



**El Camino Hospital**<sup>®</sup>

THE HOSPITAL OF SILICON VALLEY

**El Camino Hospital and Affiliates  
FY18 Operating & Capital Budget**

El Camino Healthcare District  
Board of Directors

June 20, 2017

Don Sibery, Interim CEO

Mick Zdeblick, COO

Iftikhar Hussain, CFO

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# Context For The ECH Enterprise During FY18

- Consciously move from hospital centric to health centric
- Focus on Silicon Valley rather than just Mountain View, Los Gatos or Santa Teresa
- Preserve Values which exist and bring to life the Values which need support and development
- Act on the Engagement and Culture of Safety Survey Results
- On-board the permanent CEO and look forward to him putting his thumb print on the Strategic Plan initiatives
- Building contemporary HR, Supply Chain, Accounting systems
- Concentrate on preparing the organization for execution on the initiatives which are strategic priorities

# Context For The ECH Enterprise During FY 2018

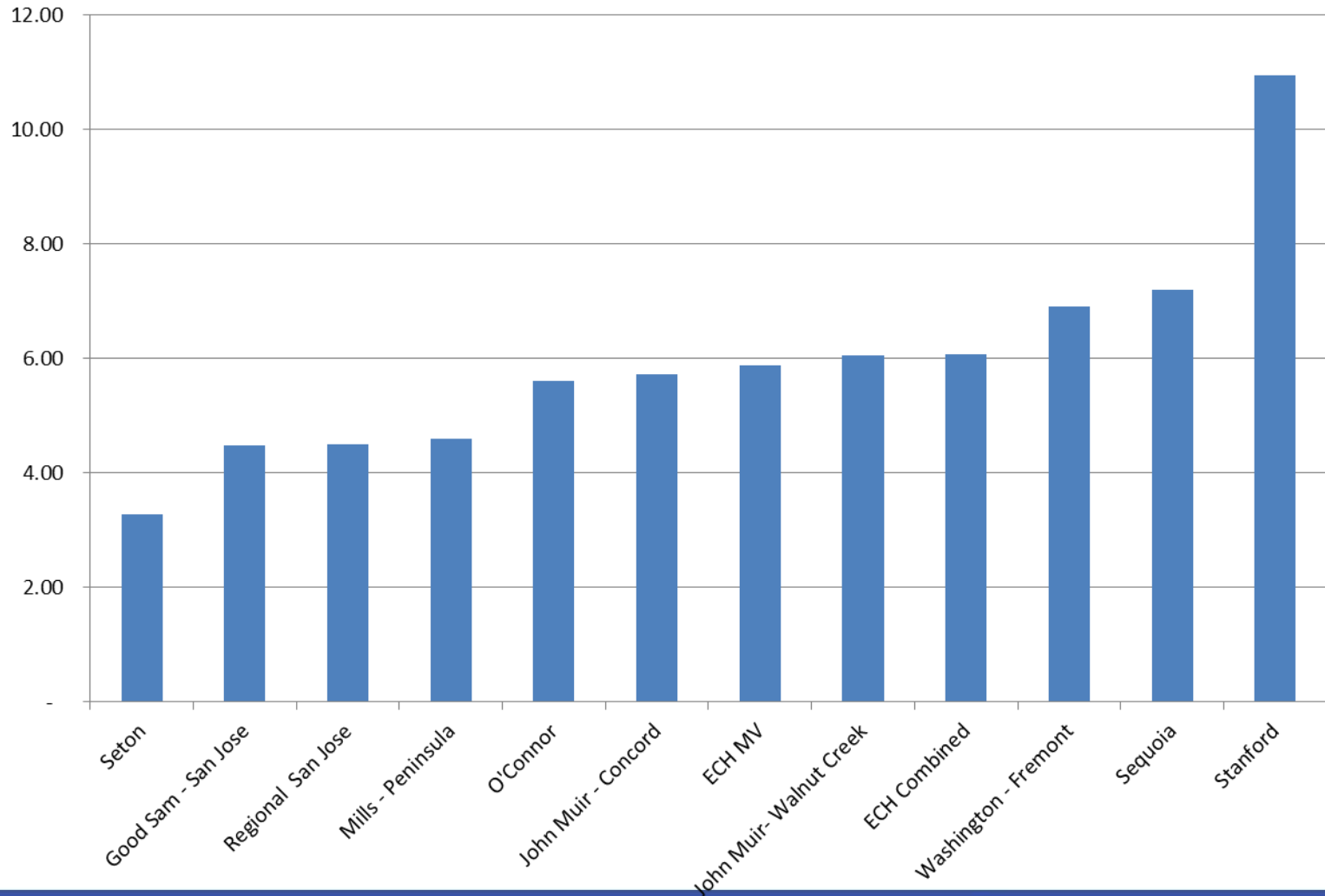
- The capital and operating budget supports clinical volume growth in MV, LG, and ambulatory sites
- Budgeted Operating Income and EBIDTA deserving of an A Bond Rating by Moody's
- Embed Lean principles at all levels of the organization
- Layoff savings, without eliminating or redesigning work, will creep back into the organization over time
- First quarter, identify overhead reductions and implement during the balance of the fiscal year simultaneous with the work redesign or work elimination

# Context For The ECH Enterprise During FY 2018

- All new FTEs have been paid for by:
  - New revenue to cover the position
  - Cost savings to pay for the position
  - Eliminating another position in order to fill the new position
- We have increased our bench strength with budgeted investments in compliance and legal

# Context For The ECH Enterprise During FY 2018

FTEs/AOB



# Context For The ECH Enterprise During FY 2018

Strategic Plan Fund of \$5,000,000

- How did we arrive at this number?
  - ✓ Felt it was a realistic first year amount to digest as an organization
  - ✓ In order to preserve our A Bond Rating this was the amount we could spend
- Why not \$10,000,000 or more?
  - ✓ It would impact the EBITDA and the operating margin
  - ✓ Other than capital investments, I felt we could not absorb more operating expenditures than \$5,000,000.

