



El Camino Health

Summary of Financial Operations

Fiscal Year 2021 – Period 11

7/1/2020 to 05/31/2021

Executive Summary - Overall Commentary for Period 11

- Total gross charges, a surrogate for volume, were favorable to budget by \$72.5M / 23.4% and \$128.4M / 50.6% lower than the same period last year
- Net patient revenue was favorable to budget by \$14.8M / 18.4% and \$24.6M / 34.7% higher than the same period last year
- Operating expenses were \$5.5M / 6.5% unfavorable to budget, which is primarily attributed to higher than expected volume versus budget and significant number of procedural cases performed in May
- Operating margin was favorable to budget by \$10.3M / 623.5% and \$13.9M / 700.6% higher than the same period last year
- Operating EBIDA was favorable to budget by \$10.0M / 124.3% and \$15.6M / 609.4% higher than the same period last year

Operational / Financial Results: Period 11 – May 2021 (as of 5/31/2021)

(\$ 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	254	223	31	13.7%	197	57	29.2%	---	---	---
	Total Discharges	1,724	1,562	162	10.4%	1,359	365	26.9%	---	---	---
	Adjusted Discharges	3,270	2,883	387	13.4%	2,455	814	33.2%	---	---	---
	Emergency Room Visits	4,601	4,319	282	6.5%	3,036	1,565	51.5%	---	---	---
	OP Procedural Cases	13,397	8,282	5,115	61.8%	7,199	6,198	86.1%	---	---	---
	Gross Charges (\$)	381,888	309,389	72,498	23.4%	253,514	128,374	50.6%	---	---	---
Operations	Total FTEs	2,919	2,692	227	8.4%	2,625	294	11.2%	---	---	---
	Productive Hrs. / APD	30.9	32.8	(1.9)	(5.7%)	36.3	(5.4)	(14.8%)	---	---	---
	Cost Per CMI Adjusted Discharge	15,165	17,507	(2,343)	(13.4%)	19,528	(4,363)	(22.3%)	---	---	---
	Net Days in A/R	51.7	49.0	2.7	5.6%	51.1	0.6	1.2%	47.7	47.1	
Financial Performance	Net Patient Revenue (\$)	95,542	80,704	14,838	18.4%	70,930	24,612	34.7%	106,723	257,000	
	Total Operating Revenue (\$)	100,927	85,201	15,726	18.5%	74,480	26,447	35.5%	116,864	314,648	
	Operating Income (\$)	11,921	1,648	10,273	623.5%	(1,985)	13,906	700.6%	3,948	10,135	
	Operating EBIDA (\$)	18,130	8,082	10,047	124.3%	2,556	15,574	609.4%	11,301	27,969	
	Net Income (\$)	28,588	4,981	23,606	473.9%	22,981	5,607	24.4%	8,219	18,726	
	Operating Margin (%)	11.8%	1.9%	9.9%	510.7%	(2.7%)	14.5%	543.2%	2.9%	3.6%	
	Operating EBIDA (%)	18.0%	9.5%	8.5%	89.4%	3.4%	14.5%	423.5%	9.7%	8.9%	
	DCOH (days)	580	435	144	33.1%	498	82	16.4%	254	264	

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2020. Dollar amounts have been adjusted to reflect monthly averages.

Operational / Financial Results: YTD FY2021 (as of 5/31/2021)

(\$ 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	242	209	34	16.3%	228	14	6.4%	---	---	---
	Total Discharges	17,368	15,765	1,603	10.2%	17,541	(173)	(1.0%)	---	---	---
	Adjusted Discharges	32,789	29,232	3,557	12.2%	32,535	254	0.8%	---	---	---
	Emergency Room Visits	46,439	40,762	5,677	13.9%	52,328	(5,889)	(11.3%)	---	---	---
	OP Procedural Cases	147,978	95,074	52,904	55.6%	106,245	41,733	39.3%	---	---	---
	Gross Charges (\$)	3,901,178	3,112,958	788,220	25.3%	3,339,949	561,230	16.8%	---	---	---
Operations	Total FTEs	2,834	2,609	225	8.6%	2,771	63	2.3%	---	---	---
	Productive Hrs. / APD	31.2	33.9	(2.7)	(8.0%)	32.6	(1.4)	(4.2%)	---	---	---
	Cost Per CMI Adjusted Discharge	16,876	18,300	(1,424)	(7.8%)	17,379	(503)	(2.9%)	---	---	---
	Net Days in A/R	51.7	49.0	2.7	5.6%	51.1	0.6	1.2%	47.7	47.1	---
Financial Performance	Net Patient Revenue (\$)	995,673	811,065	184,608	22.8%	881,951	113,722	12.9%	1,173,948	2,826,998	---
	Total Operating Revenue (\$)	1,039,398	861,459	177,939	20.7%	929,721	109,677	11.8%	1,285,504	3,461,129	---
	Operating Income (\$)	66,580	(27,369)	93,950	343.3%	25,321	41,259	162.9%	43,433	111,480	---
	Operating EBIDA (\$)	142,919	45,771	97,148	212.2%	82,925	59,993	72.3%	124,306	307,655	---
	Net Income (\$)	287,378	4,802	282,577	5884.6%	58,603	228,776	390.4%	90,404	205,984	---
	Operating Margin (%)	6.4%	(3.2%)	9.6%	301.6%	2.7%	3.7%	135.2%	2.9%	3.6%	---
	Operating EBIDA (%)	13.8%	5.3%	8.4%	158.8%	8.9%	4.8%	54.2%	9.7%	8.9%	---
	DCOH (days)	580	435	144	33.1%	498	82	16.4%	254	264	---

