



# El Camino Health

## Summary of Financial Operations

*Fiscal Year 2022 – Period 9  
7/1/2021 to 03/31/2022*

# Executive Summary - Overall Commentary for Period 9

- **Excellent financial results for Period 9:**

- Revenue driven by very strong Outpatient performance complimented by solid Inpatient activity
  - Outpatient activity driven by Emergency Room, Orthopedic / Spine Surgeries and Imaging
- Continued effective cost control. When adjusted for volume, overall costs below target levels
  - Cost per CMI Adjusted Discharge was 11% favorable to budget
  - Improvement in Overtime/Premium pay
- Total gross charges were favorable to budget by **\$76.2M / 19.0%** and **\$90.7M / 23.4% higher** than the same period last year.
  - Outpatient charges were favorable by **\$52.7M / 29.2%** while Inpatient charges were favorable by **\$21.8M / 10.2%**.
- Net patient revenue was **favorable to budget by \$24.1M / 24.6%** and **\$26.0M / 26.8%** higher than the same period last year.
- Operating margin was **favorable to budget by \$13.1M / 186.6%** and **\$11.9M / 144.4%** higher than the same period last year.
- Operating EBIDA was **favorable to budget by \$13.8M / 98.8%** and **\$13.2M / 90.6%** better than the same period last year.
- Net income was **favorable to budget by \$8.9M / 58.8%** and **\$3.1M / 11.4% lower than the same period last year**. This is attributed the instability in the capital market's impact on investment income.

# Operational / Financial Results: Period 9 – March 2022 (as of 03/31/2022)

(\$ 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	293	261	33	12.5%	239	55	22.9%	--	--	--
	Total Acute Discharges	1,919	1,757	162	9.2%	1,610	309	19.2%	--	--	--
	Adjusted Discharges	3,816	3,239	577	17.8%	3,243	573	17.7%	--	--	--
	Emergency Room Visits	5,859	4,716	1,143	24.2%	4,444	1,415	31.8%	--	--	--
	OP Procedural Cases	13,433	10,691	2,742	25.6%	15,666	(2,233)	(14.3%)	---	---	---
	Gross Charges (\$)	478,275	402,038	76,237	19.0%	387,620	90,655	23.4%	--	--	--
Operations	Total FTEs	3,187	3,183	5	0.1%	2,875	312	10.9%	--	--	--
	Productive Hrs. / APD	27.9	31.4	(3.6)	(11.3%)	30.8	(3.0)	(9.6%)	--	--	--
	Cost Per CMI AD	15,983	17,952	(1,969)	(11.0%)	16,509	(526)	(3.2%)	---	---	---
	Net Days in A/R	54.1	49.0	5.1	10.4%	50.3	3.8	7.5%	47.7	49.7	
Financial Performance	Net Patient Revenue (\$)	123,165	99,074	24,091	24.3%	97,171	25,994	26.8%	138,547	82,105	
	Total Operating Revenue (\$)	126,741	102,556	24,185	23.6%	100,708	26,033	25.8%	152,743	109,602	
	Operating Margin (\$)	20,180	7,041	13,139	186.6%	8,258	11,922	144.4%	1,915	3,836	
	Operating EBIDA (\$)	27,810	13,992	13,818	98.8%	14,588	13,221	90.6%	11,188	10,741	
	Net Income (\$)	24,115	15,181	8,933	58.8%	27,223	(3,109)	(11.4%)	8,124	7,343	
	Operating Margin (%)	15.9%	6.9%	9.1%	131.9%	8.2%	7.7%	94.2%	1.9%	3.5%	
	Operating EBIDA (%)	21.9%	13.6%	8.3%	60.8%	14.5%	7.5%	51.5%	8.3%	9.8%	
	DCOH (days)	305	325	(20)	(6.2%)	357	(53)	(14.7%)	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 03/31/2022)

(\$ 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'	
<b>Activity / Volume</b>	ADC	274	253	20	8.0%	242	32	13.1%	--	--
	Total Acute Discharges	15,877	15,042	835	5.6%	14,020	1,857	13.2%	--	--
	Adjusted Discharges	31,019	27,821	3,198	11.5%	26,244	4,775	18.2%	--	--
	Emergency Room Visits	50,006	39,241	10,765	27.4%	37,088	12,918	34.8%	--	--
	OP Procedural Cases	115,793	92,062	23,731	25.8%	119,478	(3,685)	(3.1%)	--	--
	Gross Charges (\$)	3,810,106	3,405,474	404,633	11.9%	3,143,811	666,296	21.2%	--	--
<b>Operations</b>	Total FTEs	3,065	3,077	(12)	(0.4%)	2,818	247	8.8%	--	--
	Productive Hrs. / APD	28.7	31.6	(3.0)	(9.4%)	31.3	(2.6)	(8.4%)	--	--
	Cost Per CMI AD	16,485	17,952	(1,466)	(8.2%)	17,198	(713)	(4.1%)	---	---
	Net Days in A/R	54.1	49.0	5.1	10.4%	50.3	3.8	7.5%	47.7	49.7
<b>Financial Performance</b>	Net Patient Revenue (\$)	976,457	858,097	118,360	13.8%	805,228	171,229	21.3%	1,246,925	738,941
	Total Operating Revenue (\$)	1,008,804	891,569	117,235	13.1%	839,876	168,929	20.1%	1,367,184	986,419
	<b>Operating Margin (\$)</b>	<b>130,513</b>	<b>59,976</b>	<b>70,537</b>	<b>117.6%</b>	<b>47,365</b>	<b>83,148</b>	<b>175.5%</b>	<b>17,234</b>	<b>34,525</b>
	<b>Operating EBIDA (\$)</b>	<b>198,008</b>	<b>123,163</b>	<b>74,845</b>	<b>60.8%</b>	<b>110,488</b>	<b>87,519</b>	<b>79.2%</b>	<b>100,695</b>	<b>96,669</b>
	Net Income (\$)	82,742	128,566	(45,824)	(35.6%)	222,346	(139,604)	(62.8%)	73,120	66,090
	<b>Operating Margin (%)</b>	<b>12.9%</b>	<b>6.7%</b>	<b>6.2%</b>	<b>92.3%</b>	<b>5.6%</b>	<b>7.3%</b>	<b>129.4%</b>	<b>1.9%</b>	<b>3.5%</b>
	<b>Operating EBIDA (%)</b>	<b>19.6%</b>	<b>13.8%</b>	<b>5.8%</b>	<b>42.1%</b>	<b>13.2%</b>	<b>6.5%</b>	<b>49.2%</b>	<b>8.3%</b>	<b>9.8%</b>
	DCOH (days)	305	325	(20)	(6.2%)	357	(53)	(14.7%)	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 9 and YTD (as of 03/31/2022)