# Context For The ECH Enterprise During FY 2018

Strategic Plan Fund of \$5,000,000

- How will decisions be made as to its use?
  - ✓ The CEO will present the rationale for use of the funds and will bring it forth to the Board or an appropriate Board Committee
- Is the Board restricted to the \$5m Fund amount?
  - ✓ The Board has full discretion as to how much to invest at any point in time. Return on the investment and impact on our A Bond Rating will need to be taken into consideration by the Board at the time



# Context for FY18 Goals

Organizational Goals must meet three tests:

1. Each employee must be able to contribute personally towards achieving the goal (Line of Sight)
2. Goal must be measurable and have an external benchmark
3. The goal must move the needle on one of the ECH strategic initiatives

# Finance Committee Suggestions

The Finance Committee, at the May 30, 2017 meeting, recommended that the Board approve the budget and made the following suggestions:

- Increase the threshold organizational goal to 95% of budgeted operating margin.
  - DONE: This change will be incorporated into the Organizational Goals presented later in today's agenda.
- Describe guidelines on spending the proposed \$5 million (or different amount approved by the Board) allocated to the CEO for advancing strategic initiatives.
  - See slide 8 for details
- Consider reducing FTEs per adjusted occupied bed.
  - We will use FY18 to rebuild the Lean structure. The changes from this process will be lasting and improve quality rather than making a rushed change in the FY18 budget.
  - See comments on slides 5.

# Finance Committee Suggestions

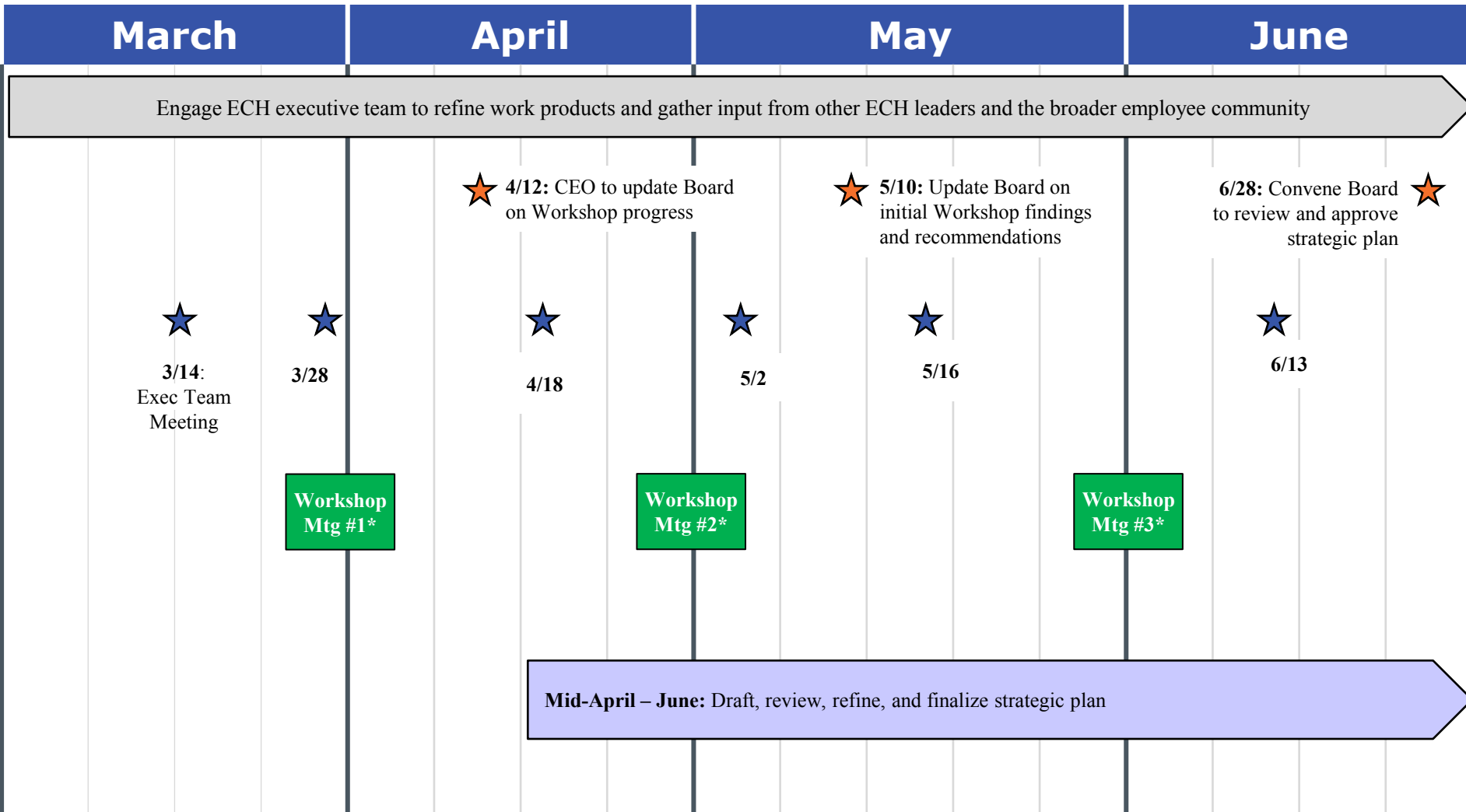
The Finance Committee, at the May 30, 2017 meeting, recommended that the Board approve the budget and made the following suggestions:

- Consider adequacy of the marketing budget by looking at benchmarks.
  - We have validated that the marketing budget is adequate. Truven Benchmarks show that the ECH marketing expenses at 84.6 percentile (e.g. only 14.4% percent of like organizations spend more than us).
- Consider loss of market share in imaging and outpatient laboratory.
  - An analysis by payer showed that the highest volume decreases correlated to payers that reimburse outpatient radiology services at fixed rates (i.e. Anthem Blue Cross, United Healthcare, Workers' Comp, and Medicare). The rates are assessed to be similar between free standing facilities and hospitals – with similar patient co payments. Thus, changes to pricing would have no impact to these payers and would provide no incentive for these payers to channel additional business to ECH.
  - We intend to remain competitive with free standing centers by implementing lower rates, offset by higher inpatient rates in our contracts. Mammo volume decline will recover after Tomo implementation.

# END of DOCUMENT

The rest of this document was presented at the Joint Finance and Board Meeting on May 30, 2017.

