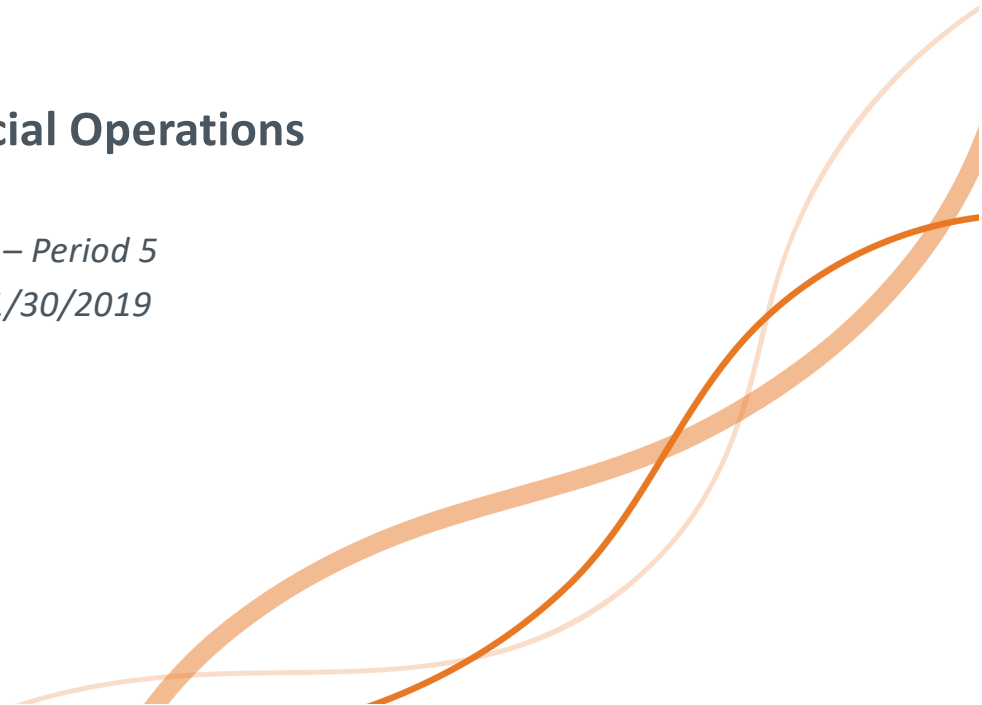




## Summary of Financial Operations

*Fiscal Year 2020 – Period 5  
7/1/2019 to 11/30/2019*





# Financial Overview – Year to Date November

## Financial Performance

- Net income is \$18.7 M or 39% ahead of target
- Non Operating Revenue driven by favorable Investment Income represents \$19.1 million and operations makes up the remaining -\$0.4 M

## Hospital Volume

- Adjusted Discharges 8.4% higher than budget and 12% higher than prior year.
  - Mountain View:
    - Higher than budget by 7.1% and prior year by 9.4%
      - Overall procedural volume favorable to budget by 574 cases (5%)
        - Infusion Volumes favorable to budget by 355 encounters (11%) - extended hours, new Oncologist and increased productivity
      - Ortho/Neuro/Spine cases favorable to budget by 27 cases (6%) due to higher utilization of Mako Robot on both campuses
  - Los Gatos:
    - Higher than budget by 14.6% and prior year by 22.1%
      - Overall procedural volume favorable to budget by 51 cases (2%)
        - Surgeries favorable to budget by 194 cases (21%) – Orthopedics & Spine (high producing ortho/spine surgeons), Ophthalmology (program moved from Willow ASC)
      - Op Infusion volumes budgeted at 216 visits for November. Not realized due to delay in opening of LG Infusion Center

## Payor Mix

- Payor mix is unfavorable to budget.

## Productivity

- Year to date FTEs are in line with targets.



# Financial Overview - November

## Financial Performance

- Net income for the November is \$5.7 M or 43% ahead of target
- Non Operating Revenue driven by favorable Investment Income represents \$14.9 million and operations makes up the remaining unfavorable variance of \$9.2 M
- Unfavorable operating margin due to:
  - \$1.4 due to lower outpatient services mix
  - \$2 million PRIME revenue which was budgeted in November but not received until December.
  - \$1.8 million in supplies expense to correct October go-live cut-off in WorkDay.
  - Fees and purchased services mainly related to culture of safety, Lean project and higher repairs and maintenance.

## Hospital Volume

- Adjusted Discharges 3.7% higher than budget and 9% higher than prior year.
  - Mountain View:
    - Higher than budget by 3.7% and prior year by 7.5%
  - Los Gatos:
    - Higher than budget by 4% and prior year by 15.4%

## Payor Mix

- Payor mix is slightly favorable to budget for both Commercial & Medicare

## Productivity

- Year to date FTEs are in line with targets.

