

Fiscal Year 2022 – Period 6

7/1/2021 to 12/31/2021

Executive Summary - Overall Commentary for Period 6

- Continued strong financial results for Period 6 driven by:
 - Outpatient procedural activity and growth in emergency department visits
 - When adjusted for volume increase, costs are being managed effectively
 - Year-over-year improvement in commercial payor mix from 40.8% to 43.7%
- Total gross charges, a surrogate for volume, were favorable to budget by \$41.2M / 10.5% and \$65.5M / 17.8% higher than the same period last year.
 - Favorable outpatient charges of \$45.9M were partially offset by a marginally unfavorable charge variance for inpatient services -\$5.3M.
- Net patient revenue was favorable to budget by \$15.5M / 15.8%% and \$20.7M / 22.5% higher than the same period last year due to continued strong growth and stable payor mix.
- Operating margin was favorable to budget by \$10.5M / 141.0% and \$11.1M / 160.3% better than the same period last year.
- Operating EBIDA was favorable to budget by \$11.2M / 77.2% and \$11.7M / 83.7% better than the same period last year.
- Net days in A/R decreased from 58.8 to 50.1 days, this is attributed to the anticipated payment of aged claims by a large commercial payor.
- Unrealized gains on our investments of \$16.1M contributed to Net Income of \$35.6M which is \$19.8M / 125.0 % favorable to budget and \$28.7M / (44.6%) lower than prior year.

Operational / Financial Results: Period 6 – December 2022 (as of 12/31/2021)

(\$ thousands)		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's	S&P	Performance to Rating Agency Medians
									'A1'	'AA'	
Activity / Volume	ADC	255	266	(10)	-3.9%	245	10	4.1%	---	---	---
	Total Acute Discharges	1,744	1,788	(44)	-2.4%	1,595	149	9.3%	---	---	---
	Adjusted Discharges	3,576	3,232	344	10.6%	3,010	566	18.8%	---	---	---
	Emergency Room Visits	6,281	4,638	1,643	35.4%	5,065	1,216	24.0%	---	---	---
	OP Procedural Cases	13,706	9,872	3,834	38.8%	14,538	(832)	(5.7%)	---	---	---
	Gross Charges (\$)	433,046	391,856	41,190	10.5%	367,494	65,552	17.8%	---	---	---
Operations	Total FTEs	3,061	3,052	9	0.3%	2,873	188	6.5%	---	---	---
	Productive Hrs. / APD	28.7	31.3	(2.6)	(8.4%)	30.0	(1.3)	(4.4%)	---	---	---
	Cost Per CMI AD	16,698	17,952	(1,254)	(7.0%)	16,257	440	2.7%	---	---	---
	Net Days in A/R	50.1	49.0	1.1	2.3%	46.5	3.6	7.7%	47.7	49.7	---
Financial Performance	Net Patient Revenue (\$)	113,033	97,572	15,461	15.8%	92,289	20,744	22.5%	138,547	82,105	---
	Total Operating Revenue (\$)	116,681	101,673	15,008	14.8%	95,368	21,313	22.3%	152,743	109,602	---
	Operating Margin (\$)	18,016	7,475	10,541	141.0%	6,922	11,094	160.3%	1,915	3,836	---
	Operating EBIDA (\$)	25,608	14,452	11,156	77.2%	13,940	11,668	83.7%	11,188	10,741	---
	Net Income (\$)	35,596	15,818	19,778	125.0%	64,279	(28,682)	(44.6%)	8,124	7,343	---
	Operating Margin (%)	15.4%	7.4%	8.1%	110.0%	7.3%	8.2%	112.7%	1.9%	3.5%	---
	Operating EBIDA (%)	21.9%	14.2%	7.7%	54.4%	14.6%	7.3%	50.1%	8.3%	9.8%	---
	DCOH (days)	335	325	10	3.2%	377	(42)	(11.1%)	306	355	---

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2021. Dollar amounts have been adjusted to reflect monthly averages.

S&P Medians: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; August 30, 2021. Dollar amounts have been adjusted to reflect monthly averages.

DCOH total includes cash, short-term and long-term investments.

Operational / Financial Results: YTD FY2022 (as of 12/31/2021)

(\$ thousands)		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's	S&P	Performance to Rating Agency Medians
									'A1'	'AA'	
Activity / Volume	ADC	265	248	17	6.9%	240	25	10.5%	---	---	---
	Total Acute Discharges	10,492	9,951	541	5.4%	9,330	1,162	12.5%	---	---	---
	Adjusted Discharges	20,713	18,472	2,240	12.1%	17,547	3,166	18.0%	---	---	---
	Emergency Room Visits	33,367	25,438	7,929	31.2%	25,122	8,245	32.8%	---	---	---
	OP Procedural Cases	77,443	61,448	15,995	26.0%	77,134	309	0.4%	---	---	---
	Gross Charges (\$)	2,511,327	2,251,434	259,893	11.5%	2,105,782	405,545	19.3%	---	---	---
Operations	Total FTEs	3,017	3,049	(32)	(1.0%)	2,788	229	8.2%	---	---	---
	Productive Hrs. / APD	28.6	31.9	(3.3)	(10.2%)	30.9	(2.2)	(7.2%)	---	---	---
	Cost Per CMI AD	16,291	17,952	(1,661)	(9.3%)	16,875	(584)	(3.5%)	---	---	---
	Net Days in A/R	50.1	49.0	1.1	2.3%	46.5	3.6	7.7%	47.7	49.7	---
Financial Performance	Net Patient Revenue (\$)	637,954	570,042	67,913	11.9%	532,989	104,966	19.7%	831,284	492,628	---
	Total Operating Revenue (\$)	660,049	592,476	67,573	11.4%	556,320	103,730	18.6%	911,456	657,613	---
	Operating Margin (\$)	88,387	39,552	48,835	123.5%	35,884	52,503	146.3%	11,489	23,016	---
	Operating EBIDA (\$)	133,095	81,886	51,209	62.5%	78,266	54,829	70.1%	67,130	64,446	---
	Net Income (\$)	100,940	85,869	15,071	17.6%	177,512	(76,572)	(43.1%)	48,747	44,060	---
	Operating Margin (%)	13.4%	6.7%	6.7%	100.6%	6.5%	6.9%	107.6%	1.9%	3.5%	---
	Operating EBIDA (%)	20.2%	13.8%	6.3%	45.9%	14.1%	6.1%	43.3%	8.3%	9.8%	---
	DCOH (days)	335	325	10	3.2%	377	(42)	(11.1%)	306	355	---