# Project Timeline



*\*Proposed Workshop meeting dates are contingent on member availability and may vary by Workshop*

# El Camino Hospital's Mission, Vision & Values

*drafted May 2017*

## Mission

**Our mission is to heal, relieve suffering and advance wellness as your publicly accountable health partner**

## Vision

**Our vision is to lead the transformation of healthcare delivery in Silicon Valley**

## Values

- **Quality.** We pursue excellence to deliver evidence based care in partnership with our patients and families.
- **Compassion.** We care for each individual uniquely with kindness, respect and empathy.
- **Community .** We partner with local organizations, volunteers and a philanthropic community to provide healthcare services across all stages of life.
- **Collaboration.** We partner for the best interests of our patients, their families and our community using a team approach.
- **Stewardship.** We carefully manage our resources to sustain, grow and enable services that meet the health needs of our community.
- **Innovation** We embrace solutions and forward thinking approaches that lead to better health.
- **Accountability.** We take responsibility for the impact our actions have on the community and each other.

# Strategic Focus

Strategic Focus	Strategic Building Blocks
<b>Physician Alignment</b>	<ul style="list-style-type: none"> <li>• <i>Physician Collaboration</i></li> <li>• <i>Destination Clinical Programs</i></li> <li>• <i>Preferred Physician Practice Environment</i></li> </ul>
<b>Consumer Alignment</b>	<ul style="list-style-type: none"> <li>• <i>Provide Patient- and Family-Centered Care</i></li> <li>• <i>Offer a Collaborative Physician Experience</i></li> <li>• <i>Deliver Value to Payers and Employers</i></li> <li>• <i>Engage Community</i></li> </ul>
<b>Operational Excellence</b>	<ul style="list-style-type: none"> <li>• <i>Lean Organization</i></li> <li>• <i>Financial Sustainability</i></li> <li>• <i>Leverage Assets</i></li> </ul>
<b>Cultural Foundation</b>	<ul style="list-style-type: none"> <li>• <i>Fostering Effective Teams</i></li> <li>• <i>Enabling and Expecting Excellence</i></li> <li>• <i>Seeking Out and Embracing Innovation</i></li> </ul>

## Proposed Next Steps

1. Revise building blocks per Board feedback.
2. Incorporate workshop #3 feedback into final presentation.
3. Convene Board to review and approve strategic plan on June 28<sup>th</sup>.



# FY18 Organizational Goals: For Discussion

- Format and framework of the organizational goals has been approved by the Executive Compensation Committee of the Board.
- Specifically:
  - a threshold goal based on financial performance to budget.
  - three goals that collectively impact the entire organization, generally focused on Quality, Service Affordability, and being Patient Centric.
  - ½X, X, 2x format for Minimum, Target and Maximum.
- The Quality Committee of the Board needs to review and recommend to the Board the three specific Quality, Service, Affordability, or Patient Centric goals.

# FY18 Organizational Goals: For Discussion and Approval

**[Update to change budget threshold to 95%]**

ECH FY18 Organizational Goals								
DRAFT								
Organizational Goals FY18	Benchmark	2017 ECH Baseline	Minimum	Target	Maximum	Weight	Performance Timeframe	
<b>Threshold Goals</b>								
Budgeted Operating Margin	90% threshold	Achieved Budget	90% of Budgeted			Threshold	FY 18	
Arithmetic Observed LOS Average / Geometric LOS Expected for Medicare population (ALOS / GMLOS)	External : Expected via Epic Methodology	FY2016: 1.21 (ALOS 4.86 / GMLOS 4.00) FY2017 YTD April: <b>1.18</b> (4.81/4.08)	1.12	1.11	1.08	34%	4Q FY18	
HCAHPS Service Metric: Rate Hospital	External Benchmark	HCAHPS Baseline: 10/2016 - 12/2016: <b>75.5</b> 1/2017 - 3/2017: <b>75.1</b>	77	78	80	33%	4Q FY18	
Standardized Infection Ratio (SIR) Observed HAIs / Predicted HAIs (Hospital Acquired Infections)	External Benchmark	July - Dec 2016: CAUTI 1.37, CLABSI .25, C.DIFF .59 <b>Avg of .738</b>	0.670	0.602	0.467	33%	FY18	

# FY18 Organizational Goals: For Discussion and Approval

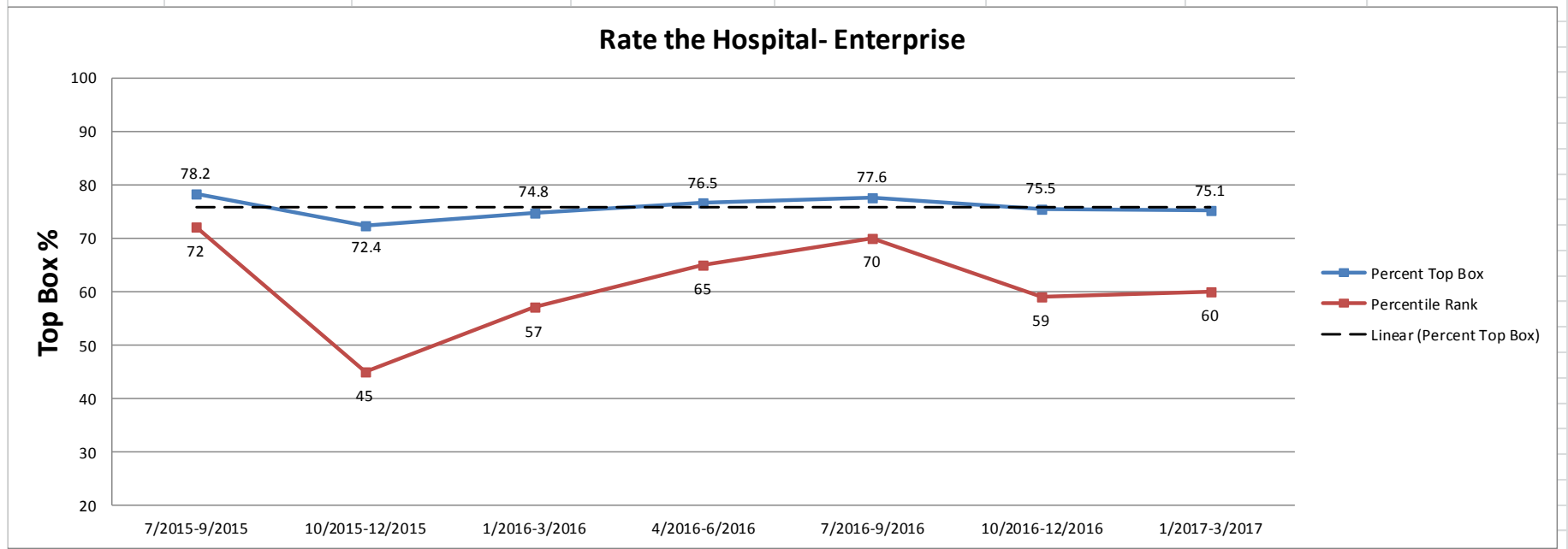
- For the last two years we have set internally focused LOS and Readmission goals, i.e. trend improvement. This year, we are advancing the concept via an external component, expected GMLOS.
- By using an Observed (actual ECH performance) over Expected (GMLOS) ratio, it captures both improvement in LOS management and better coding/documentation (CDI effort).