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2020. Dollar amounts have been adjusted to reflect 11 month totals.

Key Statistics: Period 11 and YTD (as of 05/31/2021)

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	197	254	223	29.2%	13.7%	228	242	209	6.4%	16.3%
Utilization MV	50%	66%	59%	31.0%	11.0%	62%	63%	55%	2.7%	16.2%
Utilization LG	32%	34%	27%	7.2%	26.4%	30%	32%	27%	6.0%	16.7%
Utilization Combined	44%	56%	49%	26.0%	13.7%	51%	53%	46%	3.7%	16.2%
Adjusted Discharges	2,455	3,270	2,883	33.2%	13.4%	32,535	32,811	29,232	0.8%	12.2%
Total Discharges (Exc NB)	1,358	1,726	1,562	27.1%	10.5%	17,543	17,374	15,763	(1.0%)	10.2%
Total Discharges	1,740	2,065	1,921	18.7%	7.5%	21,334	20,939	19,528	(1.9%)	7.2%
Inpatient Activity										
MS Discharges	807	1,198	991	48.5%	20.8%	11,970	11,907	9,848	(0.5%)	20.9%
Deliveries	402	392	379	(2.5%)	3.3%	4,004	3,850	3,977	(3.8%)	(3.2%)
BHS	98	99	147	1.0%	(32.7%)	1,072	1,173	1,458	9.4%	(19.5%)
Rehab	51	37	44	(27.5%)	(15.9%)	497	444	481	(10.7%)	(7.6%)
Outpatient Activity										
Total Outpatient Cases	9,511	17,008	11,585	78.8%	46.8%	136,058	182,118	117,522	33.9%	55.0%
ED	2,312	3,611	3,303	56.2%	9.3%	40,102	34,140	30,801	(14.9%)	10.8%
OP Surg	394	579	359	47.0%	61.3%	4,905	5,835	3,745	19.0%	55.8%
Endo	116	242	172	108.6%	41.1%	2,100	2,358	1,657	12.3%	42.3%
Interventional	128	178	145	39.1%	22.6%	1,812	1,948	1,270	7.5%	53.4%
All Other	6,561	12,398	7,606	89.0%	63.0%	87,139	137,837	80,049	58.2%	72.2%
Hospital Payor Mix										
Medicare	46.9%	49.0%	48.8%	4.5%	0.2%	48.7%	48.6%	48.6%	(0.1%)	0.1%
Medi-Cal	7.5%	8.8%	7.6%	16.9%	13.8%	7.5%	8.2%	7.5%	9.7%	9.0%
Commercial	43.0%	39.9%	41.2%	-7.3%	(3.4%)	41.4%	40.9%	41.5%	-1.4%	(1.7%)
Other	2.6%	2.4%	2.4%	-8.9%	1.2%	2.4%	2.3%	2.4%	(3.9%)	(4.8%)

Income Statement: Current Fiscal Year Monthly Trend (\$000s)