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2021.

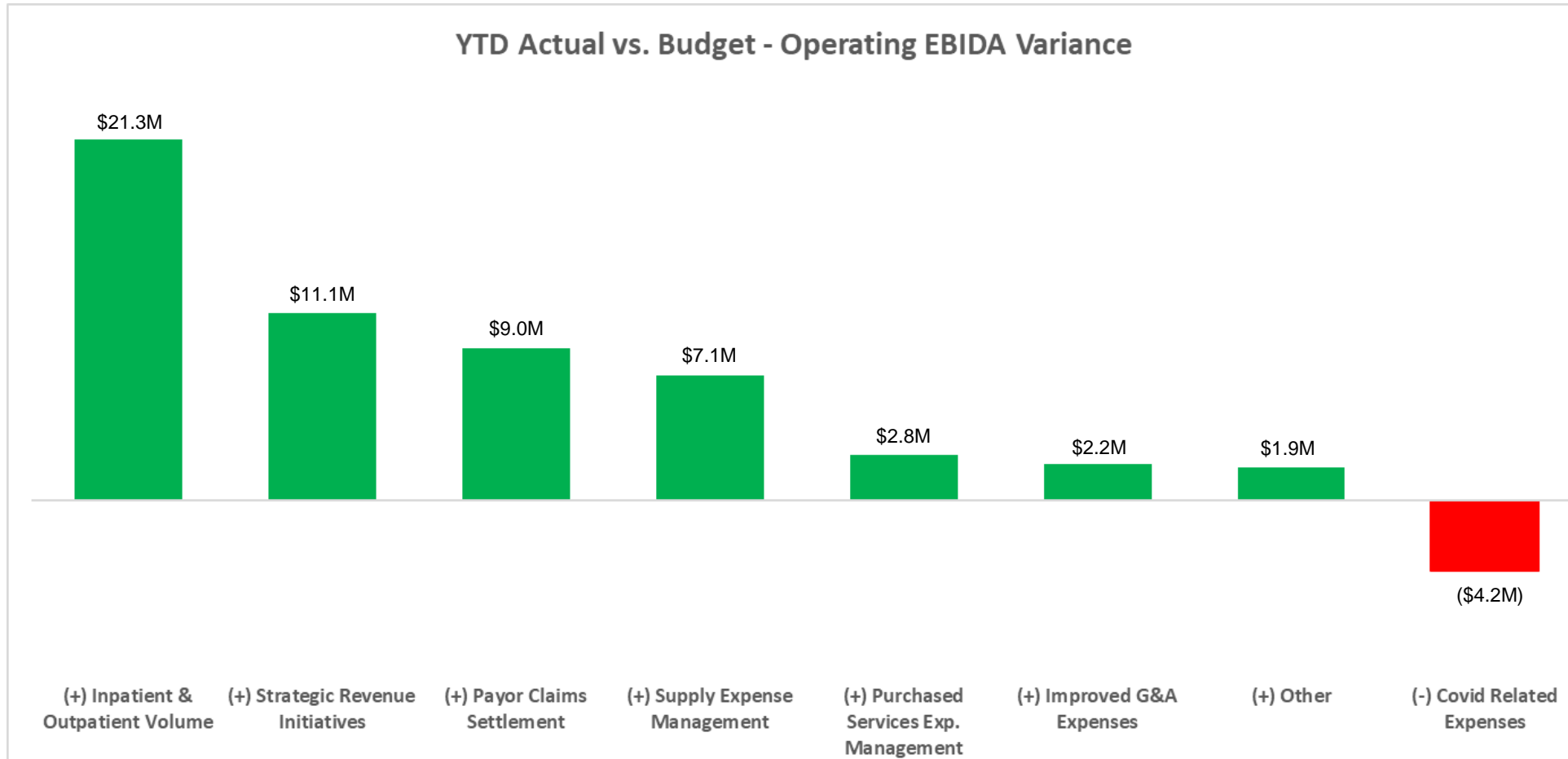
S&P Medians: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; August 30, 2021

DCOH total includes cash, short-term and long-term investments.