CMI impacting GMLOS	Baseline	4.08
	3.0%	4.20
	4.0%	4.25
	6.0%	4.33
ALOS impacted by day reduction	Baseline	4.81
	625	4.71
	750	4.72
	1000	4.67

# FY18 Organizational Goals: For Discussion and Approval

We are recommending “Rate the Hospital” CAHPS as the service goal, it allows for multiple interventions and is a very good capstone metric representing our consumers view of our service.

Rate hospital 0-10	7/2015-9/2015	10/2015-12/2015	1/2016-3/2016	4/2016-6/2016	7/2016-9/2016	10/2016-12/2016	1/2017-3/2017
Percent Top Box	78.2	72.4	74.8	76.5	77.6	75.5	75.1
Percentile Rank	72	45	57	65	70	59	60
<b>n</b>	<b>660</b>	<b>543</b>	<b>810</b>	<b>918</b>	<b>866</b>	<b>803</b>	<b>635</b>



# FY18 Organizational Goals: For Discussion and Approval

We discussed goal setting options with Press Gainey and they provided the following perspective:

## FY 18 HCAHPS Goal Setting Analysis

5/8/17

Top box score from 5/1/16 – 4/30/17

El Camino Hospital (Aggregate)

Service/Level	Peer Group	Score Type	Your Score	Your Rank	The top 50% of improvers' saw this much change:			The top 30% of improvers' saw this much change:			The top 10% of improvers' saw this much change:				
					Threshold Goal			Target Goal			Stretch Goal				
					Top Box Score Increase	Top Box Score Goal	Percentile Rank Goal	Top Box Score Increase	Top Box Score Goal	Percentile Rank Goal	Top Box Score Increase	Top Box Score Goal	Percentile Rank Goal		
HCAHPS															
Rate hospital 0-10	All PG DB	Top Box	75.8	64	0.8	76.6	65	2.2	78.0	71	4.2	80.0	80		

76.6      78.0      80.0

Top xx% of improvers saw this much change: 50%, 30%, 10%:

# FY18 Organizational Goals: For Discussion and Approval

After good discussion with the Quality Committee of the Board, we have revised our third Organizational Goal to be focused exclusively on quality. We are proposing SIR, specifically focused on CAUTI, CLABSI, and C-DIFF.

## *STANDARDIZED INFECTION RATIO (SIR)*

### *What is a standardized infection ratio (SIR)?*

The standardized infection ratio (SIR) is a summary measure used to track HAIs at a national, state, or local level over time. The SIR adjusts for patients of varying risk within each facility. The method of calculating an SIR is similar to the method used to calculate the Standardized Mortality Ratio (SMR), a summary statistic widely used in public health to analyze mortality data. In HAI data analysis, the SIR compares the actual number of HAIs reported with the baseline U.S. experience (i.e., NHSN aggregate data are used as the standard population), adjusting for several risk factors that have been found to be significantly associated with differences in infection incidence. In other words, an SIR greater than 1.0 indicates that more HAIs were observed than predicted, accounting for differences in the types of patients followed; conversely, an SIR less than 1.0 indicates that fewer HAIs were observed than predicted.



# FY18 Organizational Goals: For Discussion and Approval

- Minimum is ¼ to historical best (last 4 years)
- Target improvement is ½ to historical best
- Maximum is historical best on all three indicators
  
- An alternative would be 1 of 3, 2 of 3, 3 of 3 achievement of target SIR per each HAI

In raw numbers the occurrences are small, but the impact is significant.

HAI Type	Fiscal Yr 2016	Fiscal Yr 2017 to date (April 2017)
CAUTI	8	18
CLABSI	1	6
C.Diff	17	15



# FY18 Operating Budget Overview

# FY18 Budget and Organizational Priorities

Key Themes:

## **Invest in our Strategic Plan**

- We have established \$5M in budget “undesigned expenses” as a means of funding the initial priorities of the Strategic Plan.
- A portion of this \$5M is funded through a reduction of overhead expenses, both the overhead and release of any funding from the \$5M is at the discretion of the CEO.

## **Invest in Growth**

- Two new Xi Da Vinci Surgical Robots, one dedicated to Los Gatos. (Strategic Plan: Clinical Centers of Excellence)
- Physician Concierge Service in Los Gatos focused on “ease of interaction”, e.g. scheduling, preference cards, billing. (Strategic Plan: Physician Alignment)
- Los Gatos Infusion Center: continued growth of our Cancer Center. (Strategic Plan: Physician Alignment and Clinical Centers of Excellence)

# FY18 Budget and Organizational Priorities

Key Themes:

## **Invest in Growth**

- Spine Center: a comprehensive spine center in Mountain View  
(Strategic Plan: Clinical Centers of Excellence)
- Physician recruitments for Silicon Valley Medical Development (SVMD) –  
11 Primary Care Physicians and 4 Specialists  
(Strategic Plan: Physician Alignment)
- Winchester Primary Care Center: completion of build out and hiring of  
physicians and staff.  
(Strategic Plan: Physician Alignment and Land Assets)

# FY18 Budget and Organizational Priorities

Key Themes:

## **Invest in our Core Business**

- New RN Graduates Hiring and Training Program: training funds set aside to recruit and train over 20 new RN Grads.  
(Strategic Plan: Operational Excellence)
- Community Connect: investment in people and subsidy cost as we roll-out our instance of Community Connect to independent physicians.  
(Strategic Plan: Physician Alignment)
- IT Security: investment in both people and systems to enhance our IT security capabilities.
- Parking Management: investment in programs that enable and encourage staff to use alternative modes of transportation to our campus and comply with the parking plan required by the city of MV.
- Lastly, investment in our team to tackle clinical variation, budgeting for a net impact of \$2M.