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	239	293	261	22.9%	12.5%	242	274	253	13.1%	8.0%
Utilization MV	64%	77%	69%	19.9%	10.5%	63%	72%	67%	14.6%	8.0%
Utilization LG	28%	38%	31%	38.1%	22.0%	32%	34%	31%	7.4%	8.8%
Utilization Combined	53%	65%	57%	22.9%	12.5%	53%	60%	56%	13.3%	8.1%
Adjusted Discharges	3,243	3,816	3,239	17.7%	17.8%	26,244	31,019	27,821	18.2%	11.5%
Total Discharges (Exc NB)	1,610	1,919	1,757	19.2%	9.2%	14,020	15,877	15,042	13.2%	5.6%
Total Discharges	1,934	2,309	2,132	19.4%	8.3%	16,929	19,449	18,421	14.9%	5.6%
<b>Inpatient Case Activity</b>										
MS Discharges	1,103	1,331	1,214	20.7%	9.6%	9,583	10,670	10,047	11.3%	6.2%
Deliveries	354	426	393	20.3%	8.5%	3,115	3,856	3,559	23.8%	8.3%
BHS	117	129	104	10.3%	23.5%	950	1,010	1,040	6.3%	(2.9%)
Rehab	32	39	46	21.9%	(15.2%)	374	332	396	(11.2%)	(16.2%)
<b>Outpatient Case Activity</b>										
Total Outpatient Cases	18,732	17,805	14,191	-4.9%	25.5%	146,646	154,321	121,251	5.2%	27.3%
ED	3,066	4,372	3,500	42.6%	24.9%	27,168	38,528	29,189	41.8%	32.0%
OP Surg	615	684	487	11.2%	40.6%	4,628	5,343	4,066	15.4%	31.4%
Endo	253	271	240	7.1%	12.9%	1,888	2,136	1,926	13.1%	10.9%
Interventional	195	201	184	3.1%	9.2%	1,535	1,757	1,566	14.5%	12.2%
All Other	14,603	12,277	9,781	(15.9%)	25.5%	111,427	106,557	84,504	(4.4%)	26.1%
<b>Hospital Payor Mix</b>										
Medicare	48.7%	50.7%	48.4%	4.1%	4.6%	48.4%	48.0%	47.8%	(0.7%)	0.4%
Medi-Cal	8.0%	7.9%	8.2%	(1.6%)	(3.8%)	8.2%	8.2%	8.0%	(0.8%)	2.5%
Commercial	40.4%	39.6%	41.4%	(1.8%)	(4.5%)	41.1%	41.7%	42.2%	1.5%	(1.0%)
Other	3.0%	1.8%	2.1%	(38.4%)	(13.1%)	2.3%	2.1%	2.1%	(8.7%)	1.4%

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

	FY2021						FY2022									YTD FY2022	Rolling 16 Monthly Average	
	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	Period 7 Jan-22	Period 8 Feb-22			Period 9 Mar-22
<b>Operating Revenues:</b>																		
Net Patient Revenue	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	109,378	105,960	123,165	976,457	102,729
Other Operating Revenue	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	3,362	3,313	3,577	32,347	3,783
<b>Total Operating Revenue</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>108,228</b>	<b>108,256</b>	<b>111,138</b>	<b>110,857</b>	<b>116,681</b>	<b>112,741</b>	<b>109,273</b>	<b>126,741</b>	<b>1,008,804</b>	<b>106,512</b>
<b>Operating Expenses:</b>																		
Salaries, Wages and Benefits	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	59,347	55,256	60,098	500,927	53,175
Supplies	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	16,051	15,296	17,661	139,050	15,070
Fees & Purchased Services	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	14,291	16,550	17,352	136,490	15,491
Other Operating Expenses	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	3,829	4,290	3,821	34,330	3,753
Interest	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	1,421	1,380	1,384	12,697	1,407
Depreciation	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	6,046	6,311	6,246	54,798	5,817
<b>Total Operating Expenses</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>92,242</b>	<b>94,844</b>	<b>94,286</b>	<b>96,065</b>	<b>95,561</b>	<b>98,665</b>	<b>100,984</b>	<b>99,084</b>	<b>106,561</b>	<b>878,291</b>	<b>94,712</b>
<b>Operating Margin</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>12,648</b>	<b>13,384</b>	<b>13,970</b>	<b>15,073</b>	<b>15,297</b>	<b>18,016</b>	<b>11,756</b>	<b>10,189</b>	<b>20,180</b>	<b>130,513</b>	<b>11,800</b>
Non-Operating Income	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	(31,539)	(32,720)	3,935	(47,771)	6,800
<b>Net Margin</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>8,549</b>	<b>27,703</b>	<b>(4,408)</b>	<b>39,435</b>	<b>(5,935)</b>	<b>35,596</b>	<b>(19,783)</b>	<b>(22,531)</b>	<b>24,115</b>	<b>82,742</b>	<b>18,599</b>
<b>Operating EBIDA</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>21,959</b>	<b>21,289</b>	<b>22,290</b>	<b>23,156</b>	<b>25,608</b>	<b>19,223</b>	<b>17,881</b>	<b>27,810</b>	<b>198,008</b>	<b>19,023</b>
Operating Margin (%)	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%	10.4%	9.3%	15.9%	12.9%	11.1%
Operating EBIDA Margin (%)	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%	17.1%	16.4%	21.9%	19.6%	17.9%