Key Statistics: Period 6 and YTD (as of 12/31/2021)

Key Metrics	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	245	255	266	4.1%	(3.9%)		240	265	248	10.5%	6.9%
Utilization MV	64%	68%	70%	6.4%	(3.3%)		62%	70%	66%	12.8%	7.2%
Utilization LG	33%	31%	33%	(5.6%)	(6.7%)		32%	32%	31%	0.9%	5.5%
Utilization Combined	54%	56%	59%	4.1%	(3.9%)		53%	58%	55%	10.5%	6.9%
Adjusted Discharges	3,010	3,576	3,232	18.8%	10.6%		17,547	20,713	18,472	18.0%	12.1%
Total Discharges (Exc NB)	1,595	1,744	1,788	9.3%	(2.4%)		9,330	10,492	9,951	12.5%	5.4%
Total Discharges	1,866	2,145	2,187	15.0%	(1.9%)		11,341	12,944	12,273	14.1%	5.5%
Inpatient Case Activity											
MS Discharges	1,134	1,163	1,196	2.6%	-2.7%		6,305	6,946	6,534	10.2%	6.3%
Deliveries	291	426	418	46.4%	1.9%		2,139	2,633	2,449	23.1%	7.5%
BHS	124	125	128	0.8%	(2.3%)		610	684	706	12.1%	(3.2%)
Rehab	47	32	46	(31.9%)	(30.4%)		281	220	261	(21.7%)	(15.7%)
Outpatient Case Activity											
Total Outpatient Cases	17,681	18,342	13,317	3.7%	37.7%		95,631	103,175	80,402	7.9%	28.3%
ED	3,143	4,636	3,445	47.5%	34.6%		18,497	25,732	18,954	39.1%	35.8%
OP Surg	563	646	495	14.7%	30.4%		3,177	3,555	2,739	11.9%	29.8%
Endo	194	231	234	19.1%	(1.3%)		1,354	1,408	1,281	4.0%	9.9%
Interventional	168	209	151	24.4%	38.4%		1,045	1,162	1,037	11.2%	12.1%
All Other	13,613	12,620	8,992	(7.3%)	40.4%		71,558	71,318	56,391	-0.3%	26.5%
Hospital Payor Mix											
Medicare	47.3%	46.9%	47.2%	(0.8%)	(0.6%)		48.1%	47.0%	47.5%	(2.1%)	(0.9%)
Medi-Cal	9.0%	7.4%	8.3%	-18.3%	(12.3%)		7.8%	8.1%	7.9%	4.1%	3.3%
Commercial	40.8%	43.7%	42.4%	7.0%	2.9%		41.8%	42.7%	42.6%	2.2%	0.3%
Other	2.9%	2.1%	2.1%	(28.0%)	(3.3%)		2.3%	2.1%	2.1%	(8.2%)	1.8%

Operational Factors Driving YTD Operating EBIDA Variance vs. Budget (as of 12/31/2021)



Enterprise Income Statement: Rolling 16 Monthly Trend (\$000s)

	FY2021										FY2022						YTD FY2022	Rolling 16 Monthly Average
	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	Period 2 Aug-21	Period 3 Sep-21	Period 4 Oct-21	Period 5 Nov-21	Period 6 Dec-21		
Operating Revenues:																		
Net Patient Revenue	90,009	90,554	88,597	92,289	89,795	85,273	97,171	94,903	95,542	112,238	101,774	104,482	104,776	106,632	107,257	113,033	637,954	98,395
Other Operating Revenue	3,996	4,024	3,234	3,079	4,427	3,352	3,537	3,692	5,385	4,706	3,116	3,746	3,479	4,506	3,600	3,648	22,095	3,846
Total Operating Revenue	94,005	94,578	91,831	95,368	94,222	88,625	100,708	98,595	100,927	116,945	104,889	108,228	108,256	111,138	110,857	116,681	660,049	102,241
Operating Expenses:																		
Salaries, Wages and Benefits	48,136	49,061	47,222	48,774	53,636	48,592	52,025	50,616	48,138	48,101	53,000	53,940	53,629	56,001	53,709	55,947	326,226	51,283
Supplies	12,798	13,496	13,641	14,519	13,888	13,587	15,421	14,256	15,241	15,156	15,109	14,569	14,862	14,502	14,941	16,060	90,042	14,503
Fees & Purchased Services	14,949	12,982	14,264	14,035	15,825	14,770	15,139	15,761	15,923	19,915	14,390	14,182	14,800	14,760	15,210	14,955	88,296	15,116
Other Operating Expenses	4,498	3,721	3,512	4,100	3,819	1,097	3,536	3,662	3,496	6,002	3,598	3,577	3,676	3,586	3,842	4,112	22,390	3,740
Interest	1,428	1,429	1,428	1,428	1,428	1,392	1,399	1,400	1,400	1,367	1,419	1,418	1,418	1,418	1,420	1,419	8,512	1,413
Depreciation	5,795	5,798	6,068	5,591	5,689	5,903	4,931	5,606	4,808	5,740	4,727	7,157	5,902	5,798	6,440	6,173	36,196	5,758
Total Operating Expenses	87,604	86,487	86,136	88,446	94,284	85,341	92,450	91,301	89,006	96,281	92,242	94,844	94,286	96,065	95,561	98,665	571,662	91,812
Operating Margin	6,401	8,091	5,695	6,922	(62)	3,285	8,258	7,294	11,921	20,664	12,648	13,384	13,970	15,073	15,297	18,016	88,387	10,429
Non-Operating Income	(9,557)	(27,499)	64,968	57,357	39	14,349	18,965	29,151	16,666	20,041	(4,099)	14,319	(18,378)	24,361	(21,232)	17,581	12,553	12,314
Net Margin	(3,156)	(19,408)	70,663	64,279	(23)	17,633	27,223	36,445	28,588	40,705	8,549	27,703	(4,408)	39,435	(5,935)	35,596	100,940	22,743
Operating EBIDA	13,624	15,318	13,192	13,940	7,055	10,580	14,588	14,301	18,130	27,771	18,793	21,959	21,289	22,290	23,156	25,608	133,095	17,600
Operating Margin (%)	6.8%	8.6%	6.2%	7.3%	-0.1%	3.7%	8.2%	7.4%	11.8%	17.7%	12.1%	12.4%	12.9%	13.6%	13.8%	15.4%	13.4%	10.2%
Operating EBIDA Margin (%)	14.5%	16.2%	14.4%	14.6%	7.5%	11.9%	14.5%	14.5%	18.0%	23.7%	17.9%	20.3%	19.7%	20.1%	20.9%	21.9%	20.2%	17.2%