	Period 1 Jul-20	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	YTD FY2021	YTD Monthly Average
Operating Revenues:														
Gross Revenue	333,228	339,121	357,838	366,453	341,648	367,494	335,788	314,620	387,620	375,480	381,888	-	3,901,178	354,653
Deductions from Revenue	(247,360)	(253,449)	(267,829)	(275,898)	(253,051)	(275,206)	(245,993)	(229,347)	(290,449)	(280,577)	(286,346)	-	(2,905,506)	(264,137)
Net Patient Revenue	85,868	85,672	90,009	90,554	88,597	92,289	89,795	85,273	97,171	94,903	95,542	-	995,673	90,516
Other Operating Revenue	4,667	4,331	3,996	4,024	3,234	3,079	4,427	3,352	3,537	3,692	5,385	-	43,725	3,975
Total Operating Revenue	90,535	90,003	94,005	94,578	91,831	95,368	94,222	88,625	100,708	98,595	100,927	-	1,039,398	94,491
Operating Expenses:														
Salaries, Wages and Benefits	46,431	47,739	48,136	49,061	47,222	48,774	53,636	48,592	52,025	50,616	48,138	-	540,369	49,124
Supplies	12,820	16,893	12,798	13,496	13,641	14,519	13,888	13,587	15,421	14,256	15,241	-	156,558	14,233
Fees & Purchased Services	12,918	14,366	14,949	12,982	14,264	14,035	15,825	14,770	15,139	15,761	15,923	-	160,931	14,630
Other Operating Expenses	3,583	3,596	4,498	3,721	3,512	4,100	3,819	1,097	3,536	3,662	3,496	-	38,620	3,511
Interest	1,428	1,431	1,428	1,429	1,428	1,428	1,428	1,392	1,399	1,400	1,400	-	15,592	1,417
Depreciation	5,231	5,328	5,795	5,798	6,068	5,591	5,689	5,903	4,931	5,606	4,808	-	60,746	5,522
Total Operating Expenses	82,411	89,352	87,604	86,487	86,136	88,446	94,284	85,341	92,450	91,301	89,006	-	972,817	88,438
Operating Margin	8,124	651	6,401	8,091	5,695	6,922	(62)	3,285	8,258	7,294	11,921	-	66,580	6,053
Non-Operating Income	27,718	28,642	(9,557)	(27,499)	64,968	57,357	39	14,349	18,965	29,151	16,666	-	220,798	20,073
Net Margin	35,842	29,293	(3,156)	(19,408)	70,663	64,279	(23)	17,633	27,223	36,445	28,588	-	287,378	26,125
Operating EBIDA	14,783	7,410	13,624	15,318	13,192	13,940	7,055	10,580	14,588	14,301	18,130	-	142,919	12,993
Operating Margin (%)	9.0%	0.7%	6.8%	8.6%	6.2%	7.3%	-0.1%	3.7%	8.2%	7.4%	11.8%	-	6.4%	-
Operating EBIDA Margin (%)	16.3%	8.2%	14.5%	16.2%	14.4%	14.6%	7.5%	11.9%	14.5%	14.5%	18.0%	-	13.8%	-

Financial Overview: Period 11 – May 2021

Period ending 5/31/2021

Financial Performance

- May operating income was \$11.9M compared to a budget of \$1.6M, resulting in a favorable variance of \$10.3M. The primary drivers continue to be; volume, which remains a strong rebound from the third wave of the pandemic, pent up demand of surgical cases, and continued management of variable expenses
- May volumes and revenues continue to be stronger than budget as demonstrated by:
 - Adjusted discharges were favorable to budget by 387 cases / 13.4% and 814 cases / 33.2% above the same period last year
 - Favorable variance of gross charges of \$72.7M was split as follows:
 - Inpatient gross charges: Favorable to budget by \$34M / 21% variance primarily driven by surgery, critical care, cath lab, and ancillary services
 - Outpatient gross charges: Favorable to budget by \$38.7M / 28% variance primarily driven by surgery, cath. lab, and ancillary services
 - Operating Expenses were unfavorable to budget by \$5.5M / 6.5%, primarily due to patient activity, increased use / cost of PPE associated with Covid-19 and other Covid-19 associated expenses
 - SWB were unfavorable by \$1.1M / 2%
 - Supplies were unfavorable by \$2.5M / 30%
 - All other discretionary non-volume driven expenses were unfavorable to budget by \$1.9M
 - Additional expenses attributed to Covid-19 were \$600K in May and \$15.5M YTD
- Non Operating Income includes:
 - Favorable variance of \$13.3M primarily due to unrealized gains on investments

Financial Overview: Period 11 – May 2021 (cont.)

Period ending 5/31/2021

Financial Performance

Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 387 ADs / 13% and above prior year by 814 ADs / 33%:
 - Mountain View: Favorable to budget by 155 ADs / 7% and above prior year by 575 ADs/ 31%
 - Los Gatos: Favorable to budget by 232 ADs / 41% and above prior year by 239 ADs / 42%
- Operating Expense Per CMI Adjusted Discharge: \$15,165 which is 13.4% favorable to budget

Note: Excludes depreciation and interest

El Camino Health Medical Network (ECHMN) Operations:

- May's total visits of 26,724 down from the prior month's 33,240 visits, driven primarily by a decrease in COVID vaccination visits (8,533 in May vs 13,295 in April)
- Net Income was favorable to budget by \$36K in May and \$519K favorable to May of 2020
- YTD May ECHMN Net Income is unfavorable to budget by \$2.2M / 7%, but favorable to prior year by \$4.7M / 13%

Financial Overview: YTD FY2021 (as of 5/31/2021)