# Financial Overview: Period 9 – March 2022

Period ending 3/31/2022

## Financial Performance

- March operating margin was \$20.2M compared to a budget of \$7.0M, resulting in a favorable variance of \$13.1M
- March volumes and revenues continue to be strong as demonstrated by:
  - Favorable variance of gross charges of \$74.5M was driven by both Inpatient and Outpatient activity:
    - Inpatient gross charges: Favorable to budget by \$21.8M / 10.2% variance primarily driven by interventional and medical surgical inpatient services, behavioral health, emergency services, and corresponding ancillary services
    - Outpatient gross charges: Favorable to budget by \$52.7M / 29.2% variance primarily driven by cath. lab, outpatient surgery, radiation oncology, emergency services, and corresponding ancillary services
  - Operating Expenses were unfavorable to budget by \$11.0M / 11.6% driven by the high level of patient activity
    - SWB were unfavorable by \$5.4M / 9.8%
    - Supplies were unfavorable by \$2.3M / 14.8%
      - Supply expenses attributed to Covid-19 were \$1.1M in March and \$7.6M YTD
    - All other discretionary non-volume driven expenses were unfavorable to budget by \$3.3M
- Unfavorable market performance drove unrealized losses for the investment portfolio, which resulted in negative net income for period 9

# Financial Overview: Period 9 – March 2022 (cont.)

Period ending 3/31/2022

## Financial Performance

### Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 577 ADs / 17.8% and above prior year by 573 ADs / 17.7%:
  - Mountain View: Favorable to budget by 352 ADs / 13.8% and above prior year by 455 ADs / 17.6%
  - Los Gatos: Favorable to budget by 225 ADs / 31.5% and above prior year by 118 ADs / 14.4%
- Operating Expense Per CMI Adjusted Discharge: \$15,983 which is 11.0% favorable to budget  
Note: Excludes depreciation and interest

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

- March's total visits of 18,183 reflect an increase of 23.6% over the prior month of 14,712. March's visit per day of 776 also reflect an increase of 2.8% over the prior month of 755.
- March's total visits are right on budget. February's YTD total visits were unfavorable to budget by 24%. The YTD budget variance is related to the loss of several OB/GYN providers couples months ago.
- Net Income for the month of March was unfavorable to budget by \$120K or 4.4% and the YTD was unfavorable by \$204K or 0.8%. However compared to last year, March FY22's Net Income was favorable by \$84K or 3% and the YTD was also favorable by \$2.1M or 8%.