Financial Overview: Period 6 – December 2022

Period ending 12/31/2021

Financial Performance

- December operating margin was \$18.0M compared to a budget of \$7.5M, resulting in a favorable variance of \$10.5M
- December volumes and revenues continue to be stronger than budget as demonstrated by:
 - Adjusted discharges were favorable to budget by 344 cases / 10.6% and 566 cases / 18.8% above the same period last year
 - Favorable variance of gross charges of \$38.2M continues to be driven by increased outpatient activity activity:
 - Outpatient gross charges: Favorable to budget by 45.9M / 26.8% variance primarily driven by cath. lab, radiation oncology, emergency services, surgery, and corresponding ancillary services
 - Operating Expenses were unfavorable to budget by \$4.5M / 4.7% driven by the level of patient activity
 - SWB were unfavorable by \$2.3M / 4.3%
 - Supplies were unfavorable by \$1.3M / 8.6%
 - Supply expenses attributed to Covid-19 were \$792K in December and \$4.2M YTD
 - All other discretionary non-volume driven expenses were unfavorable to budget by \$900K
- Non Operating Income includes:
 - Favorable variance in non-operating revenue is primarily due to realized gains on investments

Financial Overview: Period 6 – December 2022 (cont.)

Period ending 12/31/2021

Financial Performance

Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 344 ADs / 10.6% and above prior year by 566 ADs / 18.8%:
 - Mountain View: Favorable to budget by 241 ADs / 9.1% and above prior year by 472 ADs / 19.5%
 - Los Gatos: Favorable to budget by 103 ADs / 14.5% and above prior year by 94 ADs / 13.1%
- Operating Expense Per CMI Adjusted Discharge: \$16,698 which is 7.0% favorable to budget

Note: Excludes depreciation and interest

El Camino Health Medical Network (ECHMN) Operations:

- December's total visits of 16,641 or 796 visits per day reflect a decrease of 0.3% and 0.4% over the prior month's total visits of 16,704 or 798 visits per day, respectively. Impacting patient volumes in December was the relocation of the Samaritan practice into two new locations and end of year holidays.
- December's total visits were unfavorable to budget by 13.9% and have slipped to an unfavorable variance to budget for the fiscal year of 4.1%. The budget variance is related to the loss of several OBGYN providers, additional time off taken by providers and the relocation of the Samaritan Clinic.
- Net income for the month of December was favorable to budget by \$51.5K or 1.8%. However YTD variance is favorable by \$307K or 1.8%. Compared to FY2021 December YTD, ECHMN's net income is favorable by \$2.0M or 11.1%.