# FY18 Strategic Initiatives –

Summary of FY18 Strategic Priorities		
Strategic Plan	Initiatives	Net Financial Result
<input checked="" type="checkbox"/> Growth	General Surgeries @ LG - add 100 cases	664,806
	LG Infusion Program - begin in 4Q, FY18	13,808
	Robotic Surgeries @ LG - add 200 cases	2,552,647
	Sleep Disorder (OSA) - add 300 cases	27,966
	Spine Program - add 30 cases	647,965
	SVMD - recruit 11 PCP and 4 Specialist	(2,496,063)
<b>Growth Total</b>		<b>1,411,129</b>
<input checked="" type="checkbox"/> Investment in Core Business	- Reduce Medicare Loss - CDI	3,500,000
	- Reduce Medicare Loss - Clinical Variation	2,000,000
	- Reduce Medicare Loss - Medicare ALOS reduction	875,000
	Community Connect	(2,000,000)
	IT Security	(1,200,000)
	Workforce Planning - New Grad Program	(1,600,000)
<b>Investment in Core Business Total</b>		<b>1,575,000</b>
<input checked="" type="checkbox"/> Strategic Plan	Overhead Reduction	1,698,470
	Strategic Plan	(5,000,000)
<b>Strategic Plan Total</b>		<b>(3,301,530)</b>
<b>Grand Total</b>		<b>(315,401)</b>
* Number in () is reducing revenue		

# El Camino Hospital & Affiliates

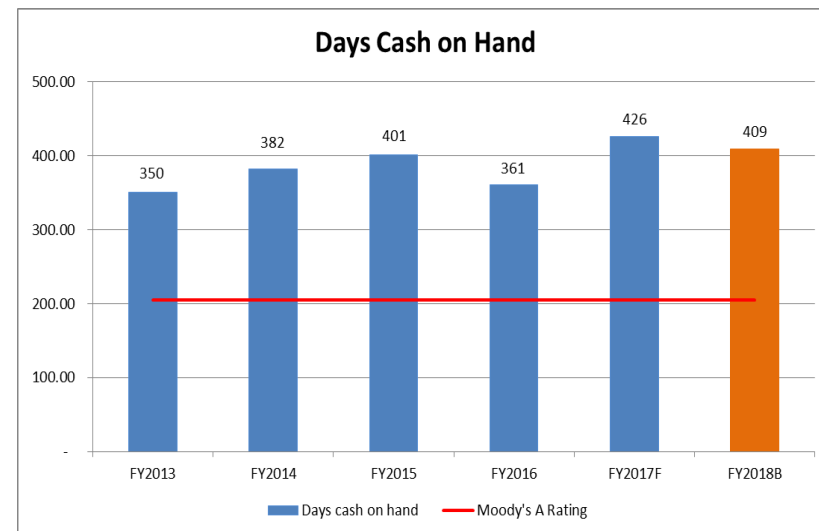
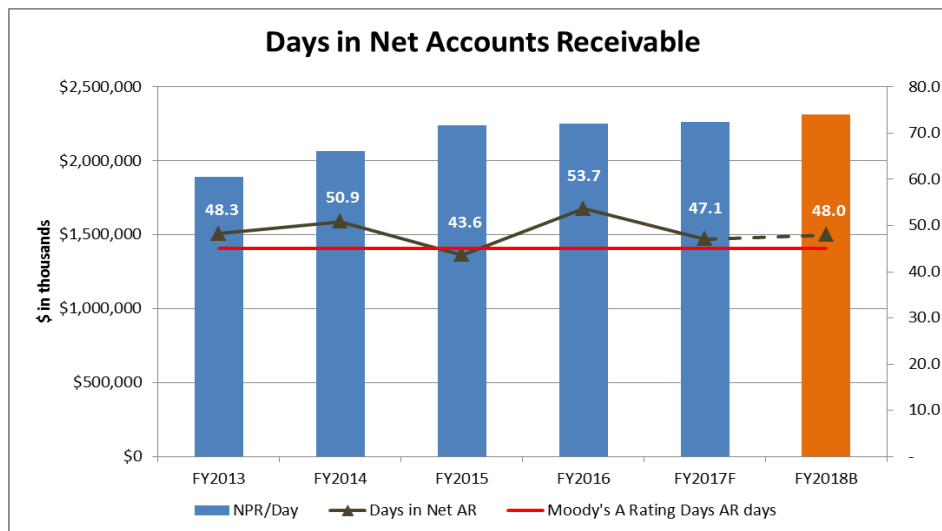
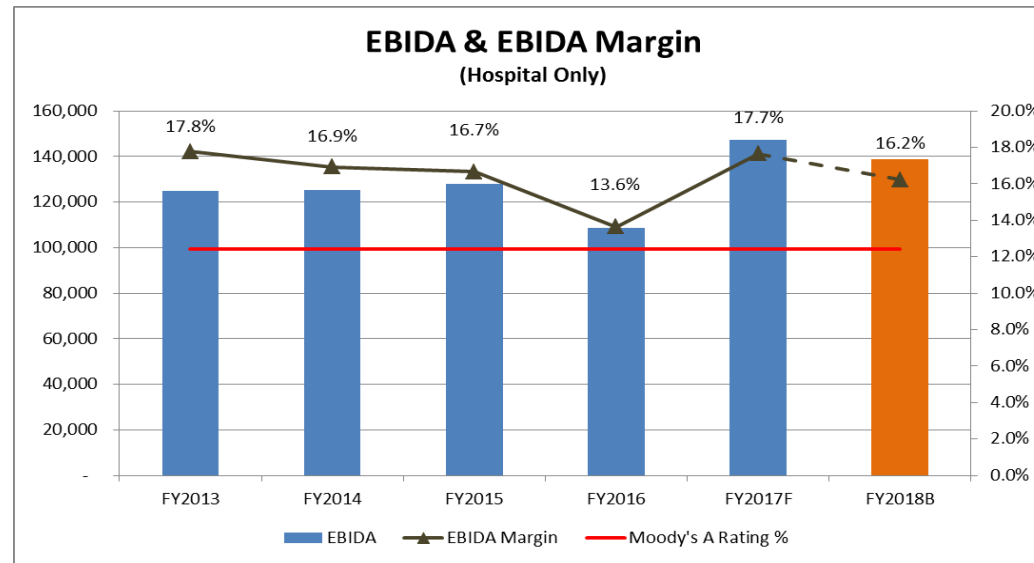
El Camino Hospital & Affiliates (\$ in thousands)					
	FY2016 Actual	FY2017 Annualized	FY2018 Budget	Change Favorable/ (Unfavorable)	% Change
<b>REVENUES</b>					
Net Patient Service Revenue	772,173	809,481	835,789	26,308	3.2%
Other Operating Revenue	39,407	41,133	41,322	189	0.5%
Total Net Revenue	811,580	850,614	877,111	26,497	3.1%
<b>EXPENSES</b>					
Salaries & Benefits	443,258	453,986	481,417	(27,431)	-5.7%
Supplies & Other Expenses	261,488	251,118	264,310	(13,192)	-5.0%
Interest	7,193	4,270	8,705	(4,435)	-50.9%
Depreciation/Amortization	48,803	48,170	53,442	(5,272)	-9.9%
TOTAL EXPENSES	760,746	757,544	807,874	(50,330)	-6.2%
<b>OPERATING INCOME</b>	<b>50,834</b>	<b>93,070</b>	<b>69,237</b>	<b>(23,833)</b>	<b>34.4%</b>
Non Operating Income	(5,112)	62,267	12,723	49,544	
<b>NET INCOME</b>	<b>45,722</b>	<b>155,337</b>	<b>81,960</b>	<b>(73,377)</b>	<b>-47.2%</b>
EBITDA	106,831	145,510	131,384	(14,126)	-9.7%
EBITDA Margin Percentage	13.2%	17.1%	15.0%	-2.1%	-12.4%
Operating Margin Percentage	6.3%	10.9%	7.9%	-3.0%	-27.9%