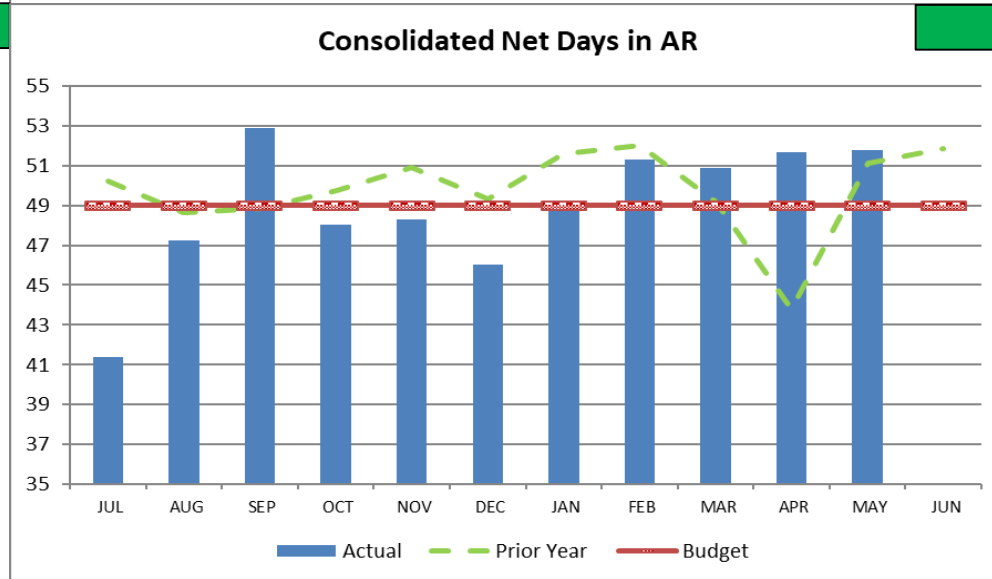
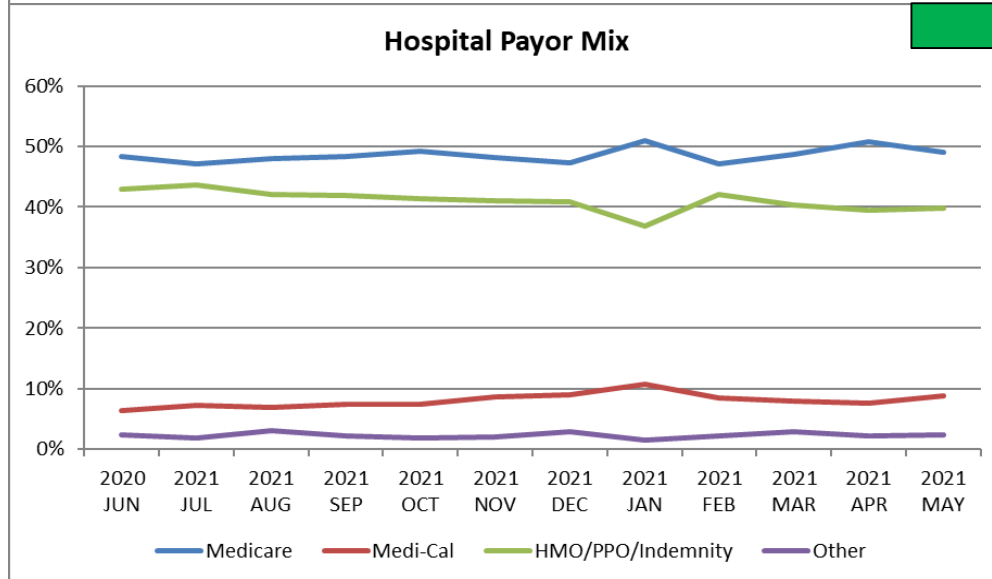
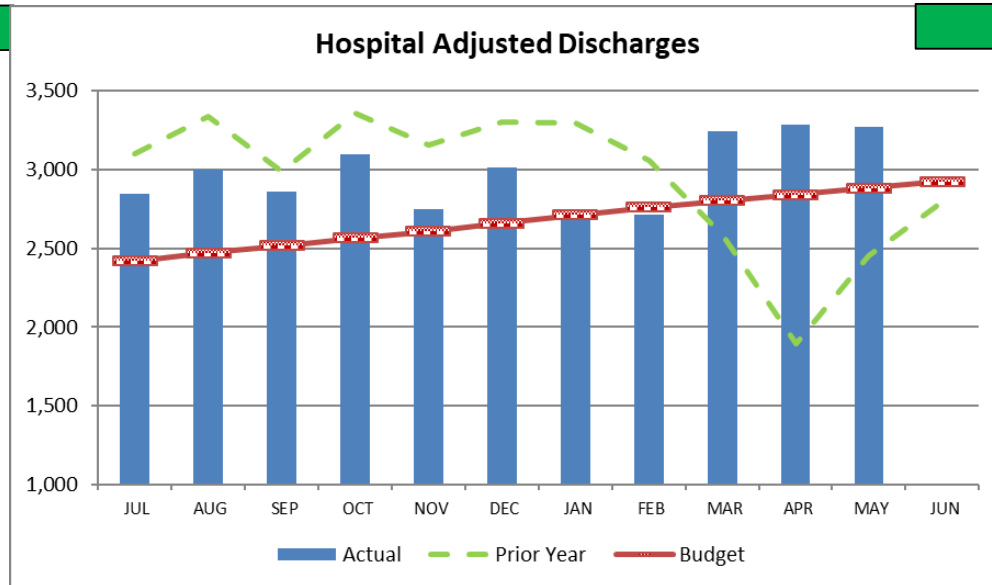
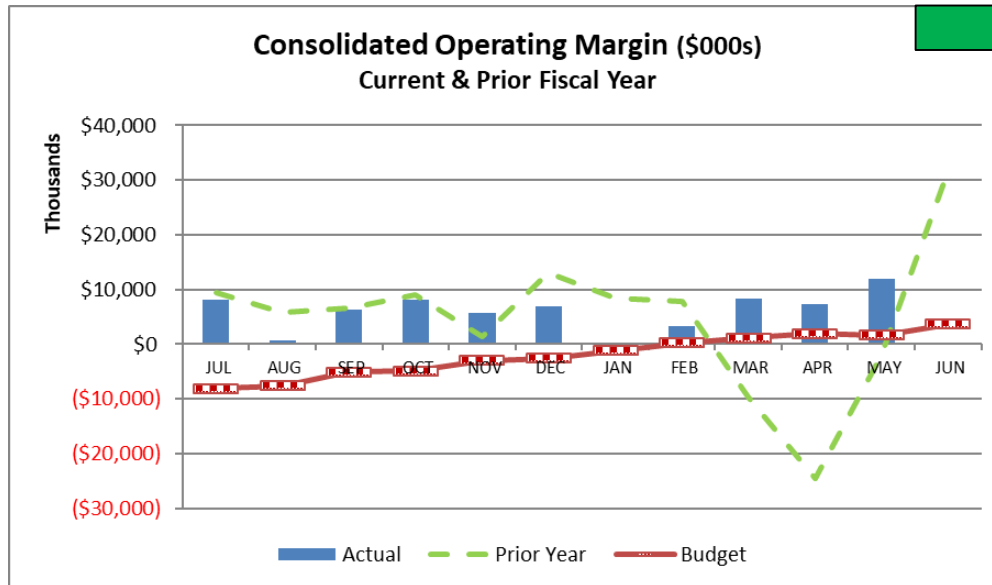
Consolidated Financial Performance