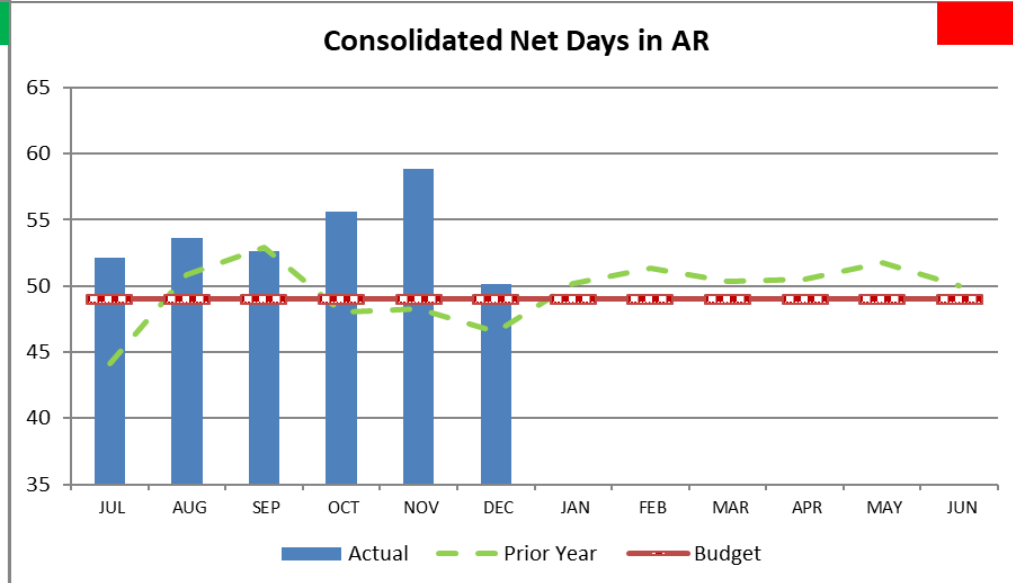
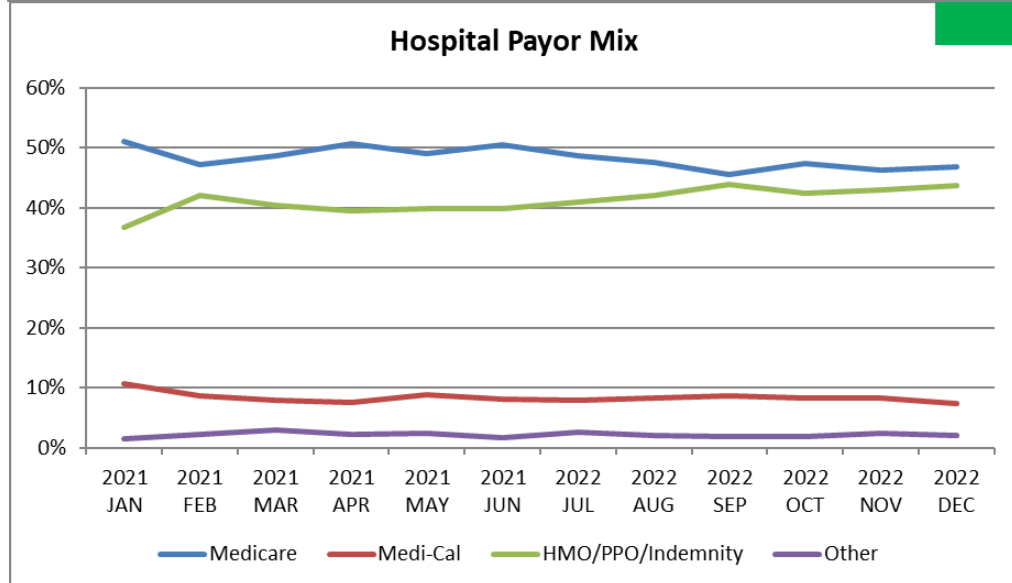
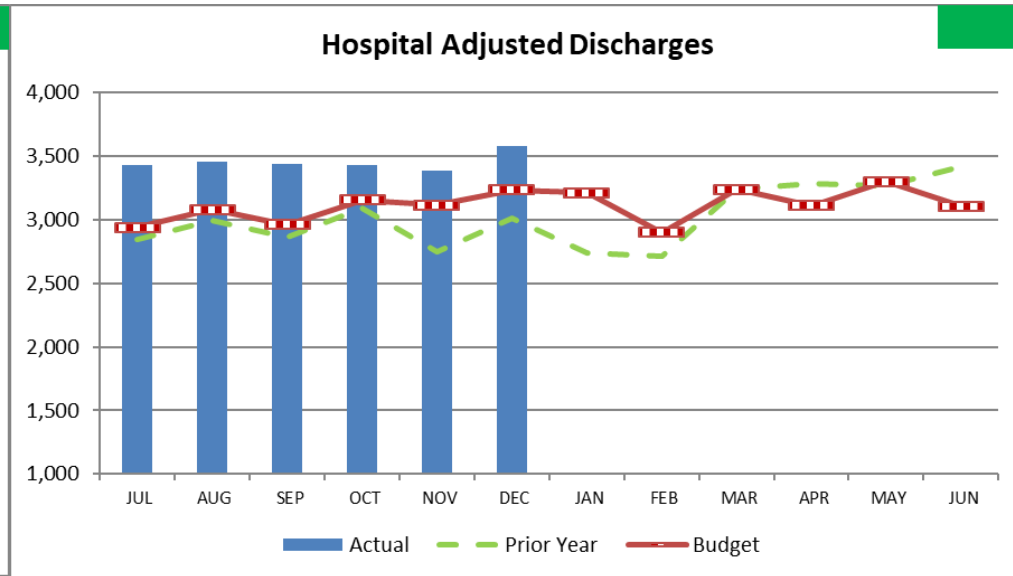
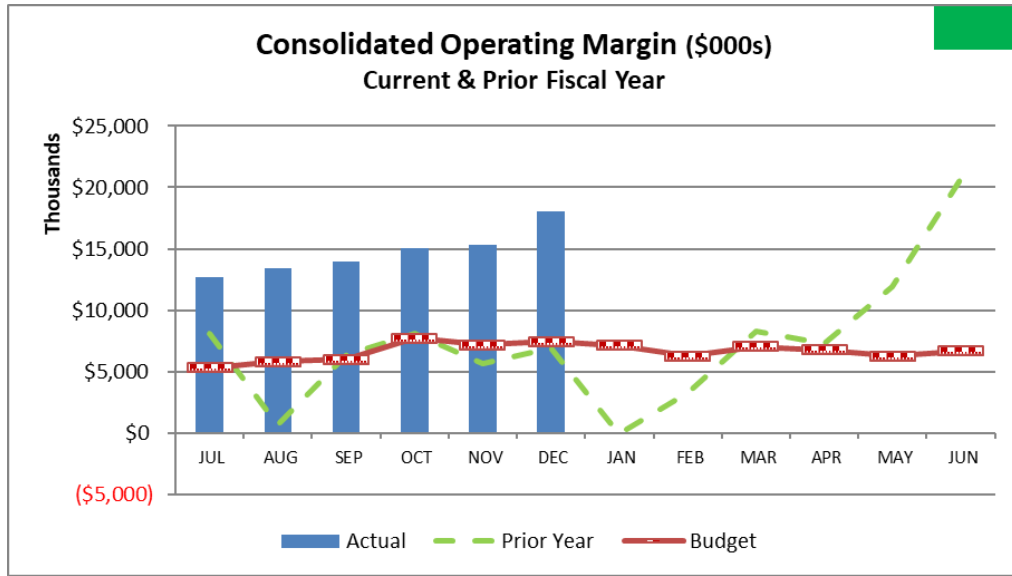
Financial Overview: YTD FY2022 (as of 12/31/2021)

Consolidated Financial Performance

- YTD FY2022 operating margin is \$88.4M compared to the budget of \$39.6M
 - Operating expense is \$552.9M / 3.4% unfavorable to budget
 - Operating expense per CMI adjusted discharge: \$16,291 which is 9.3% favorable to budget. This continues to demonstrate effective management of variable expenses and the impact of initiatives implemented by management over the past 18 months.
- Note: Excludes depreciation and interest expense**
- Year-over-year operating margin is \$52.5M higher than the same period last year, which is primarily due to the strength in volumes as exhibited by year over year growth in:
 - Outpatient Surgeries: 12.6% primarily driven by Heart/Vascular, Orthopedic, and Spine surgery activity
 - Emergency Room Visits: 37.2%
 - Deliveries - Maternal Child services: 22.7%