# El Camino Hospital FY18 Budget

El Camino Hospital (\$ in thousands)					
	FY2016 Actual	FY2017 Annualized	FY2018 Budget	Change Favorable/ (Unfavorable)	% Change
<b>REVENUES</b>					
Net Patient Service Revenue	772,020	809,104	832,066	22,962	2.8%
Other Operating Revenue	23,636	24,529	23,129	(1,400)	-5.7%
Total Net Revenue	795,657	833,633	855,195	21,562	2.6%
<b>EXPENSES</b>					
Salaries & Benefits	435,988	446,775	470,357	(23,581)	-5.0%
Supplies & Other Expenses	251,115	239,644	245,976	(6,332)	-2.6%
Interest	7,193	4,270	8,705	(4,435)	-50.9%
Depreciation/Amortization	48,748	48,125	53,067	(4,942)	-9.3%
TOTAL EXPENSES	743,044	738,815	778,105	(39,290)	-5.0%
<b>OPERATING INCOME</b>	<b>52,613</b>	<b>94,818</b>	<b>77,090</b>	<b>(17,729)</b>	<b>23.0%</b>
Non Operating Income	(9,570)	56,313	4,390	(51,923)	
<b>NET INCOME</b>	<b>43,043</b>	<b>151,131</b>	<b>81,480</b>	<b>(69,652)</b>	<b>-46.1%</b>
EBITDA	108,554	147,214	138,862	(8,352)	-5.7%
EBIDA Margin Percentage	13.6%	17.7%	16.2%	-1.4%	-8.1%
Operating Margin Percentage	6.6%	11.4%	9.0%	-2.4%	-20.7%
<b>KEY HOSPITAL INDICATORS</b>					
Hospital Discharges, excl normal newborns	19,401	19,580	19,705	125	0.6%
Total Hospital Patient Days	88,700	87,175	87,656	481	0.6%
Adjusted Discharges*	31,379	32,808	32,864	56.0	0.2%
Hospital Average Daily Census	243	239	240	1	0.6%