## Dashboard - as of November 30, 2019

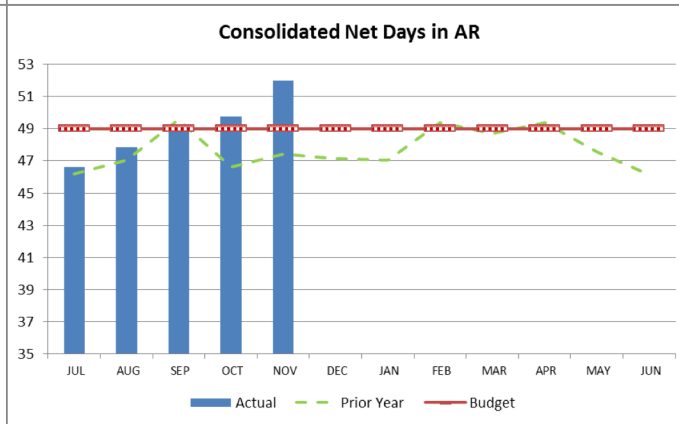
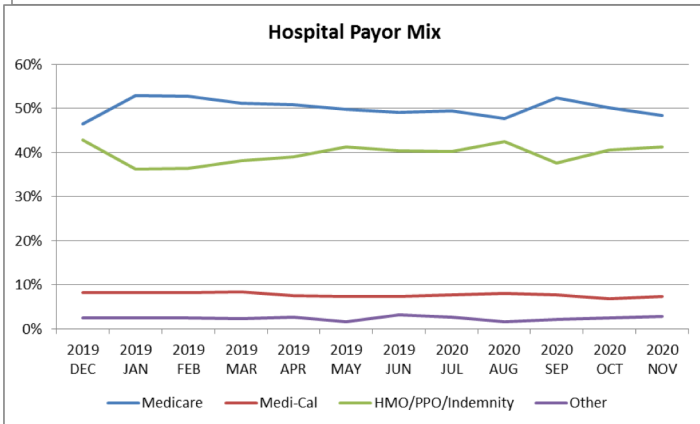
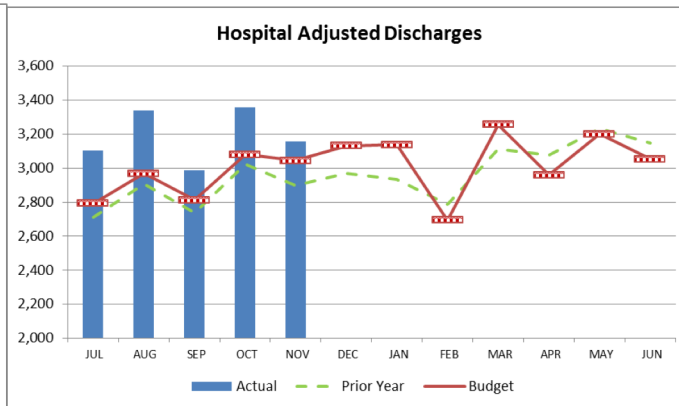
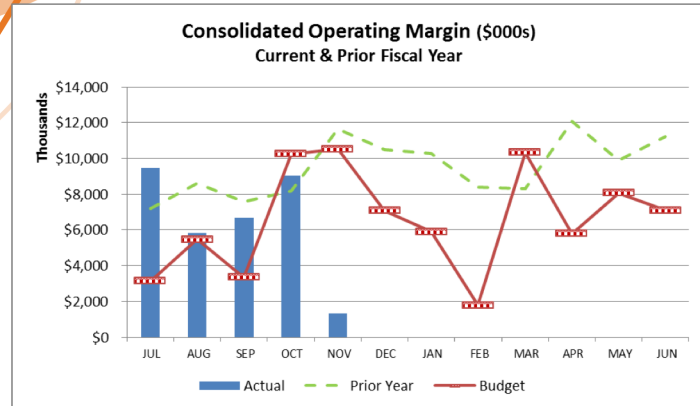
	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
<b>Consolidated Financial Perf.</b>								
Total Operating Revenue	84,006	87,971	90,606	(2,635)	394,448	443,615	433,210	10,405
Operating Margin \$	11,642	1,340	10,521	(9,182)	43,198	32,336	32,718	(382)
Operating Margin %	13.9%	1.5%	11.6%	(10.1%)	11.0%	7.3%	7.6%	(0.3%)
EBIDA %	19.5%	6.7%	17.7%	(11.0%)	16.9%	12.8%	13.5%	(0.7%)
<b>Hospital Volume</b>								
Licensed Beds	443	443	443	-	443	443	443	-
ADC	240	243	249	(6)	228	227	233	(7)
Utilization MV	66%	66%	67%	(0.9%)	63%	63%	63%	0.0%
Utilization LG	29%	32%	34%	(2.3%)	28%	30%	32%	(1.8%)
Utilization Combined	54%	55%	56%	(1.3%)	51%	52%	53%	(0.6%)
Total Discharges (Excl NNB)	1,605	1,722	1,648	74	7,790	8,387	8,008	379
<b>Hospital Payor Mix</b>								
Medicare	49.3%	48.5%	48.9%	(0.4%)	46.9%	49.7%	48.3%	1.4%
Medi-Cal	7.9%	7.4%	7.6%	(0.3%)	8.0%	7.5%	7.9%	(0.3%)
Total Commercial	41.3%	41.2%	41.1%	0.1%	42.7%	40.4%	41.5%	(1.1%)
Other	1.6%	2.9%	2.3%	0.6%	2.4%	2.4%	2.3%	0.0%
<b>Hospital Cost</b>								
Total FTE	2,672.3	2,810.9	2,808.0	(2.9)	2,616.4	2,773.9	2,766.3	(7.6)
Productive Hrs/APD	30.5	31.3	30.5	(0.8)	31.0	31.5	32.1	0.6
<b>Consolidated Balance Sheet</b>								
Net Days in AR	47.4	52.0	49.0	(3.0)	47.4	52.0	49.0	(3.0)
Days Cash	500	465	435	30	500	465	435	30