APPENDIX

YTD FY2022 Financial KPIs – Monthly Trends



Investment Scorecard (as of 12/31/2021)

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY22 Budget	Expectation Per Asset Allocation
Investment Performance		CY 4Q 2021 / FY 2Q 2022		Fiscal Year-to-Date 2022		9y 2m Since Inception (annualized)		FY 2022	2019
Surplus cash balance*		\$1,481.1	--	--	--	--	--	--	--
Surplus cash return	Green	1.6%	2.4%	1.7%	2.3%	6.7%	6.6%	4.0%	5.6%
Cash balance plan balance (millions)		\$363.1	--	--	--	--	--	--	--
Cash balance plan return	Green	2.1%	3.2%	2.5%	3.1%	9.0%	8.2%	6.0%	6.0%
403(b) plan balance (millions)		\$768.1	--	--	--	--	--	--	--
Risk vs. Return		3-year				9y 2m Since Inception (annualized)			2019
Surplus cash Sharpe ratio	Green	1.21	1.28	--	--	0.98	1.00	--	0.34
Net of fee return	Green	11.4%	11.6%	--	--	6.7%	6.6%	--	5.6%
Standard deviation	Green	8.3%	8.0%	--	--	6.1%	5.9%	--	8.7%
Cash balance Sharpe ratio	Green	1.22	1.25	--	--	1.05	1.04	--	0.32
Net of fee return	Green	14.3%	13.4%	--	--	9.0%	8.2%	--	6.0%
Standard deviation	Green	10.6%	9.5%	--	--	7.9%	7.2%	--	10.3%
Asset Allocation		CY 4Q 2021 / FY 2Q 2022							
Surplus cash absolute variances to target	Green	5.3%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target	Green	6.9%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Manager Compliance		CY 4Q 2021 / FY 2Q 2022							
Surplus cash manager flags	Green	18	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags	Green	22	< 27 Green < 34 Yellow	--	--	--	--	--	--

*Excludes debt reserve funds, District assets (~\$42 mm), and balance sheet cash not in investable portfolio (~\$173 mm). Includes Foundation (~\$43 mm) and Concern (~\$15 mm) assets.

Period 6 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 12/31/2021)

(\$000s)

	Period 6- Month			Period 6- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	13,426	7,400	6,025	78,671	39,460	39,210
Los Gatos	7,494	3,133	4,361	25,886	17,949	7,937
Sub Total - El Camino Hospital, excl. Affiliates	20,919	10,533	10,386	104,556	57,409	47,147
Operating Margin %	18.6%	10.9%		16.6%	10.2%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	16,295	7,846	8,449	10,620	44,569	(33,950)
El Camino Hospital Net Margin	37,215	18,379	18,835	115,176	101,978	13,197
ECH Net Margin %	33.1%	19.0%		18.3%	18.1%	
Concern	98	268	(169)	982	416	566
Foundation	1,148	(16)	1,164	985	(15)	1,000
El Camino Health Medical Network	(2,865)	(2,813)	(52)	(16,202)	(16,510)	308
Net Margin Hospital Affiliates	(1,618)	(2,561)	943	(14,236)	(16,109)	1,874
Total Net Margin Hospital & Affiliates	35,596	15,818	19,778	100,940	85,869	15,071

Consolidated Balance Sheet (as of 12/31/2021)

(\$000s)

ASSETS	Audited		LIABILITIES AND FUND BALANCE	Audited	
	December 31, 2021	June 30, 2021		December 31, 2021	June 30, 2021
CURRENT ASSETS			CURRENT LIABILITIES		
Cash	159,237	151,641	Accounts Payable	29,667	39,762
Short Term Investments	240,427	284,262	Salaries and Related Liabilities	35,382	50,039
Patient Accounts Receivable, net	180,046	166,283	Accrued PTO	33,806	33,197
Other Accounts and Notes Receivable	6,942	9,540	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	13,334	15,116	Third Party Settlements	13,353	12,990
Inventories and Prepaids	30,795	23,079	Intercompany Payables	10,986	14,704
Total Current Assets	630,780	649,921	Malpractice Reserves	1,665	1,670
			Bonds Payable - Current	9,430	9,430
BOARD DESIGNATED ASSETS			Bond Interest Payable	8,293	8,293
Foundation Board Designated	22,864	20,932	Other Liabilities	11,798	16,953
Plant & Equipment Fund	299,916	258,191	Total Current Liabilities	156,680	189,338
Women's Hospital Expansion	39,250	30,401			
Operational Reserve Fund	182,907	123,838	LONG TERM LIABILITIES		
Community Benefit Fund	18,791	18,412	Post Retirement Benefits	31,111	30,658
Workers Compensation Reserve Fund	17,002	16,482	Worker's Comp Reserve	17,002	17,002
Postretirement Health/Life Reserve Fund	31,111	30,658	Other L/T Obligation (Asbestos)	6,256	6,227
PTO Liability Fund	33,108	32,498	Bond Payable	482,698	479,621
Malpractice Reserve Fund	2,004	1,977	Total Long Term Liabilities	537,067	533,509
Catastrophic Reserves Fund	26,739	24,874			
Total Board Designated Assets	673,692	558,264	DEFERRED REVENUE-UNRESTRICTED	44,955	67,576
FUNDS HELD BY TRUSTEE	0	5,694	DEFERRED INFLOW OF RESOURCES	45,862	28,009
LONG TERM INVESTMENTS	554,700	603,211	FUND BALANCE/CAPITAL ACCOUNTS		
			Unrestricted	2,205,736	2,097,010
CHARITABLE GIFT ANNUITY INVESTMENTS	978	728	Board Designated	201,783	193,782
			Restricted	31,976	31,082
INVESTMENTS IN AFFILIATES	34,152	34,170	Total Fund Bal & Capital Accts	2,439,495	2,321,874
PROPERTY AND EQUIPMENT			TOTAL LIABILITIES AND FUND BALANCE	3,224,059	3,140,306
Fixed Assets at Cost	1,872,021	1,799,463			
Less: Accumulated Depreciation	(780,267)	(742,921)			
Construction in Progress	74,250	94,236			
Property, Plant & Equipment - Net	1,166,005	1,150,778			
DEFERRED OUTFLOWS	23,988	21,444			
RESTRICTED ASSETS	29,584	29,332			
OTHER ASSETS	110,179	86,764			
TOTAL ASSETS	3,224,059	3,140,306			