- YTD FY2021 net operating margin of \$66.6M compared to the budget of -\$27.4M
- Year-over-year operating margin is \$41.3M higher than the same period last year, which is primarily due to the initial significant Covid-19 impact in FY20
- Strong volume recovery from the first waves of Covid-19, continues to be the primary driver of favorable performance to budget
 - Adjusted discharges are 3,555 /12% favorable to budget and 286 / 1% higher than the same period last year
- Operating expenses are \$84.0M / 9.5% unfavorable to budget
 - Unfavorability driven higher than budgeted volumes and expenses associated with Covid-19 pandemic
 - Operating expense per CMI adjusted discharge of \$16.876 is 8% favorable to budget which demonstrates consistent management of variable expenses

Note: Excludes depreciation and interest expense

APPENDIX

YTD FY2021 Financial KPIs – Monthly Trends



Investment Scorecard (as of 3/31/2021)

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY21 Budget	Expectation Per Asset Allocation
Investment Performance		CY 1Q 2021 / FY 3Q 2021		Fiscal Year-to-Date 2021		8y 5m Since Inception (annualized)		FY 2021	2019
Surplus cash balance*		\$1,326.9	--	--	--	--	--	--	--
Surplus cash return		1.7%	1.6%	15.1%	14.2%	6.7%	6.5%	4.0%	5.6%
Cash balance plan balance (millions)		\$344.0	--	--	--	--	--	--	--
Cash balance plan return		2.0%	2.3%	19.6%	17.1%	8.9%	8.0%	6.0%	6.0%
403(b) plan balance (millions)		\$689.6	--	--	--	--	--	--	--
Risk vs. Return		3-year			8y 5m Since Inception (annualized)				2019
Surplus cash Sharpe ratio		0.78	0.79	--	--	0.94	0.94	--	0.34
Net of fee return		8.4%	8.2%	--	--	6.7%	6.5%	--	5.6%
Standard deviation		8.8%	8.4%	--	--	6.2%	6.0%	--	8.7%
Cash balance Sharpe ratio		0.80	0.77	--	--	1.01	0.98	--	0.32
Net of fee return		10.4%	9.1%	--	--	8.9%	8.0%	--	6.0%
Standard deviation		11.2%	10.0%	--	--	8.0%	7.3%	--	10.3%
Asset Allocation		CY 1Q 2021 / FY 3Q 2021							
Surplus cash absolute variances to target		12.3%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target		10.6%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Manager Compliance		CY 1Q 2021 / FY 3Q 2021							
Surplus cash manager flags		17	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags		20	< 27 Green < 34 Yellow	--	--	--	--	--	--

*Excludes debt reserve funds (~\$9 mm), District assets (~\$42 mm), and balance sheet cash not in investable portfolio (\$200 mm). Includes Foundation (~\$40 mm) and Concern (~\$14 mm) assets.