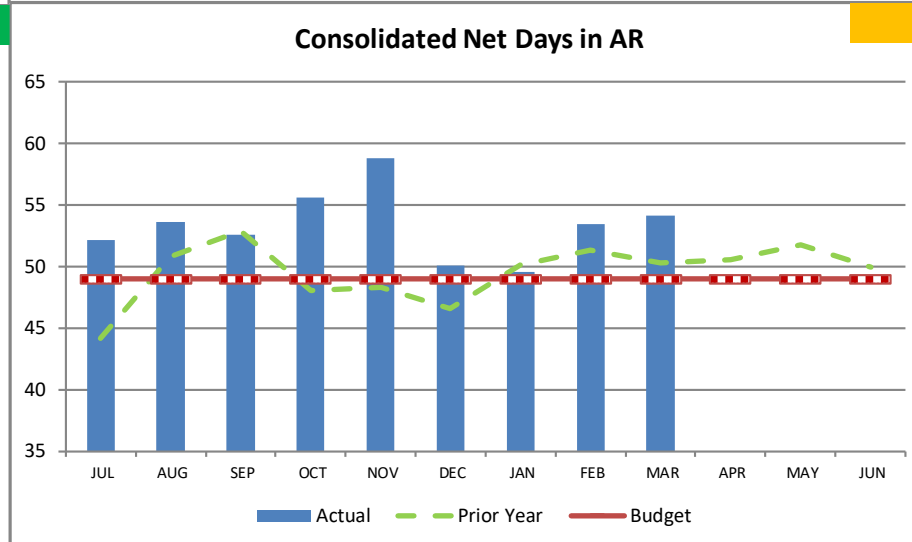
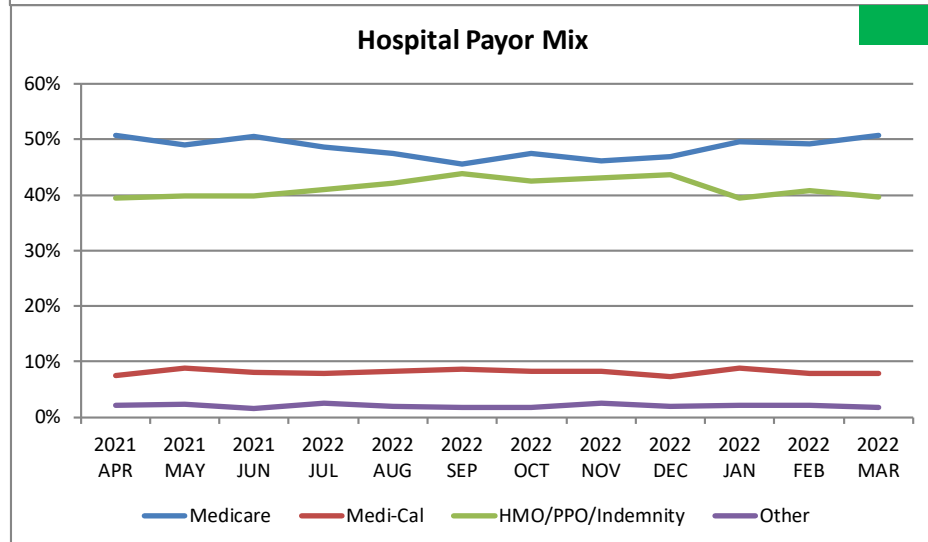
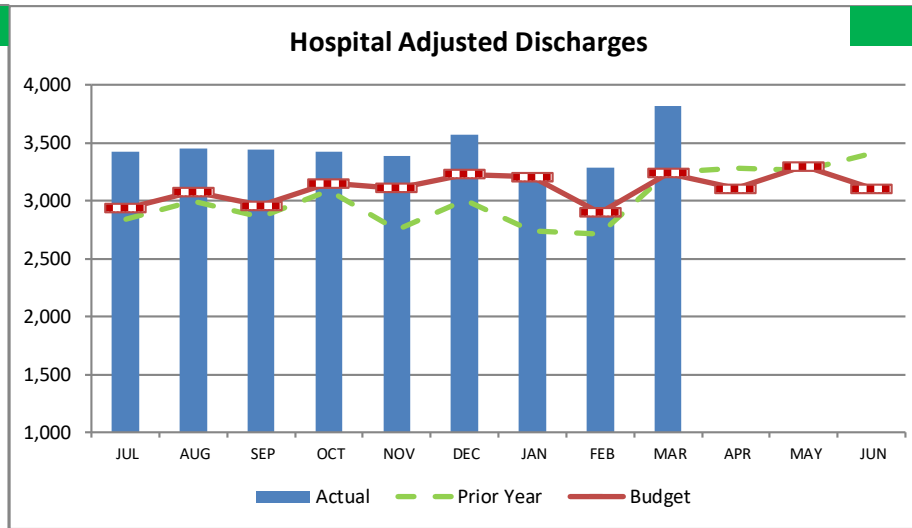
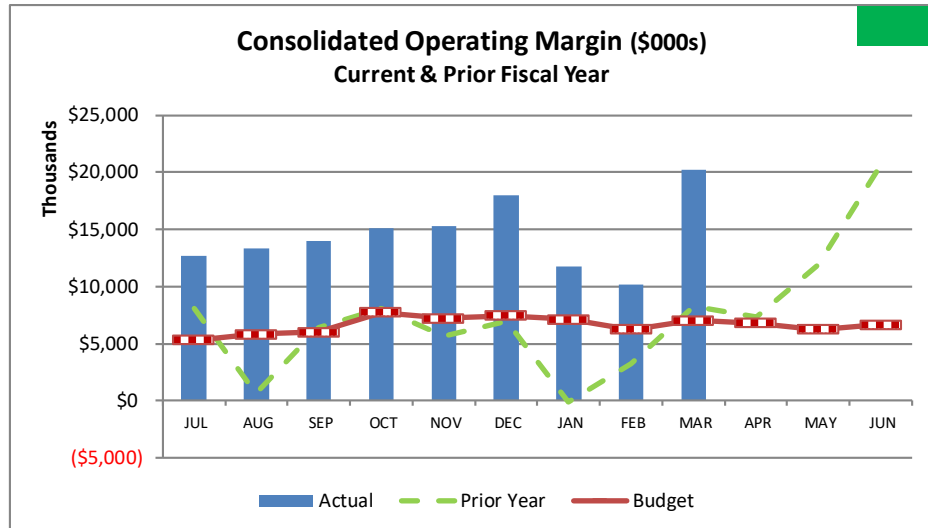
# Financial Overview: YTD FY2022 (as of 3/31/2022)

## Consolidated Financial Performance

- YTD FY2022 operating margin is \$130.5M compared to the budget of \$60.0M
  - Operating expense is \$878.3M / 5.6% unfavorable to budget
    - When adjusted for volume levels, Operating Expense per CMI Adjusted Discharge is \$16,485 which is 8.2% favorable to budget. This continues to demonstrate effective management of variable expenses and the impact of initiatives implemented by management
- Note: Excludes depreciation and interest expense**
- Year-over-year operating margin is \$83.1M 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: +15.4% primarily driven by Heart/Vascular, Orthopedic, and Spine surgery activity and their associated ancillary activity.
    - Emergency Room Visits: 41.8%
    - Deliveries - Maternal Child services: 23.8%
  - Year-over-year net margin is \$139.6M lower than the same period last year, which is attributed to lower investment income.