Consolidated Statement of Operations (\$000s)

Period 6 ending 12/31/2021

Period 6 FY 2021	Period 6 FY 2022	Period 6 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
367,494	433,046	391,856	41,190	10.5%	Gross Revenue	2,105,782	2,511,327	2,251,434	259,893	11.5%
(275,206)	(320,014)	(294,284)	(25,730)	(8.7%)	Deductions	(1,572,793)	(1,873,373)	(1,681,393)	(191,980)	(11.4%)
92,289	113,033	97,572	15,461	15.8%	Net Patient Revenue	532,989	637,954	570,042	67,913	11.9%
3,079	3,648	4,101	(452)	(11.0%)	Other Operating Revenue	23,331	22,095	22,434	(339)	(1.5%)
95,368	116,681	101,673	15,008	14.8%	Total Operating Revenues	556,320	660,049	592,476	67,573	11.4%
					OPERATING EXPENSE					
48,774	55,947	53,645	(2,301)	(4.3%)	Salaries & Wages	287,363	326,226	310,126	(16,099)	(5.2%)
14,519	16,060	14,792	(1,268)	(8.6%)	Supplies	84,167	90,042	87,197	(2,845)	(3.3%)
14,035	14,955	14,485	(469)	(3.2%)	Fees & Purchased Services	83,514	88,296	87,038	(1,257)	(1.4%)
4,100	4,112	4,298	186	4.3%	Other Operating Expense	23,010	22,390	26,228	3,838	14.6%
1,428	1,419	1,403	(17)	(1.2%)	Interest	8,572	8,512	8,409	(103)	(1.2%)
5,591	6,173	5,574	(599)	(10.7%)	Depreciation	33,810	36,196	33,924	(2,271)	(6.7%)
88,446	98,665	94,198	(4,468)	(4.7%)	Total Operating Expenses	520,436	571,662	552,924	(18,738)	(3.4%)
6,922	18,016	7,475	10,541	141.0%	Net Operating Margin	35,884	88,387	39,552	48,835	123.5%
					Non Operating Income	141,628	12,553	46,317	(33,764)	(72.9%)
57,357	17,581	8,343	9,238	110.7%	Net Margin	177,512	100,940	85,869	15,071	17.6%
64,279	35,596	15,818	19,778	125.0%	Operating EBIDA	78,266	133,095	81,886	51,209	62.5%
13,940	25,608	14,452	11,156	77.2%						
14.6%	21.9%	14.2%	7.7%		Operating EBIDA Margin	14.1%	20.2%	13.8%	6.3%	
7.3%	15.4%	7.4%	8.1%		Operating Margin	6.5%	13.4%	6.7%	6.7%	
67.4%	30.5%	15.6%	14.9%		Net Margin	31.9%	15.3%	14.5%	0.8%	

El Camino Hospital – Mountain View

Statement of Operations (\$000s)

Period 6 ending 12/31/2021

Period 6 FY 2021	Period 6 FY 2022	Period 6 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
OPERATING REVENUES										
281,351	322,998	302,408	20,590	6.8%	Gross Revenue	1,622,656	1,899,426	1,746,352	153,074	8.8%
(211,048)	(238,279)	(227,724)	(10,555)	(4.6%)	Deductions	(1,208,113)	(1,410,977)	(1,309,677)	(101,299)	(7.7%)
70,303	84,718	74,683	10,035	13.4%	Net Patient Revenue	414,543	488,449	436,674	51,775	11.9%
1,161	1,501	2,160	(659)	(30.5%)	Other Operating Revenue	8,484	9,179	10,403	(1,224)	(11.8%)
71,464	86,220	76,843	9,376	12.2%	Total Operating Revenues	423,027	497,629	447,078	50,551	11.3%
OPERATING EXPENSES										
38,539	44,036	42,492	(1,544)	(3.6%)	Salaries & Wages	226,285	257,886	245,683	(12,203)	(5.0%)
10,923	11,572	11,167	(405)	(3.6%)	Supplies	64,294	66,644	66,341	(303)	(0.5%)
7,077	7,743	7,118	(625)	(8.8%)	Fees & Purchased Services	39,540	42,380	42,927	547	1.3%
2,920	3,217	2,875	(341)	(11.9%)	Other Operating Expense	15,367	15,485	17,488	2,002	11.5%
1,428	1,419	1,403	(17)	(1.2%)	Interest	8,572	8,512	8,409	(103)	(1.2%)
4,459	4,807	4,389	(418)	(9.5%)	Depreciation	27,167	28,051	26,770	(1,281)	(4.8%)
65,345	72,794	69,443	(3,351)	(4.8%)	Total Operating Expenses	381,225	418,958	407,618	(11,341)	(2.8%)
6,118	13,426	7,400	6,025	81.4%	Net Operating Margin	41,802	78,671	39,460	39,210	99.4%
56,113	16,295	7,846	8,449	107.7%	Non Operating Income	137,091	10,597	44,569	(33,973)	(76.2%)
62,231	29,721	15,246	14,474	94.9%	Net Margin	178,893	89,267	84,030	5,237	6.2%
12,005	19,652	13,191	6,460	49.0%	Operating EBIDA	77,541	115,233	74,639	40,595	54.4%
16.8%	22.8%	17.2%	5.6%		Operating EBIDA Margin	18.3%	23.2%	16.7%	6.5%	
8.6%	15.6%	9.6%	5.9%		Operating Margin	9.9%	15.8%	8.8%	7.0%	
87.1%	34.5%	19.8%	14.6%		Net Margin	42.3%	17.9%	18.8%	(0.9%)	