Consolidated Balance Sheet (as of 05/31/2021)

(\$000s)

ASSETS

	May 31, 2021	Audited June 30, 2020
CURRENT ASSETS		
Cash	124,049	228,464
Short Term Investments	296,066	221,604
Patient Accounts Receivable, net	161,773	128,564
Other Accounts and Notes Receivable	3,744	13,811
Intercompany Receivables	20,565	72,592
Inventories and Prepaids	23,528	101,267
Total Current Assets	629,725	766,303
BOARD DESIGNATED ASSETS		
Foundation Board Designated	19,868	15,364
Plant & Equipment Fund	245,596	166,859
Women's Hospital Expansion	30,401	22,563
Operational Reserve Fund	123,838	148,917
Community Benefit Fund	19,683	17,916
Workers Compensation Reserve Fund	16,482	16,482
Postretirement Health/Life Reserve Fund	31,728	30,731
PTO Liability Fund	32,007	27,515
Malpractice Reserve Fund	1,964	1,919
Catastrophic Reserves Fund	25,249	17,667
Total Board Designated Assets	546,815	465,933
FUNDS HELD BY TRUSTEE	7,083	23,478
LONG TERM INVESTMENTS	585,321	372,175
CHARITABLE GIFT ANNUITY INVESTMENTS	734	680
INVESTMENTS IN AFFILIATES	33,928	29,065
PROPERTY AND EQUIPMENT		
Fixed Assets at Cost	1,785,242	1,342,012
Less: Accumulated Depreciation	(737,181)	(676,535)
Construction in Progress	101,904	489,848
Property, Plant & Equipment - Net	1,149,965	1,155,326
DEFERRED OUTFLOWS	21,175	21,416
RESTRICTED ASSETS	29,241	28,547
OTHER ASSETS	87,530	3,231
TOTAL ASSETS	3,091,517	2,866,153

LIABILITIES AND FUND BALANCE

	May 31, 2021	Audited June 30, 2020
CURRENT LIABILITIES		
Accounts Payable	24,350	35,323
Salaries and Related Liabilities	47,147	35,209
Accrued PTO	32,725	28,124
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	12,077	10,956
Intercompany Payables	20,582	70,292
Malpractice Reserves	1,565	1,560
Bonds Payable - Current	9,430	9,020
Bond Interest Payable	6,634	8,463
Other Liabilities	11,279	3,222
Total Current Liabilities	168,091	204,469
LONG TERM LIABILITIES		
Post Retirement Benefits	31,728	30,731
Worker's Comp Reserve	16,482	16,482
Other L/T Obligation (Asbestos)	6,294	4,094
Bond Payable	484,373	513,602
Total Long Term Liabilities	538,876	564,908
DEFERRED REVENUE-UNRESTRICTED	72,199	77,133
DEFERRED INFLOW OF RESOURCES	28,009	30,700
FUND BALANCE/CAPITAL ACCOUNTS		
Unrestricted	2,059,433	1,771,854
Board Designated	193,881	188,457
Restricted	31,027	28,631
Total Fund Bal & Capital Accts	2,284,342	1,988,942
TOTAL LIABILITIES AND FUND BALANCE	3,091,517	2,866,153

Period 11 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 5/31/2021)

(\$000s)

	Period 11- Month			Period 11- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	13,283	3,125	10,158	71,298	(9,770)	81,068
Los Gatos	1,410	1,427	(17)	29,950	16,177	13,773
Sub Total - El Camino Hospital, excl. Affiliates	14,694	4,552	10,142	101,248	6,407	94,841
Operating Margin %	15.4%	5.7%		10.3%	0.8%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	15,649	3,028	12,621	212,390	28,829	183,560
El Camino Hospital Net Margin	30,343	7,580	22,763	313,637	35,236	278,401
ECH Net Margin %	31.7%	9.6%		31.9%	4.4%	
Concern	(79)	26	(104)	395	333	62
ECSC	0	0	0	(3)	0	(3)
Foundation	808	(104)	911	6,157	(189)	6,346
El Camino Health Medical Network	(2,484)	(2,521)	36	(32,808)	(30,578)	(2,231)
Net Margin Hospital Affiliates	(1,755)	(2,599)	843	(26,259)	(30,434)	4,175
Total Net Margin Hospital & Affiliates	28,588	4,981	23,606	287,378	4,802	282,577

Consolidated Statement of Operations (\$000s)