# Consolidated Statement of Operations (\$000s)

Period ending 11/30/2019

Period 5 FY 2019	Period 5 FY 2020	Period 5 Budget 2020	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2019	YTD FY 2020	YTD Budget 2020	Variance Fav (Unfav)	Var%
298,592	327,143	325,561	1,582	0.5%	<b>OPERATING REVENUE</b>					
(220,445)	(244,064)	(241,103)	(2,961)	(1.2%)	<b>Gross Revenue</b>	1,422,377	1,608,007	1,573,206	34,801	2.2%
<b>78,147</b>	<b>83,078</b>	<b>84,458</b>	<b>(1,380)</b>	<b>(1.6%)</b>	<b>Deductions</b>	(1,046,239)	(1,186,439)	(1,162,566)	(23,873)	(2.1%)
5,860	4,893	6,148	(1,255)	(20.4%)	<b>Net Patient Revenue</b>	<b>376,138</b>	<b>421,568</b>	<b>410,640</b>	<b>10,928</b>	<b>2.7%</b>
<b>84,006</b>	<b>87,971</b>	<b>90,606</b>	<b>(2,635)</b>	<b>(2.9%)</b>	<b>Other Operating Revenue</b>	18,310	22,046	22,570	(523)	(2.3%)
					<b>Total Operating Revenue</b>	<b>394,448</b>	<b>443,615</b>	<b>433,210</b>	<b>10,405</b>	<b>2.4%</b>
					<b>OPERATING EXPENSE</b>					
41,916	45,159	45,423	264	0.6%	<b>Salaries &amp; Wages</b>	207,267	228,532	229,040	508	0.2%
11,431	14,869	12,425	(2,445)	(19.7%)	<b>Supplies</b>	55,358	68,077	59,899	(8,178)	(13.7%)
11,543	17,963	12,594	(5,369)	(42.6%)	<b>Fees &amp; Purchased Services</b>	51,911	71,662	65,287	(6,375)	(9.8%)
2,730	4,049	4,126	77	1.9%	<b>Other Operating Expense</b>	13,109	18,474	20,377	1,903	9.3%
438	282	695	413	59.4%	<b>Interest</b>	2,128	2,533	2,675	142	5.3%
4,306	4,308	4,821	513	10.6%	<b>Depreciation</b>	21,477	22,000	23,213	1,214	5.2%
<b>72,365</b>	<b>86,631</b>	<b>80,084</b>	<b>(6,547)</b>	<b>(8.2%)</b>	<b>Total Operating Expense</b>	<b>351,251</b>	<b>411,279</b>	<b>400,491</b>	<b>(10,787)</b>	<b>(2.7%)</b>
<b>11,642</b>	<b>1,340</b>	<b>10,521</b>	<b>(9,182)</b>	<b>(87.3%)</b>	<b>Net Operating Margin</b>	<b>43,198</b>	<b>32,336</b>	<b>32,718</b>	<b>(382)</b>	<b>(1.2%)</b>
2,176	17,925	2,995	14,930	498.5%	<b>Non Operating Income</b>	(11,209)	34,197	15,090	19,107	126.6%
<b>13,818</b>	<b>19,264</b>	<b>13,516</b>	<b>5,748</b>	<b>42.5%</b>	<b>Net Margin</b>	<b>31,989</b>	<b>66,533</b>	<b>47,808</b>	<b>18,725</b>	<b>39.2%</b>
19.5%	6.7%	17.7%	(11.0%)		<b>EBITDA</b>	16.9%	12.8%	13.5%	(0.7%)	
13.9%	1.5%	11.6%	(10.1%)		<b>Operating Margin</b>	11.0%	7.3%	7.6%	(0.3%)	
16.4%	21.9%	14.9%	7.0%		<b>Net Margin</b>	8.1%	15.0%	11.0%	4.0%	