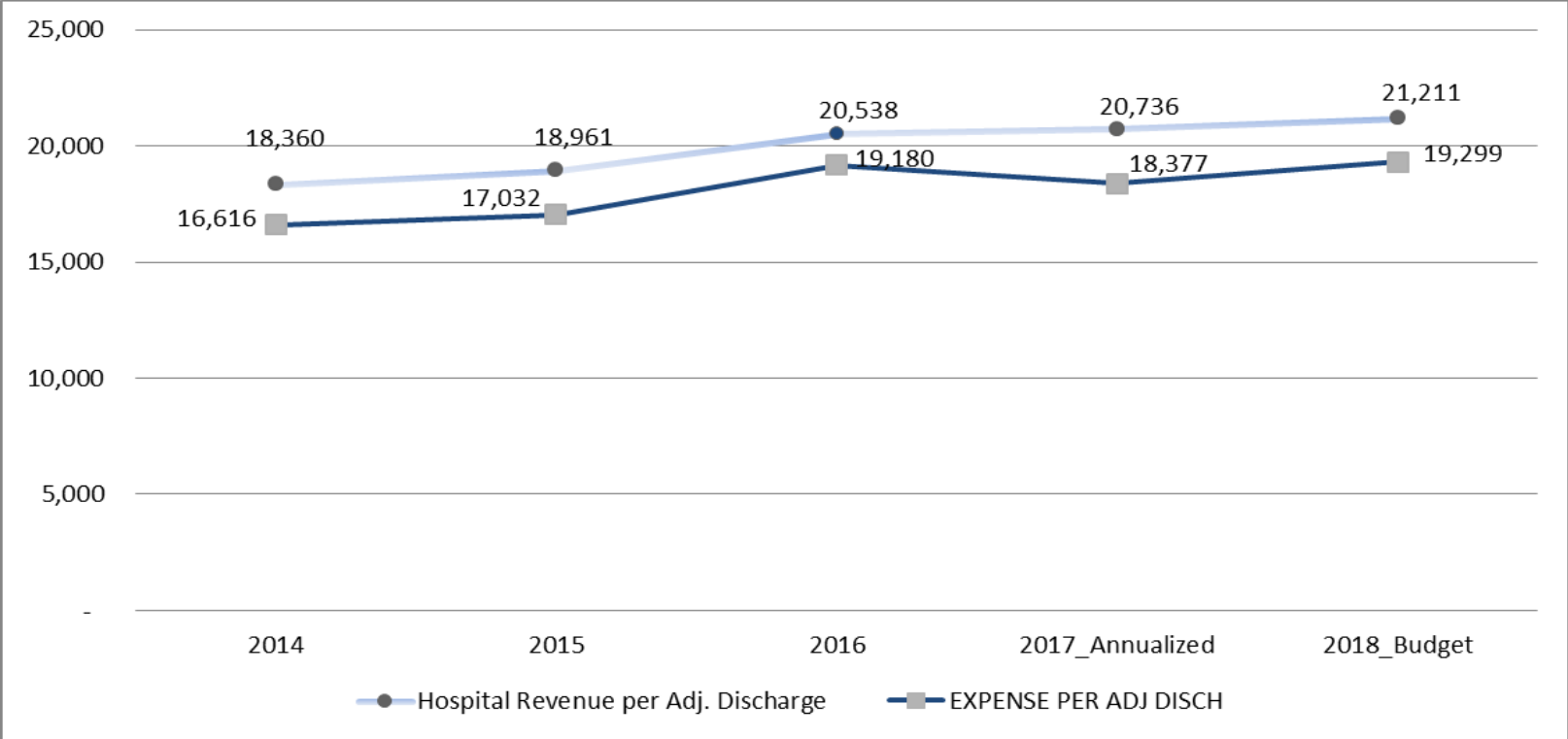
\* Adjusted Discharges exclude New Born discharges

# Key Financial Metrics

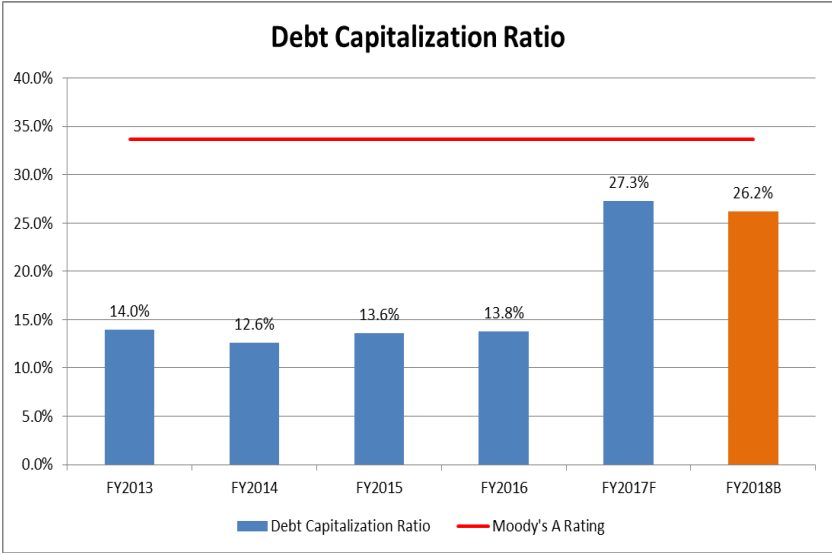
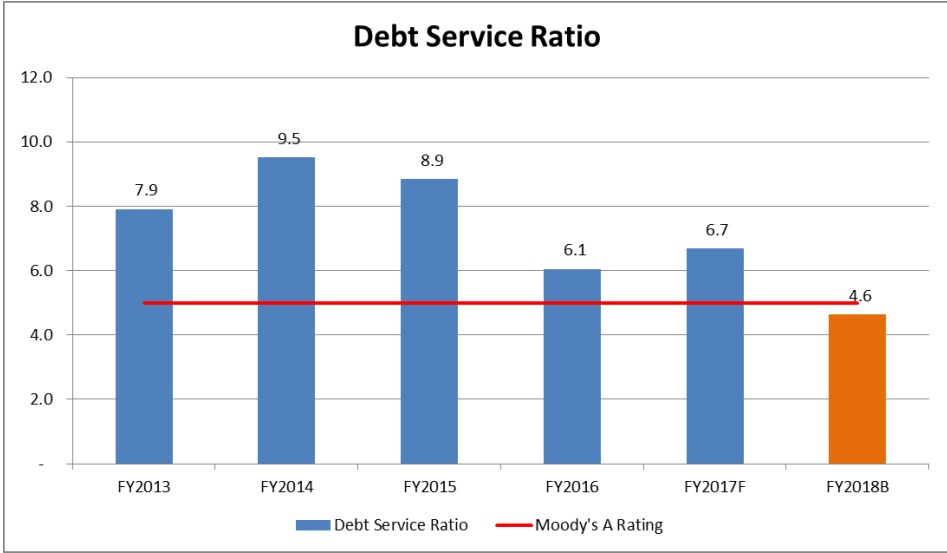