# 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
<b>Investment Performance</b>		<b>CY 4Q 2021 / FY 2Q 2022</b>		<b>Fiscal Year-to-Date 2022</b>		<b>9y 2m Since Inception (annualized)</b>		<b>FY 2022</b>	<b>2019</b>
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	--	--	--	--	--	--	--
<b>Risk vs. Return</b>		<b>3-year</b>			<b>9y 2m Since Inception (annualized)</b>				<b>2019</b>
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%
<b>Asset Allocation</b>		<b>CY 4Q 2021 / FY 2Q 2022</b>							
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	--	--	--	--	--	--
<b>Manager Compliance</b>		<b>CY 4Q 2021 / FY 2Q 2022</b>							
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.



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# Period 9 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 03/31/2022)

(\$000s)

	Period 9- Month			Period 9- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>El Camino Hospital Operating Margin</b>						
Mountain View	17,542	7,024	10,519	118,815	60,253	58,562
Los Gatos	5,670	2,954	2,717	37,308	26,533	10,775
<b>Sub Total - El Camino Hospital, excl. Affiliates</b>	<b>23,212</b>	<b>9,977</b>	<b>13,235</b>	<b>156,123</b>	<b>86,785</b>	<b>69,337</b>
<b>Operating Margin %</b>	<b>19.0%</b>	<b>10.2%</b>		<b>16.2%</b>	<b>10.2%</b>	
<b>El Camino Hospital Non Operating Income</b>						
<b>Sub Total - Non Operating Income</b>	<b>4,055</b>	<b>7,846</b>	<b>(3,791)</b>	<b>(48,771)</b>	<b>65,960</b>	<b>(114,731)</b>
<b>El Camino Hospital Net Margin</b>	<b>27,267</b>	<b>17,823</b>	<b>9,444</b>	<b>107,352</b>	<b>152,746</b>	<b>(45,394)</b>
<b>ECH Net Margin %</b>	<b>22.4%</b>	<b>18.2%</b>		<b>11.1%</b>	<b>18.0%</b>	
Concern	(500)	60	(560)	145	627	(482)
Foundation	177	6	171	225	(31)	256
El Camino Health Medical Network	(2,828)	(2,708)	(120)	(24,979)	(24,775)	(204)
<b>Net Margin Hospital Affiliates</b>	<b>(3,152)</b>	<b>(2,642)</b>	<b>(510)</b>	<b>(24,610)</b>	<b>(24,180)</b>	<b>(431)</b>
<b>Total Net Margin Hospital &amp; Affiliates</b>	<b>24,115</b>	<b>15,181</b>	<b>8,933</b>	<b>82,742</b>	<b>128,566</b>	<b>(45,824)</b>

# Consolidated Statement of Operations (\$000s)

Period 9 ending 03/31/2022

Period 9 FY 2021	Period 9 FY 2022	Period 9 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
387,620	478,275	402,038	76,237	19.0%	<b>Gross Revenue</b>	3,143,811	3,810,106	3,405,474	404,633	11.9%
(290,449)	(355,111)	(302,965)	(52,146)	(17.2%)	<b>Deductions</b>	(2,338,582)	(2,833,649)	(2,547,377)	(286,273)	(11.2%)
<b>97,171</b>	<b>123,165</b>	<b>99,074</b>	<b>24,091</b>	<b>24.3%</b>	<b>Net Patient Revenue</b>	<b>805,228</b>	<b>976,457</b>	<b>858,097</b>	<b>118,360</b>	<b>13.8%</b>
3,537	3,577	3,482	94	2.7%	<b>Other Operating Revenue</b>	34,647	32,347	33,472	(1,125)	(3.4%)
<b>100,708</b>	<b>126,741</b>	<b>102,556</b>	<b>24,185</b>	<b>23.6%</b>	<b>Total Operating Revenues</b>	<b>839,876</b>	<b>1,008,804</b>	<b>891,569</b>	<b>117,235</b>	<b>13.1%</b>
					<b>OPERATING EXPENSE</b>					
52,025	60,098	54,743	(5,355)	(9.8%)	<b>Salaries &amp; Wages</b>	441,616	500,927	469,400	(31,526)	(6.7%)
15,421	17,661	15,387	(2,274)	(14.8%)	<b>Supplies</b>	127,062	139,050	130,886	(8,164)	(6.2%)
15,139	17,352	14,288	(3,065)	(21.5%)	<b>Fees &amp; Purchased Services</b>	129,248	136,490	129,691	(6,799)	(5.2%)
3,536	3,821	4,146	326	7.9%	<b>Other Operating Expense</b>	31,462	34,330	38,429	4,099	10.7%
1,399	1,384	1,410	26	1.9%	<b>Interest</b>	12,791	12,697	12,621	(75)	(0.6%)
4,931	6,246	5,540	(705)	(12.7%)	<b>Depreciation</b>	50,332	54,798	50,566	(4,233)	(8.4%)
<b>92,450</b>	<b>106,561</b>	<b>95,515</b>	<b>(11,046)</b>	<b>(11.6%)</b>	<b>Total Operating Expenses</b>	<b>792,511</b>	<b>878,291</b>	<b>831,593</b>	<b>(46,699)</b>	<b>(5.6%)</b>
<b>8,258</b>	<b>20,180</b>	<b>7,041</b>	<b>13,139</b>	<b>186.6%</b>	<b>Net Operating Margin</b>	<b>47,365</b>	<b>130,513</b>	<b>59,976</b>	<b>70,537</b>	<b>117.6%</b>
					<b>Non Operating Income</b>					
18,965	3,935	8,140	(4,205)	(51.7%)	<b>Net Margin</b>	174,981	(47,771)	68,590	(116,361)	(169.6%)
<b>27,223</b>	<b>24,115</b>	<b>15,181</b>	<b>8,933</b>	<b>58.8%</b>	<b>Operating EBIDA</b>	<b>110,488</b>	<b>198,008</b>	<b>123,163</b>	<b>74,845</b>	<b>60.8%</b>
<b>14,588</b>	<b>27,810</b>	<b>13,992</b>	<b>13,818</b>	<b>98.8%</b>						
14.5%	21.9%	13.6%	8.3%		<b>Operating EBIDA Margin</b>	13.2%	19.6%	13.8%	5.8%	
8.2%	15.9%	6.9%	9.1%		<b>Operating Margin</b>	5.6%	12.9%	6.7%	6.2%	
27.0%	19.0%	14.8%	4.2%		<b>Net Margin</b>	26.5%	8.2%	14.4%	(6.2%)	