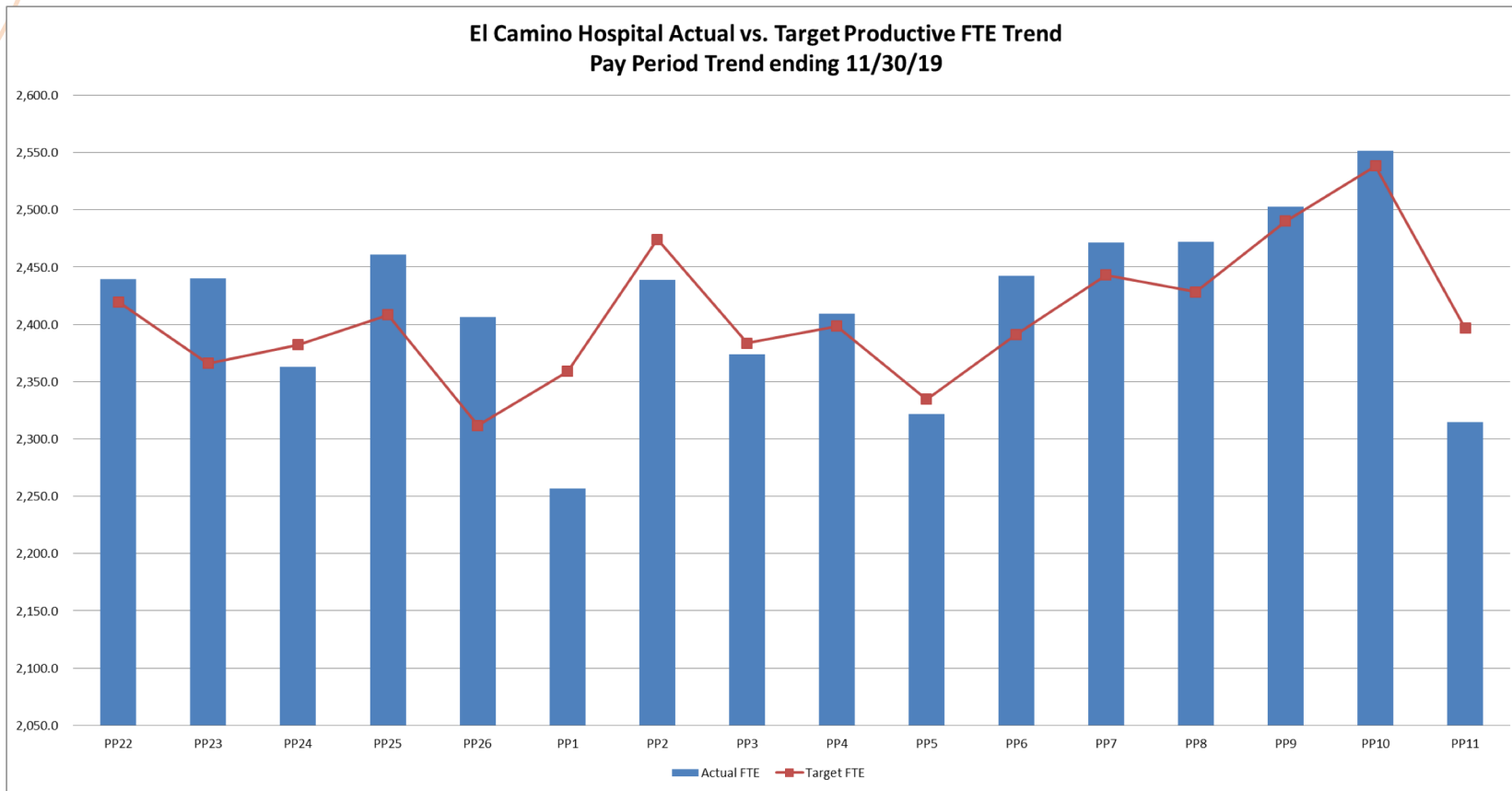
# Monthly Financial Trends



November was the first month with unfavorable operating margin

# Hospital Productivity – Rolling Trend

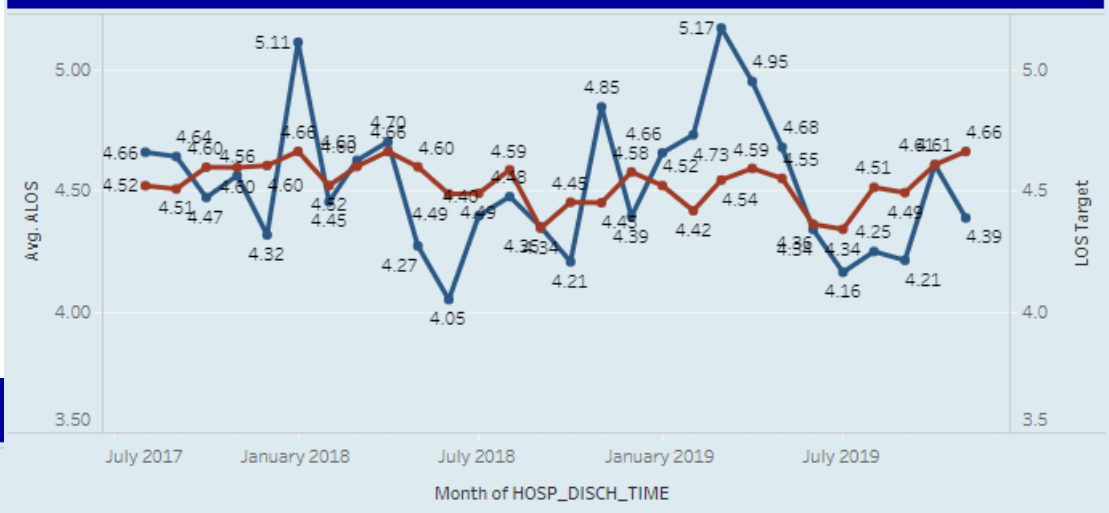
- Productivity is ahead of target. Large favorable variance in PP11 due to low back office FTEs during the Thanksgiving vacations.