El Camino Hospital – Los Gatos

Statement of Operations (\$000s)

Period 6 ending 12/31/2021

Period 6 FY 2021	Period 6 FY 2022	Period 6 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
77,112	101,186	81,165	20,021	24.7%	Gross Revenue	431,838	555,615	454,620	100,995	22.2%
(58,346)	(75,145)	(61,334)	(13,811)	(22.5%)	Deductions	(330,023)	(424,691)	(339,924)	(84,767)	(24.9%)
18,766	26,040	19,830	6,210	31.3%	Net Patient Revenue	101,815	130,924	114,695	16,228	14.1%
270	305	271	33	12.3%	Other Operating Revenue	2,268	1,692	1,622	70	4.3%
19,036	26,345	20,102	6,243	31.1%	Total Operating Revenue	104,083	132,616	116,317	16,298	14.0%
					OPERATING EXPENSE					
8,279	9,866	9,053	(813)	(9.0%)	Salaries & Wages	48,880	56,306	51,554	(4,752)	(9.2%)
3,170	4,304	3,331	(973)	(29.2%)	Supplies	17,164	21,498	19,087	(2,410)	(12.6%)
2,517	3,442	3,252	(190)	(5.9%)	Fees & Purchased Services	16,934	20,627	19,270	(1,357)	(7.0%)
336	164	406	242	59.7%	Other Operating Expense	2,314	1,907	2,845	938	33.0%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
888	1,076	928	(148)	(16.0%)	Depreciation	5,152	6,393	5,612	(781)	(13.9%)
15,190	18,851	16,969	(1,882)	(11.1%)	Total Operating Expense	90,443	106,730	98,369	(8,362)	(8.5%)
3,846	7,494	3,133	4,361	139.2%	Net Operating Margin	13,640	25,886	17,949	7,937	44.2%
0	0	0	0	0.0%	Non Operating Income	0	23	0	23	0.0%
3,846	7,494	3,133	4,361	139.2%	Net Margin	13,640	25,909	17,949	7,960	44.3%
4,734	8,570	4,061	4,509	111.0%	Operating EBIDA	18,792	32,278	23,561	8,718	37.0%
24.9%	32.5%	20.2%	12.3%		Operating EBIDA Margin	18.1%	24.3%	20.3%	4.1%	
20.2%	28.4%	15.6%	12.9%		Operating Margin	13.1%	19.5%	15.4%	4.1%	
20.2%	28.4%	15.6%	12.9%		Net Margin	13.1%	19.5%	15.4%	4.1%	

El Camino Health Medical Network

Statement of Operations (\$000s)

Period 6 ending 12/31/2021

Period 6 FY 2021	Period 6 FY 2022	Period 6 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
OPERATING REVENUES										
9,031	8,863	8,283	580	7.0%	Gross Revenue	51,289	56,286	50,463	5,823	11.5%
(5,811)	(6,589)	(5,225)	(1,364)	(26.1%)	Deductions	(34,658)	(37,705)	(31,791)	(5,914)	(18.6%)
3,220	2,274	3,058	(784)	(25.6%)	Net Patient Revenue	16,631	18,582	18,672	(90)	(0.5%)
803	1,033	869	164	18.8%	Other Operating Revenue	8,073	5,717	5,609	108	1.9%
4,023	3,307	3,927	(620)	(15.8%)	Total Operating Revenues	24,704	24,299	24,281	17	0.1%
OPERATING EXPENSES										
1,603	1,626	1,607	(20)	(1.2%)	Salaries & Wages	9,615	9,429	9,996	568	5.7%
426	178	285	106	37.3%	Supplies	2,621	1,844	1,708	(137)	(8.0%)
3,942	3,415	3,639	223	6.1%	Fees & Purchased Services	24,501	22,772	22,038	(735)	(3.3%)
801	673	968	295	30.5%	Other Operating Expense	5,016	4,645	5,599	954	17.0%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
231	279	243	(36)	(14.9%)	Depreciation	1,414	1,680	1,451	(229)	(15.8%)
7,003	6,172	6,741	569	8.4%	Total Operating Expenses	43,168	40,370	40,791	420	1.0%
(2,980)	(2,865)	(2,813)	(52)	(1.8%)	Net Operating Margin	(18,464)	(16,072)	(16,510)	438	2.7%
229	0	0	0	0.0%	Non Operating Income	229	(130)	0	(130)	0.0%
(2,751)	(2,865)	(2,813)	(52)	(1.8%)	Net Margin	(18,235)	(16,202)	(16,510)	308	1.9%
(2,750)	(2,586)	(2,570)	(15)	(0.6%)	Operating EBIDA	(17,049)	(14,392)	(15,059)	667	4.4%
-68.4%	-78.2%	-65.4%	(12.7%)		Operating EBIDA Margin	-69.0%	-59.2%	-62.0%	2.8%	
-74.1%	-86.6%	-71.6%	(15.0%)		Operating Margin	-74.7%	-66.1%	-68.0%	1.9%	
-68.4%	-86.6%	-71.6%	(15.0%)		Net Margin	-73.8%	-66.7%	-68.0%	1.3%	