# El Camino Hospital – Mountain View

## Statement of Operations (\$000s)

Period 9 ending 03/31/2022

Period 9 FY 2021	Period 9 FY 2022	Period 9 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUES</b>					
295,187	360,942	318,054	42,888	13.5%	<b>Gross Revenue</b>	2,405,617	2,879,731	2,656,486	223,246	8.4%
(218,703)	(267,365)	(241,118)	(26,247)	(10.9%)	<b>Deductions</b>	(1,787,641)	(2,130,697)	(1,996,470)	(134,227)	(6.7%)
<b>76,484</b>	<b>93,577</b>	<b>76,936</b>	<b>16,641</b>	<b>21.6%</b>	<b>Net Patient Revenue</b>	<b>617,975</b>	<b>749,034</b>	<b>660,015</b>	<b>89,019</b>	<b>13.5%</b>
1,639	1,396	1,541	(144)	(9.4%)	<b>Other Operating Revenue</b>	13,452	13,422	15,612	(2,190)	(14.0%)
<b>78,123</b>	<b>94,974</b>	<b>78,477</b>	<b>16,497</b>	<b>21.0%</b>	<b>Total Operating Revenues</b>	<b>631,428</b>	<b>762,456</b>	<b>675,627</b>	<b>86,829</b>	<b>12.9%</b>
					<b>OPERATING EXPENSES</b>					
40,838	46,747	43,592	(3,155)	(7.2%)	<b>Salaries &amp; Wages</b>	347,768	394,572	372,394	(22,178)	(6.0%)
11,295	12,471	12,070	(401)	(3.3%)	<b>Supplies</b>	95,855	101,687	100,406	(1,281)	(1.3%)
7,483	9,431	7,159	(2,272)	(31.7%)	<b>Fees &amp; Purchased Services</b>	62,525	68,106	64,240	(3,866)	(6.0%)
2,263	2,539	2,852	313	11.0%	<b>Other Operating Expense</b>	19,999	24,105	25,817	1,712	6.6%
1,399	1,384	1,410	26	1.9%	<b>Interest</b>	12,791	12,697	12,621	(75)	(0.6%)
3,727	4,860	4,370	(490)	(11.2%)	<b>Depreciation</b>	39,988	42,475	39,897	(2,577)	(6.5%)
<b>67,005</b>	<b>77,432</b>	<b>71,453</b>	<b>(5,978)</b>	<b>(8.4%)</b>	<b>Total Operating Expenses</b>	<b>578,926</b>	<b>643,641</b>	<b>615,375</b>	<b>(28,266)</b>	<b>(4.6%)</b>
<b>11,118</b>	<b>17,542</b>	<b>7,024</b>	<b>10,519</b>	<b>149.8%</b>	<b>Net Operating Margin</b>	<b>52,501</b>	<b>118,815</b>	<b>60,253</b>	<b>58,562</b>	<b>97.2%</b>
18,149	4,055	7,846	(3,791)	(48.3%)	<b>Non Operating Income</b>	168,655	(48,794)	65,960	(114,754)	(174.0%)
<b>29,267</b>	<b>21,597</b>	<b>14,870</b>	<b>6,727</b>	<b>45.2%</b>	<b>Net Margin</b>	<b>221,156</b>	<b>70,021</b>	<b>126,213</b>	<b>(56,192)</b>	<b>(44.5%)</b>
<b>16,244</b>	<b>23,786</b>	<b>12,804</b>	<b>10,982</b>	<b>85.8%</b>	<b>Operating EBIDA</b>	<b>105,280</b>	<b>173,986</b>	<b>112,771</b>	<b>61,215</b>	<b>54.3%</b>
20.8%	25.0%	16.3%	8.7%		<b>Operating EBIDA Margin</b>	16.7%	22.8%	16.7%	6.1%	
14.2%	18.5%	8.9%	9.5%		<b>Operating Margin</b>	8.3%	15.6%	8.9%	6.7%	
37.5%	22.7%	18.9%	3.8%		<b>Net Margin</b>	35.0%	9.2%	18.7%	(9.5%)	