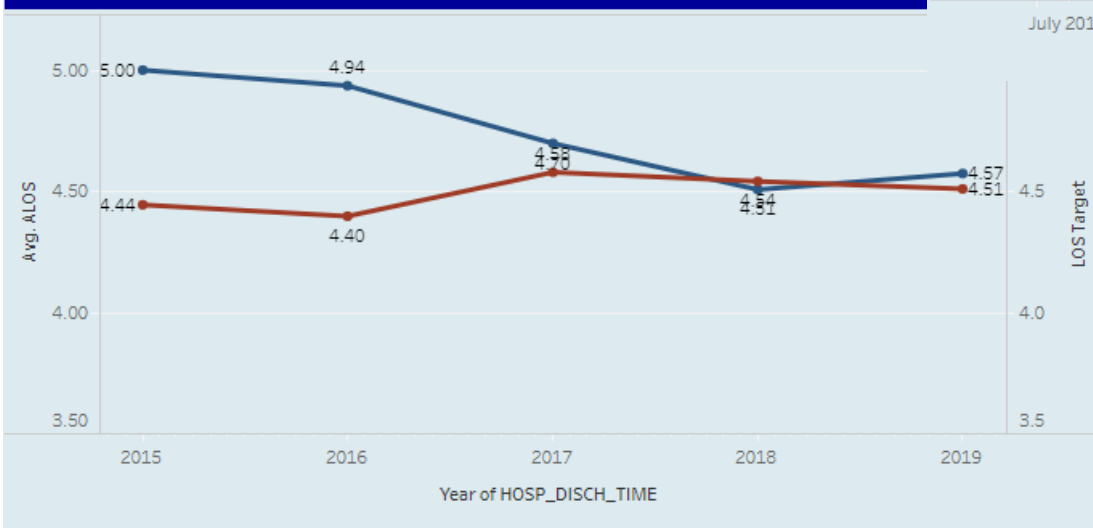
# Medicare Length of Stay

ALOS vs Milliman well-managed benchmark (red line). Medicare is our largest book of business and growing due to aging population. Lower length of stay is a key driver for improving the Medicare margin  
 ALOS continues to be ahead of target

Average Length of Stay Trend by Month/Year



Average Length of Stay Trend by Month/Year



Actual Benchmark



# ECH Hospital Operating Margin

Run rate is booked operating income adjusted for material non-recurring transactions



FY 2020 Actual Run Rate Adjustments (in thousands) - FAV / <UNFAV>							
Revenue Adjustments	J	A	S	O	N		YTD
Mcare Settltm/Appeal/Tent Settltm/PIP	129	129	210	137	129		735
RAC Release	-	-	(746)	-	-		(746)
Various Adjustments under \$250k	9	4	5	-	-		18
<b>Total</b>	<b>138</b>	<b>133</b>	<b>(531)</b>	<b>137</b>	<b>129</b>		<b>7</b>

## INVESTMENT SCORECARD AS OF SEPTEMBER 30, 2019

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY19 Year End Budget	Expectation Per Asset Allocation
<b>Investment Performance</b>									
		3Q 2019		Fiscal Year-to-date		6y 11m Since Inception (annualized)			2019
Surplus cash balance*		\$1,046.2	--	--	--	--	--	\$892.9	--
Surplus cash return	■	0.8%	0.6%	0.8%	0.6%	5.6%	5.4%	3.2%	5.6%
Cash balance plan balance (millions)		\$278.3	--	--	--	--	--	\$276.9	--
Cash balance plan return	■	0.2%	0.5%	0.2%	0.5%	7.5%	6.9%	6.0%	6.0%
403(b) plan balance (millions)		\$516.7	--	--	--	--	--	--	--
<b>Risk vs. Return</b>									
		3-year				6y 11m Since Inception (annualized)			2019
Surplus cash Sharpe ratio	■	0.92	0.88	--	--	1.01	0.99	--	0.34
Net of fee return	■	6.4%	6.0%	--	--	5.6%	5.4%	--	5.6%
Standard deviation	■	5.3%	5.1%	--	--	4.8%	4.7%	--	8.7%
Cash balance Sharpe ratio	■	0.91	0.87	--	--	1.08	1.04	--	0.32
Net of fee return	■	7.6%	6.9%	--	--	7.5%	6.9%	--	6.0%
Standard deviation	■	6.7%	6.1%	--	--	6.2%	5.9%	--	10.3%
<b>Asset Allocation</b>									
		3Q 2019							
Surplus cash absolute variances to target	■	10.2%	< 10%	--	--	--	--	--	--
Cash balance absolute variances to target	■	7.7%	< 10%	--	--	--	--	--	--
<b>Manager Compliance</b>									
		3Q 2019							
Surplus cash manager flags	■	15	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags	■	20	< 27 Green < 34 Yellow	--	--	--	--	--	--

\*Excludes debt reserve funds (~\$64 mm), District assets (~\$32 mm), and balance sheet cash not in investable portfolio (~\$109 mm). Includes Foundation (~\$35 mm) and Concern (~\$13 mm) assets. Budget adds back in current Foundation and Concern assets and backs out current debt reserve funds.