Period 11 ending 05/31/2021

Period 11 FY 2020	Period 11 FY 2021	Period 11 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
253,514	381,888	309,389	72,498	23.4%	Gross Revenue	3,339,949	3,901,178	3,112,958	788,220	25.3%
(182,584)	(286,346)	(228,686)	(57,660)	(25.2%)	Deductions	(2,457,998)	(2,905,506)	(2,301,893)	(603,612)	(26.2%)
70,930	95,542	80,704	14,838	18.4%	Net Patient Revenue	881,951	995,673	811,065	184,608	22.8%
3,550	5,385	4,497	888	19.7%	Other Operating Revenue	47,770	43,725	50,394	(6,669)	(13.2%)
74,480	100,927	85,201	15,726	18.5%	Total Operating Revenues	929,721	1,039,398	861,459	177,939	20.7%
					OPERATING EXPENSE					
45,971	48,138	47,030	(1,108)	(2.4%)	Salaries & Wages	507,895	540,369	493,155	(47,214)	(9.6%)
9,881	15,241	11,871	(3,370)	(28.4%)	Supplies	141,079	156,558	123,638	(32,920)	(26.6%)
12,870	15,923	14,568	(1,354)	(9.3%)	Fees & Purchased Services	157,055	160,931	158,588	(2,343)	(1.5%)
3,203	3,496	3,649	154	4.2%	Other Operating Expense	40,767	38,620	40,307	1,687	4.2%
1,419	1,400	916	(485)	(53.0%)	Interest	8,050	15,592	10,142	(5,450)	(53.7%)
3,122	4,808	5,519	711	12.9%	Depreciation	49,554	60,746	62,998	2,252	3.6%
76,465	89,006	83,553	(5,453)	(6.5%)	Total Operating Expenses	904,399	972,817	888,828	(83,989)	(9.4%)
(1,985)	11,921	1,648	10,273	623.5%	Net Operating Margin	25,321	66,580	(27,369)	93,950	(343.3%)
24,966	16,666	3,334	13,333	399.9%	Non Operating Income	33,281	220,798	32,171	188,627	586.3%
22,981	28,588	4,981	23,606	473.9%	Net Margin	58,603	287,378	4,802	282,577	5884.6%
2,556	18,130	8,082	10,047	124.3%	Operating EBIDA	82,925	142,919	45,771	97,148	212.2%
3.4%	18.0%	9.5%	8.5%		Operating EBIDA Margin	8.9%	13.8%	5.3%	8.4%	
-2.7%	11.8%	1.9%	9.9%		Operating Margin	2.7%	6.4%	-3.2%	9.6%	
30.9%	28.3%	5.8%	22.5%		Net Margin	6.3%	27.6%	0.6%	27.1%	

El Camino Hospital – Mountain View

Statement of Operations (\$000s)

Period 11 ending 05/31/2021

Period 11 FY 2020	Period 11 FY 2021	Period 11 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
OPERATING REVENUES										
192,753	285,630	240,907	44,722	18.6%	Gross Revenue	2,646,735	2,971,653	2,383,534	588,119	24.7%
(137,874)	(211,919)	(178,426)	(33,493)	(18.8%)	Deductions	(1,941,463)	(2,209,248)	(1,765,632)	(443,616)	(25.1%)
54,879	73,710	62,481	11,229	18.0%	Net Patient Revenue	705,272	762,406	617,902	144,504	23.4%
1,318	3,335	1,610	1,725	107.1%	Other Operating Revenue	17,911	18,200	18,441	(241)	(1.3%)
56,196	77,045	64,091	12,954	20.2%	Total Operating Revenues	723,183	780,606	636,343	144,263	22.7%
OPERATING EXPENSES										
36,161	37,319	37,559	240	0.6%	Salaries & Wages	402,276	425,133	391,249	(33,884)	(8.7%)
7,656	10,786	9,032	(1,755)	(19.4%)	Supplies	112,201	116,815	92,857	(23,958)	(25.8%)
5,790	8,421	6,727	(1,695)	(25.2%)	Fees & Purchased Services	77,063	79,309	74,441	(4,869)	(6.5%)
2,168	2,228	2,280	52	2.3%	Other Operating Expense	28,430	24,622	26,387	1,765	6.7%
1,419	1,400	916	(485)	(53.0%)	Interest	8,050	15,592	10,142	(5,450)	(53.7%)
2,962	3,607	4,453	847	19.0%	Depreciation	38,842	47,837	51,039	3,201	6.3%
56,157	63,762	60,966	(2,796)	(4.6%)	Total Operating Expenses	666,862	709,308	646,114	(63,195)	(9.8%)
40	13,283	3,125	10,158	325.1%	Net Operating Margin	56,321	71,298	(9,770)	81,068	(829.7%)
23,713	15,649	3,028	12,621	416.8%	Non Operating Income	28,391	212,390	28,829	183,560	636.7%
23,753	28,933	6,153	22,779	370.2%	Net Margin	84,713	283,687	19,059	264,628	1388.5%
4,420	18,290	8,494	9,797	115.3%	Operating EBIDA	103,213	134,727	51,411	83,317	162.1%
Operating EBIDA Margin										
7.9%	23.7%	13.3%	10.5%			14.3%	17.3%	8.1%	9.2%	
Operating Margin										
0.1%	17.2%	4.9%	12.4%			7.8%	9.1%	-1.5%	10.7%	
Net Margin										
42.3%	37.6%	9.6%	28.0%			11.7%	36.3%	3.0%	33.3%	

El Camino Hospital – Los Gatos

Statement of Operations (\$000s)