# El Camino Hospital – Los Gatos

## Statement of Operations (\$000s)

Period 9 ending 03/31/2022

Period 9 FY 2021	Period 9 FY 2022	Period 9 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
81,801	108,355	76,682	31,674	41.3%	<b>Gross Revenue</b>	659,184	850,543	677,324	173,218	25.6%
(64,564)	(81,738)	(57,275)	(24,463)	(42.7%)	<b>Deductions</b>	(498,073)	(649,470)	(505,842)	(143,629)	(28.4%)
<b>17,237</b>	<b>26,617</b>	<b>19,407</b>	<b>7,210</b>	<b>37.2%</b>	<b>Net Patient Revenue</b>	<b>161,111</b>	<b>201,073</b>	<b>171,483</b>	<b>29,590</b>	<b>17.3%</b>
273	289	272	17	6.3%	<b>Other Operating Revenue</b>	3,056	2,555	2,437	119	4.9%
<b>17,510</b>	<b>26,907</b>	<b>19,679</b>	<b>7,228</b>	<b>36.7%</b>	<b>Total Operating Revenue</b>	<b>164,167</b>	<b>203,628</b>	<b>173,920</b>	<b>29,708</b>	<b>17.1%</b>
					<b>OPERATING EXPENSE</b>					
8,772	11,181	9,066	(2,115)	(23.3%)	<b>Salaries &amp; Wages</b>	75,040	88,165	78,019	(10,146)	(13.0%)
3,637	4,736	3,093	(1,643)	(53.1%)	<b>Supplies</b>	27,231	34,229	28,040	(6,189)	(22.1%)
3,458	3,682	3,238	(444)	(13.7%)	<b>Fees &amp; Purchased Services</b>	26,673	31,133	28,894	(2,239)	(7.7%)
388	542	406	(136)	(33.4%)	<b>Other Operating Expense</b>	3,456	3,096	4,050	954	23.6%
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
960	1,095	923	(172)	(18.7%)	<b>Depreciation</b>	8,131	9,698	8,383	(1,315)	(15.7%)
<b>17,215</b>	<b>21,237</b>	<b>16,726</b>	<b>(4,511)</b>	<b>(27.0%)</b>	<b>Total Operating Expense</b>	<b>140,531</b>	<b>166,320</b>	<b>147,387</b>	<b>(18,933)</b>	<b>(12.8%)</b>
<b>295</b>	<b>5,670</b>	<b>2,954</b>	<b>2,717</b>	<b>92.0%</b>	<b>Net Operating Margin</b>	<b>23,636</b>	<b>37,308</b>	<b>26,533</b>	<b>10,775</b>	<b>40.6%</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	0	23	0	23	0.0%
<b>295</b>	<b>5,670</b>	<b>2,954</b>	<b>2,717</b>	<b>92.0%</b>	<b>Net Margin</b>	<b>23,636</b>	<b>37,331</b>	<b>26,533</b>	<b>10,798</b>	<b>40.7%</b>
<b>1,255</b>	<b>6,765</b>	<b>3,876</b>	<b>2,889</b>	<b>74.5%</b>	<b>Operating EBIDA</b>	<b>31,767</b>	<b>47,006</b>	<b>34,916</b>	<b>12,090</b>	<b>34.6%</b>
7.2%	25.1%	19.7%	5.4%		<b>Operating EBIDA Margin</b>	19.4%	23.1%	20.1%	3.0%	
1.7%	21.1%	15.0%	6.1%		<b>Operating Margin</b>	14.4%	18.3%	15.3%	3.1%	
1.7%	21.1%	15.0%	6.1%		<b>Net Margin</b>	14.4%	18.3%	15.3%	3.1%	



# El Camino Health Medical Network

## Statement of Operations (\$000s)

Period 9 ending 03/31/2022

Period 9 FY 2021	Period 9 FY 2022	Period 9 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUES</b>					
10,632	8,978	7,302	1,675	22.9%	<b>Gross Revenue</b>	79,010	79,832	71,664	8,168	11.4%
(7,182)	(6,008)	(4,572)	(1,436)	(31.4%)	<b>Deductions</b>	(52,868)	(53,482)	(45,065)	(8,417)	(18.7%)
<b>3,450</b>	<b>2,970</b>	<b>2,730</b>	<b>240</b>	<b>8.8%</b>	<b>Net Patient Revenue</b>	<b>26,142</b>	<b>26,350</b>	<b>26,599</b>	<b>(249)</b>	<b>(0.9%)</b>
806	1,166	869	296	34.1%	<b>Other Operating Revenue</b>	10,972	8,672	8,223	449	5.5%
<b>4,256</b>	<b>4,136</b>	<b>3,600</b>	<b>536</b>	<b>14.9%</b>	<b>Total Operating Revenues</b>	<b>37,114</b>	<b>35,022</b>	<b>34,822</b>	<b>200</b>	<b>0.6%</b>
					<b>OPERATING EXPENSES</b>					
1,930	1,759	1,586	(173)	(10.9%)	<b>Salaries &amp; Wages</b>	14,925	14,289	14,636	348	2.4%
488	451	214	(238)	(111.3%)	<b>Supplies</b>	3,877	3,070	2,348	(722)	(30.7%)
3,706	3,770	3,437	(333)	(9.7%)	<b>Fees &amp; Purchased Services</b>	35,984	33,381	32,348	(1,033)	(3.2%)
813	689	839	150	17.9%	<b>Other Operating Expense</b>	7,559	6,595	8,116	1,521	18.7%
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
231	279	232	(46)	(19.9%)	<b>Depreciation</b>	2,098	2,519	2,148	(371)	(17.3%)
<b>7,169</b>	<b>6,949</b>	<b>6,308</b>	<b>(641)</b>	<b>(10.2%)</b>	<b>Total Operating Expenses</b>	<b>64,443</b>	<b>59,854</b>	<b>59,597</b>	<b>(258)</b>	<b>(0.4%)</b>
<b>(2,912)</b>	<b>(2,813)</b>	<b>(2,708)</b>	<b>(105)</b>	<b>(3.9%)</b>	<b>Net Operating Margin</b>	<b>(27,329)</b>	<b>(24,832)</b>	<b>(24,775)</b>	<b>(57)</b>	<b>(0.2%)</b>
0	(15)	0	(15)	0.0%	<b>Non Operating Income</b>	229	(147)	0	(147)	0.0%
<b>(2,912)</b>	<b>(2,828)</b>	<b>(2,708)</b>	<b>(120)</b>	<b>(4.4%)</b>	<b>Net Margin</b>	<b>(27,100)</b>	<b>(24,979)</b>	<b>(24,775)</b>	<b>(204)</b>	<b>(0.8%)</b>
<b>(2,681)</b>	<b>(2,534)</b>	<b>(2,476)</b>	<b>(58)</b>	<b>(2.4%)</b>	<b>Operating EBIDA</b>	<b>(25,231)</b>	<b>(22,313)</b>	<b>(22,627)</b>	<b>313</b>	<b>1.4%</b>
-63.0%	-61.3%	-68.8%	7.5%		<b>Operating EBIDA Margin</b>	-68.0%	-63.7%	-65.0%	1.3%	
-68.4%	-68.0%	-75.2%	7.2%		<b>Operating Margin</b>	-73.6%	-70.9%	-71.1%	0.2%	
-68.4%	-68.4%	-75.2%	6.8%		<b>Net Margin</b>	-73.0%	-71.3%	-71.1%	(0.2%)	