# Consolidated Balance Sheet

(in thousands)

ASSETS	Unaudited		LIABILITIES AND FUND BALANCE	Unaudited	
	November 30, 2019	June 30, 2019		November 30, 2019	June 30, 2019
<b>CURRENT ASSETS</b>			<b>CURRENT LIABILITIES</b>		
Cash	107,636	124,912	Accounts Payable	77,877	38,390
Short Term Investments	184,815	177,165	Salaries and Related Liabilities	29,207	30,296
Patient Accounts Receivable, net	150,293	132,198	Accrued PTO	26,223	26,502
Other Accounts and Notes Receivable	6,914	5,058	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	207	85	Third Party Settlements	12,223	11,331
Inventories and Prepays	71,345	64,093	Malpractice Reserves	1,800	1,800
<b>Total Current Assets</b>	<b>549,690</b>	<b>511,976</b>	Bonds Payable - Current	8,630	8,630
			Bond Interest Payable	7,394	12,775
			Other Liabilities	2,085	14,577
			<b>Total Current Liabilities</b>	<b>212,129</b>	<b>150,966</b>
<b>BOARD DESIGNATED ASSETS</b>					
Foundation Board Designated	17,869	16,895	<b>LONG TERM LIABILITIES</b>		
Plant & Equipment Fund	178,479	171,304	Post Retirement Benefits	30,133	29,480
Women's Hospital Expansion	22,430	15,472	Worker's Comp Reserve	19,389	18,432
Operational Reserve Fund	144,294	139,057	Other L/T Obligation (Asbestos)	4,024	3,975
Community Benefit Fund	18,064	18,260	Other L/T Liabilities (IT/Medl Leases)	-	-
Workers Compensation Reserve Fund	19,391	20,732	Bond Payable	519,345	507,531
Postretirement Health/Life Reserve Fund	30,133	29,480	<b>Total Long Term Liabilities</b>	<b>572,891</b>	<b>559,417</b>
PTO Liability Fund	25,746	26,149			
Malpractice Reserve Fund	1,831	1,831	<b>DEFERRED REVENUE-UNRESTRICTED</b>	1,096	1,113
Catastrophic Reserves Fund	21,306	19,678	<b>DEFERRED INFLOW OF RESOURCES</b>	13,268	13,715
<b>Total Board Designated Assets</b>	<b>479,543</b>	<b>458,857</b>			
<b>FUNDS HELD BY TRUSTEE</b>	<b>55,382</b>	<b>83,073</b>	<b>FUND BALANCE/CAPITAL ACCOUNTS</b>		
<b>LONG TERM INVESTMENTS</b>	<b>389,514</b>	<b>375,729</b>	Unrestricted	1,725,397	1,389,510
<b>CHARITABLE GIFT ANNUITY INVESTMENTS</b>	<b>605</b>	<b>602</b>	Board Designated	189,794	458,839
			Restricted	26,957	24,215
			Capital	-	100
			Retained Earnings	-	16,587
			<b>Total Fund Bal &amp; Capital Accts</b>	<b>1,942,147</b>	<b>1,872,563</b>
<b>INVESTMENTS IN AFFILIATES</b>	<b>35,698</b>	<b>38,532</b>	<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>2,741,531</b>	<b>2,597,775</b>
<b>PROPERTY AND EQUIPMENT</b>					
Fixed Assets at Cost	1,331,138	1,692,693			
Less: Accumulated Depreciation	(644,874)	(622,877)			
Construction in Progress	467,436	375,094			
<b>Property, Plant &amp; Equipment - Net</b>	<b>1,169,612</b>	<b>1,069,816</b>			
<b>DEFERRED OUTFLOWS</b>	<b>33,451</b>	<b>33,876</b>			
<b>RESTRICTED ASSETS</b>	<b>27,020</b>	<b>24,279</b>			
<b>OTHER ASSETS</b>	<b>1,016</b>	<b>1,036</b>			
<b>TOTAL ASSETS</b>	<b>2,741,531</b>	<b>2,597,775</b>			



# APPENDIX

## Non Operating Items and Net Margin by Affiliate

\$ in thousands

	Period 5- Month			Period 5- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>El Camino Hospital Operating Margin</b>						
Mountain View	4,982	10,882	(5,900)	43,528	40,020	3,508
Los Gatos	249	1,971	(1,722)	6,257	6,902	(645)
<b>Sub Total - El Camino Hospital, excl. Affilates</b>	<b>5,232</b>	<b>12,853</b>	<b>(7,622)</b>	<b>49,785</b>	<b>46,922</b>	<b>2,863</b>
<b>Operating Margin %</b>	<b>6.3%</b>	<b>15.1%</b>		<b>11.8%</b>	<b>11.6%</b>	
<b>El Camino Hospital Non Operating Income</b>						
<b>Sub Total - Non Operating Income</b>	<b>17,243</b>	<b>2,516</b>	<b>14,727</b>	<b>31,066</b>	<b>13,112</b>	<b>17,954</b>
<b>El Camino Hospital Net Margin</b>	<b>22,474</b>	<b>15,369</b>	<b>7,106</b>	<b>80,851</b>	<b>60,034</b>	<b>20,817</b>
<b>ECH Net Margin %</b>	<b>27.2%</b>	<b>18.0%</b>		<b>19.2%</b>	<b>14.8%</b>	
Concern	(46)	136	(182)	263	197	66
ECSC	(1)	0	(1)	(28)	2	(30)
Foundation	470	134	336	1,911	696	1,215
Silicon Valley Medical Development	(3,633)	(2,123)	(1,510)	(16,464)	(13,120)	(3,344)
<b>Net Margin Hospital Affiliates</b>	<b>(3,210)</b>	<b>(1,852)</b>	<b>(1,358)</b>	<b>(14,318)</b>	<b>(12,226)</b>	<b>(2,092)</b>
<b>Total Net Margin Hospital &amp; Affiliates</b>	<b>19,264</b>	<b>13,516</b>	<b>5,748</b>	<b>66,533</b>	<b>47,808</b>	<b>18,725</b>