Period 11 ending 05/31/2021

Period 11 FY 2020	Period 11 FY 2021	Period 11 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
54,346	86,414	58,362	28,052	48.1%	Gross Revenue	617,160	830,154	630,070	200,084	31.8%
(40,479)	(68,064)	(43,453)	(24,611)	(56.6%)	Deductions	(462,334)	(629,967)	(469,336)	(160,632)	(34.2%)
13,867	18,350	14,909	3,441	23.1%	Net Patient Revenue	154,826	200,187	160,734	39,452	24.5%
367	276	273	3	1.0%	Other Operating Revenue	3,746	3,589	2,988	601	20.1%
14,234	18,626	15,182	3,444	22.7%	Total Operating Revenue	158,573	203,776	163,722	40,053	24.5%
					OPERATING EXPENSE					
7,924	8,624	7,327	(1,297)	(17.7%)	Salaries & Wages	82,266	92,030	78,446	(13,584)	(17.3%)
1,934	4,154	2,411	(1,743)	(72.3%)	Supplies	24,306	35,019	25,962	(9,057)	(34.9%)
2,883	3,123	2,678	(445)	(16.6%)	Fees & Purchased Services	30,217	32,592	29,352	(3,240)	(11.0%)
272	365	537	171	31.9%	Other Operating Expense	3,735	4,150	4,727	576	12.2%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
71	949	802	(147)	(18.3%)	Depreciation	8,975	10,035	9,059	(976)	(10.8%)
13,084	17,216	13,755	(3,460)	(25.2%)	Total Operating Expense	149,499	173,826	147,546	(26,280)	(17.8%)
1,150	1,410	1,427	(17)	(1.2%)	Net Operating Margin	9,074	29,950	16,177	13,773	85.1%
0	0	0	0	0.0%	Non Operating Income	0	0	0	0	0.0%
1,150	1,410	1,427	(17)	(1.2%)	Net Margin	9,074	29,950	16,177	13,773	85.1%
1,221	2,360	2,229	131	5.9%	Operating EBIDA	18,049	39,985	25,236	14,749	58.4%
					Operating EBIDA Margin	11.4%	19.6%	15.4%	4.2%	
					Operating Margin	5.7%	14.7%	9.9%	4.8%	
					Net Margin	5.7%	14.7%	9.9%	4.8%	

El Camino Health Medical Network Statement of Operations (\$000s)

Period 11 ending 05/31/2021

Period 11 FY 2020	Period 11 FY 2021	Period 11 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUES					
6,415	9,844	10,120	(276)	(2.7%)	Gross Revenue	76,053	99,371	99,354	17	0.0%
(4,231)	(6,363)	(6,807)	444	6.5%	Deductions	(54,201)	(66,291)	(66,925)	635	0.9%
2,185	3,482	3,314	168	5.1%	Net Patient Revenue	21,852	33,081	32,429	652	2.0%
1,233	910	1,890	(981)	(51.9%)	Other Operating Revenue	18,373	12,858	21,002	(8,144)	(38.8%)
3,418	4,391	5,204	(813)	(15.6%)	Total Operating Revenues	40,225	45,938	53,431	(7,493)	(14.0%)
					OPERATING EXPENSES					
1,432	1,754	1,622	(132)	(8.1%)	Salaries & Wages	18,334	18,469	17,873	(596)	(3.3%)
288	298	417	119	28.6%	Supplies	4,476	4,621	4,697	75	1.6%
3,900	3,750	4,661	911	19.5%	Fees & Purchased Services	45,705	43,901	50,138	6,237	12.4%
713	835	764	(71)	(9.3%)	Other Operating Expense	7,787	9,251	8,428	(823)	(9.8%)
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
88	239	261	22	8.4%	Depreciation	1,710	2,733	2,873	141	4.9%
6,421	6,876	7,725	849	11.0%	Total Operating Expenses	78,012	78,975	84,009	5,033	6.0%
(3,003)	(2,484)	(2,521)	36	(1.4%)	Net Operating Margin	(37,787)	(33,037)	(30,578)	(2,459)	8.0%
0	0	0	0	0.0%	Non Operating Income	292	229	0	229	0.0%
(3,003)	(2,484)	(2,521)	36	(1.4%)	Net Margin	(37,495)	(32,808)	(30,578)	(2,231)	7.3%
(2,915)	(2,245)	(2,259)	14	(0.6%)	Operating EBIDA	(36,077)	(30,304)	(27,704)	(2,600)	9.4%
					Operating EBIDA Margin	-89.7%	-66.0%	-51.9%	(14.1%)	
					Operating Margin	-93.9%	-71.9%	-57.2%	(14.7%)	
					Net Margin	-93.2%	-71.4%	-57.2%	(14.2%)	
-85.3%	-51.1%	-43.4%	(7.7%)							
-87.9%	-56.6%	-48.4%	(8.1%)							
-87.9%	-56.6%	-48.4%	(8.1%)							