# Consolidated Balance Sheet (as of 03/31/2022)

(\$000s)

## ASSETS

	Audited	
	March 31, 2022	June 30, 2021
<b>CURRENT ASSETS</b>		
Cash	169,283	151,641
Short Term Investments	182,696	284,262
Patient Accounts Receivable, net	201,271	166,283
Other Accounts and Notes Receivable	6,580	9,540
Intercompany Receivables	13,746	15,116
Inventories and Prepays	29,953	23,079
<b>Total Current Assets</b>	<b>603,529</b>	<b>649,921</b>
<b>BOARD DESIGNATED ASSETS</b>		
Foundation Board Designated	23,246	20,932
Plant & Equipment Fund	306,413	258,191
Women's Hospital Expansion	30,261	30,401
Operational Reserve Fund	182,907	123,838
Community Benefit Fund	18,002	18,412
Workers Compensation Reserve Fund	17,002	16,482
Postretirement Health/Life Reserve Fund	31,292	30,658
PTO Liability Fund	34,042	32,498
Malpractice Reserve Fund	1,972	1,977
Catastrophic Reserves Fund	27,360	24,874
<b>Total Board Designated Assets</b>	<b>672,496</b>	<b>558,264</b>
<b>FUNDS HELD BY TRUSTEE</b>	<b>0</b>	<b>5,694</b>
<b>LONG TERM INVESTMENTS</b>	<b>537,747</b>	<b>603,211</b>
<b>CHARITABLE GIFT ANNUITY INVESTMENTS</b>	<b>930</b>	<b>728</b>
<b>INVESTMENTS IN AFFILIATES</b>	<b>33,293</b>	<b>34,170</b>
<b>PROPERTY AND EQUIPMENT</b>		
Fixed Assets at Cost	1,887,235	1,799,463
Less: Accumulated Depreciation	(798,846)	(742,921)
Construction in Progress	95,666	94,236
<b>Property, Plant &amp; Equipment - Net</b>	<b>1,184,055</b>	<b>1,150,778</b>
<b>DEFERRED OUTFLOWS</b>	<b>23,838</b>	<b>21,444</b>
<b>RESTRICTED ASSETS</b>	<b>29,192</b>	<b>29,332</b>
<b>OTHER ASSETS</b>	<b>109,182</b>	<b>86,764</b>
<b>TOTAL ASSETS</b>	<b>3,194,262</b>	<b>3,140,306</b>

## LIABILITIES AND FUND BALANCE

	Audited	
	March 31, 2022	June 30, 2021
<b>CURRENT LIABILITIES</b>		
Accounts Payable	39,229	39,762
Salaries and Related Liabilities	35,226	50,039
Accrued PTO	34,736	33,197
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	13,490	12,990
Intercompany Payables	11,180	14,704
Malpractice Reserves	1,665	1,670
Bonds Payable - Current	9,905	9,430
Bond Interest Payable	3,238	8,293
Other Liabilities	14,540	16,953
<b>Total Current Liabilities</b>	<b>165,509</b>	<b>189,338</b>
<b>LONG TERM LIABILITIES</b>		
Post Retirement Benefits	31,292	30,658
Worker's Comp Reserve	17,002	17,002
Other L/T Obligation (Asbestos)	6,153	6,227
Bond Payable	470,682	479,621
<b>Total Long Term Liabilities</b>	<b>525,129</b>	<b>533,509</b>
<b>DEFERRED REVENUE-UNRESTRICTED</b>	<b>36,936</b>	<b>67,576</b>
<b>DEFERRED INFLOW OF RESOURCES</b>	<b>45,862</b>	<b>28,009</b>
<b>FUND BALANCE/CAPITAL ACCOUNTS</b>		
Unrestricted	2,188,326	2,097,010
Board Designated	200,748	193,782
Restricted	31,753	31,082
<b>Total Fund Bal &amp; Capital Accts</b>	<b>2,420,827</b>	<b>2,321,874</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>3,194,262</b>	<b>3,140,306</b>