# El Camino Hospital – Mountain View (\$000s)

Period ending 11/30/2019

Period 5 FY 2019	Period 5 FY 2020	Period 5 Budget 2020	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2019	YTD FY 2020	YTD Budget 2020	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
245,512	259,819	256,681	3,138	1.2%	<b>Gross Revenue</b>	1,167,193	1,279,320	1,244,853	34,467	2.8%
(181,191)	(193,228)	(191,166)	(2,062)	(1.1%)	<b>Deductions</b>	(857,300)	(940,554)	(924,893)	(15,660)	(1.7%)
<b>64,321</b>	<b>66,591</b>	<b>65,515</b>	<b>1,076</b>	<b>1.6%</b>	<b>Net Patient Revenue</b>	<b>309,893</b>	<b>338,766</b>	<b>319,959</b>	<b>18,807</b>	<b>5.9%</b>
4,460	1,846	3,666	(1,821)	(49.7%)	<b>Other Operating Revenue</b>	11,106	8,433	10,714	(2,282)	(21.3%)
<b>68,781</b>	<b>68,436</b>	<b>69,181</b>	<b>(745)</b>	<b>(1.1%)</b>	<b>Total Operating Revenue</b>	<b>320,999</b>	<b>347,199</b>	<b>330,674</b>	<b>16,525</b>	<b>5.0%</b>
					<b>OPERATING EXPENSE</b>					
34,528	35,706	36,107	401	1.1%	<b>Salaries &amp; Wages</b>	170,191	180,536	180,734	197	0.1%
9,392	11,809	9,448	(2,361)	(25.0%)	<b>Supplies</b>	44,763	54,454	46,454	(8,000)	(17.2%)
6,818	9,418	5,605	(3,813)	(68.0%)	<b>Fees &amp; Purchased Services</b>	32,219	35,374	29,296	(6,077)	(20.7%)
2,345	2,776	2,659	(117)	(4.4%)	<b>Other Operating Expense</b>	10,587	13,034	13,372	338	2.5%
438	282	695	413	59.4%	<b>Interest</b>	2,128	2,533	2,675	142	5.3%
3,508	3,463	3,787	323	8.5%	<b>Depreciation</b>	17,532	17,740	18,124	384	2.1%
<b>57,030</b>	<b>63,454</b>	<b>58,300</b>	<b>(5,155)</b>	<b>(8.8%)</b>	<b>Total Operating Expense</b>	<b>277,420</b>	<b>303,671</b>	<b>290,654</b>	<b>(13,018)</b>	<b>(4.5%)</b>
<b>11,752</b>	<b>4,982</b>	<b>10,882</b>	<b>(5,900)</b>	<b>(54.2%)</b>	<b>Net Operating Margin</b>	<b>43,579</b>	<b>43,528</b>	<b>40,020</b>	<b>3,508</b>	<b>8.8%</b>
669	17,243	2,516	14,727	585.4%	<b>Non Operating Income</b>	(17,270)	31,066	13,112	17,954	136.9%
<b>12,421</b>	<b>22,225</b>	<b>13,398</b>	<b>8,828</b>	<b>65.9%</b>	<b>Net Margin</b>	<b>26,309</b>	<b>74,594</b>	<b>53,132</b>	<b>21,462</b>	<b>40.4%</b>
					<b>EBITDA</b>	19.7%	18.4%	18.4%	(0.0%)	
22.8%	12.8%	22.2%	(9.5%)		<b>Operating Margin</b>	13.6%	12.5%	12.1%	0.4%	
17.1%	7.3%	15.7%	(8.4%)		<b>Net Margin</b>	8.2%	21.5%	16.1%	5.4%	
18.1%	32.5%	19.4%	13.1%							

# El Camino Hospital – Los Gatos (\$000s)

Period ending 11/30/2019

Period 5 FY 2019	Period 5 FY 2020	Period 5 Budget 2020	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2019	YTD FY 2020	YTD Budget 2020	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
52,243	58,656	60,651	(1,995)	(3.3%)	<b>Gross Revenue</b>	251,728	293,433	283,781	9,651	3.4%
(38,738)	(44,740)	(44,932)	192	0.4%	<b>Deductions</b>	(186,736)	(221,022)	(210,507)	(10,515)	(5.0%)
<b>13,505</b>	<b>13,916</b>	<b>15,718</b>	<b>(1,802)</b>	<b>(11.5%)</b>	<b>Net Patient Revenue</b>	<b>64,991</b>	<b>72,410</b>	<b>73,274</b>	<b>(864)</b>	<b>(1.2%)</b>
290	370	271	98	36.3%	<b>Other Operating Revenue</b>	1,399	1,932	1,355	578	42.6%
<b>13,795</b>	<b>14,285</b>	<b>15,989</b>	<b>(1,704)</b>	<b>(10.7%)</b>	<b>Total Operating Revenue</b>	<b>66,390</b>	<b>74,343</b>	<b>74,629</b>	<b>(286)</b>	<b>(0.4%)</b>
					<b>OPERATING EXPENSE</b>					
6,747	7,390	7,295	(95)	(1.3%)	<b>Salaries &amp; Wages</b>	34,021	37,266	36,247	(1,019)	(2.8%)
1,968	2,583	2,609	25	1.0%	<b>Supplies</b>	10,328	11,541	11,447	(94)	(0.8%)
2,774	2,993	2,787	(206)	(7.4%)	<b>Fees &amp; Purchased Services</b>	13,325	13,644	13,715	70	0.5%
192	279	488	209	42.8%	<b>Other Operating Expense</b>	1,662	1,645	2,167	522	24.1%
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
749	791	840	49	5.8%	<b>Depreciation</b>	3,725	3,989	4,151	162	3.9%
<b>12,430</b>	<b>14,036</b>	<b>14,018</b>	<b>(18)</b>	<b>(0.1%)</b>	<b>Total Operating Expense</b>	<b>63,060</b>	<b>68,085</b>	<b>67,727</b>	<b>(359)</b>	<b>(0.5%)</b>
<b>1,364</b>	<b>249</b>	<b>1,971</b>	<b>(1,722)</b>	<b>(87.4%)</b>	<b>Net Operating Margin</b>	<b>3,330</b>	<b>6,257</b>	<b>6,902</b>	<b>(645)</b>	<b>(9.3%)</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	0	0	0	0	0.0%
<b>1,364</b>	<b>249</b>	<b>1,971</b>	<b>(1,722)</b>	<b>(87.4%)</b>	<b>Net Margin</b>	<b>3,330</b>	<b>6,257</b>	<b>6,902</b>	<b>(645)</b>	<b>(9.3%)</b>
15.3%	7.3%	17.6%	(10.3%)		<b>EBITDA</b>	10.6%	13.8%	14.8%	(1.0%)	
9.9%	1.7%	12.3%	(10.6%)		<b>Operating Margin</b>	5.0%	8.4%	9.2%	(0.8%)	
9.9%	1.7%	12.3%	(10.6%)		<b>Net Margin</b>	5.0%	8.4%	9.2%	(0.8%)	

## FY 20 Capital Cash Flow Projections

### Reformatted to separate active and planned facility projects

Capital Spending (in 000's)	Actual FY2017	Actual FY2018	Actual FY2019	Budget Cash Flow 2020
ERP	-	-	5,830	-
IT Hardware / Software Equipment/EPIC	5,414	2,222	7,859	6,000
Medical / Non Medical Equipment	9,556	15,780	12,082	18,000
<b>Facilities Total</b>	<b>82,953</b>	<b>139,434</b>	<b>158,010</b>	<b>244,665</b>
Active				
Mountain View Campus Master Plan Projects	62,493	114,093	140,000	112,700
Mountain View Capital Projects	5,535	7,948	9,620	66,992
Los Gatos Capital Projects	14,780	12,306	6,901	12,773
Placeholder/Deferred				
Other Strategic Capital Facility Projects	145	5,088	1,489	19,200
Other Major Projects				33,000
<b>GRAND TOTAL</b>	<b>97,923</b>	<b>157,435</b>	<b>183,782</b>	<b>268,665</b>



# FY20 Detail Facility Cash Flow Projections (\$000s)

	<b>FY 2020 Cash Flow</b>		<b>FY 2020 Cash Flow</b>
<b>Mountain View Campus Master Plan Projects</b>		<b>Los Gatos Capital Projects</b>	
BHS Replacement	8,143	LG IR Upgrades	1,250
Integrated Medical Office Building	57,557	LG Modular MRI & Awning	3,205
Women's Hosp Expansion	33,000	LG Nurse Call System Upgrade	1,000
Demo Old Main & Related Site Work	14,000	LG Security System	340
	<u>112,700</u>	LG Cancer Center	2,598
		LG MOB Upgrades FY 20	500
		LG Facilities Planning Allowance FY 20	500
		LG Equipment & Infrastructure Upgrades FY 20	600
		LG Rehab Finish Upgrades	400
		LG Campus Signage	500
		LG Wireless Infrastructure Upgrades	480
		LG Paving Upgrades	800
		LG Decontamination in OR	600
			<u>12,773</u>
<b>Mountain View Capital Projects</b>		<b>Other Strategic Capital Facility Projects</b>	
ED Remodel Triage / Psych Observation	6,106	Primary Care Clinic	4,000
Willow Pavilion FA Sys and Equip Upgrades	1,400	New MOB	12,200
Willow Surgery Center Improvements	2,000	SVMD - Facilities Future Years	3,000
Site Signage & Other Improvements	1,700		<u>19,200</u>
Patient Family Residence	6,150		
Nurse Call System Upgrade	2,200	<b>Other Major Projects &amp; Annual Forecasts</b>	
Imaging Equipment Replacement (Imaging Dept. Only)	11,700	LG Campus Redevelopment	12,000
IR / Cath Lab Equipment Replacement (5 or 6 Rooms)	9,500	Property Acquisitions	21,000
Various Relocation Projects	700		<u>33,000</u>
Flooring Replacement	1,180		
Emergency Sanitary & Water Storage	2,216		
CT Equipment Replacement @ Radiation Oncology	440		
Radiation Oncology Equipment Replacement	10,000		
MV MOB Upgrades FY 20	500		
MV Facilities Planning Allowance FY 20	600		
MV Equipment & Infrastructure Upgrades FY 20	900		
MV Cancer Center Expansion	1,200		
MV Wireless Infrastructure Upgrade	1,000		
Other Undefined	500		
MV Undefined Annual Forecast	7,000		
	<u>66,992</u>	<b>TOTAL</b>	<u>244,665</u>