# FY18: Revenue & Expense per Adj. Discharge Trend



# Key Financial Metrics



## Key Drivers of FY18 Budget Operating Margin

\$ in Thousands (000s) -- Favorable/(Unfavorable)		Detail	Net Income Impact	% Net Revenue
<b>Expected Hospital Operations FY2017</b>			<b>94,818</b>	<b>11.4%</b>
<b>Net Revenue</b>			21,562	2.5%
*	Revenue from Growth & Price Changes	23,773		
*	Non Recurring unusual items (IGT, AB915)	(1,205)		
*	PRIME project reduced	(3,479)		
*	Other Op Revenue	2,079		
*	Other	394		
<b>Labor Expense Change</b>			(23,581)	-2.8%
*	FY17 Vacancy Gap / FY18 New FTE	(16,276)		
*	Wage increases	(10,989)		
*	Volume Increase / New Program	(1,471)		
*	Nursing new grad. program	(1,217)		
*	Performance Bonus not in FY 18 budget	3,080		
*	Ratification Bonus - one time in FY 17	2,417		
*	Medicare LOS reduction	875		
<b>Professional Fees &amp; Purchased Services</b>			1,228	0.1%
*	Physician Fees: oncology recruitment, ortho co-management	(2,441)		
*	Bond Issuance	3,095		
*	Legal	(754)		
*	Administrative Savings (IT,EVS,Lab)	3,649		
*	Traffic mitigation -- Shuttle Service	(1,121)		
*	IT Security	(1,200)		
<b>Supplies</b>			(5,993)	-0.7%
*	Central Supply - volumes + Inflation	(1,661)		
*	Medical Gases Contract increase	(481)		
*	New Programs: IFC (MV/LG), Spine Program, Robotic Surgeries	(816)		
*	Drug Expenses: Infusion Volume increase + Inflation	(2,328)		
*	Other	(707)		
<b>Other Expenses</b>			(1,567)	-0.2%
*	Leases	769		
*	Utilities/Leases	(274)		
*	Strategic Planning	(5,000)		
*	Clinical Variation net savings	2,000		
*	Other	938		
<b>Depreciation &amp; Interest</b>			(9,377)	-1.1%
*	Interest Expense, full year	(4,435)		
*	New Construction projects completing	(4,942)		
<b>Expected Hospital Operations FY2018</b>			<b>77,090</b>	<b>9.0%</b>

# FY18 Operating Budget Detail Revenue Assumptions

# FY18 Budget Overview: Revenue Rates

Category	Budget Assumptions
Pricing	Prices to increase to 5.0%
	Overall charges based on OSHPD per case review, ECH pricing remains at 35th percentile.
	Inpatient Charges were at 25th percentile
	Outpatient charges were at 50th percentile
Reimbursement	3% rate increase in commercial payors which accounts for 72% of the net revenue
	0% rate increase in Medicare accounts, which accounts for 48% of our payor mix but 25% of the net revenue; \$6.5M IGT discontinuance but expect CDI would improve Medicare payment by ~\$3.5M.
	0% rate increase in Medi-Cal accounts, which accounts for 7.2% payor mix of ECH patient population
Other Payment	\$733K Other Operating Revenue from the PRIME Project

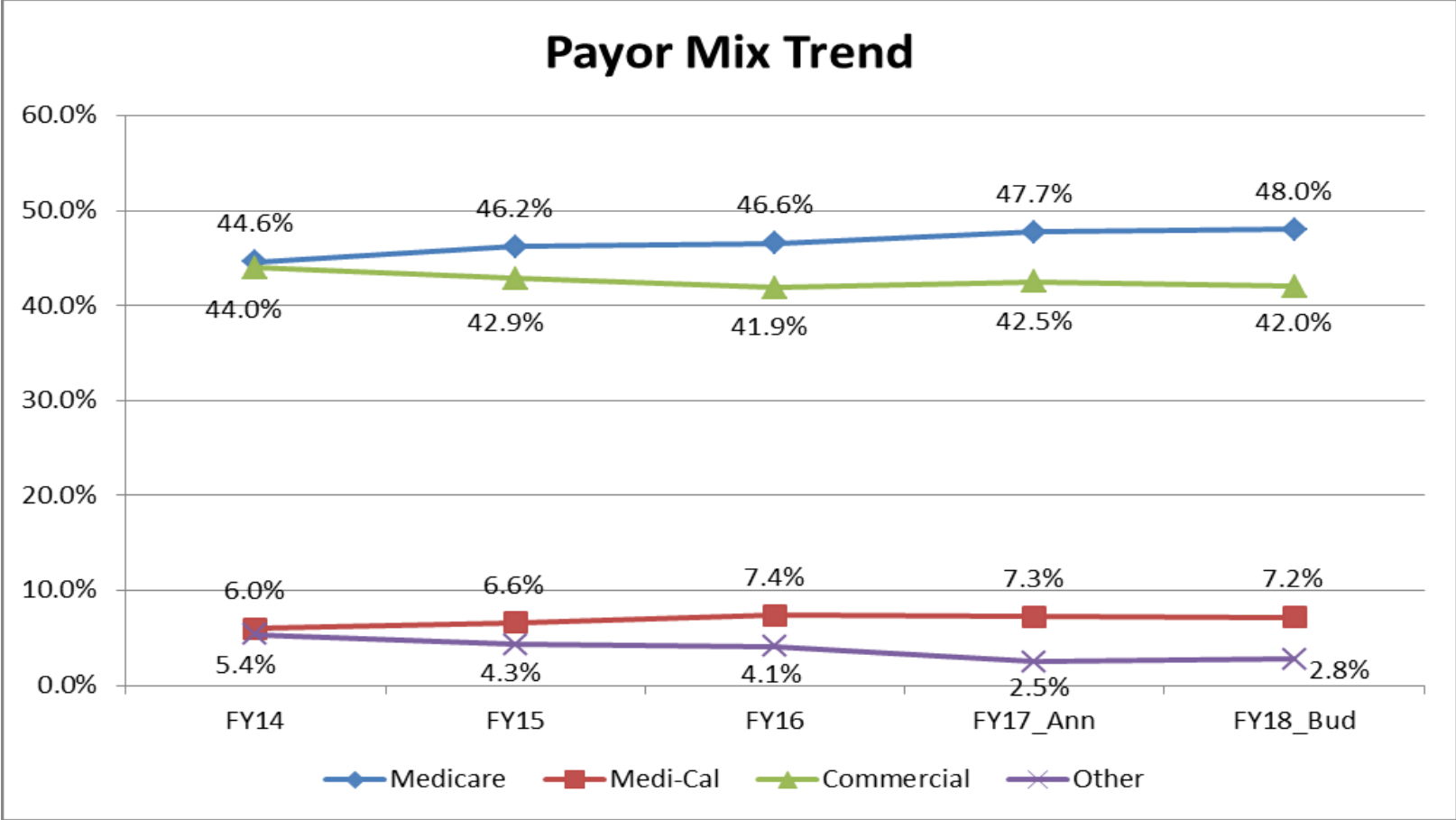
# Charge Master Pricing Changes with Benchmark Data

- CMS/OSHPD claim level data shows El Camino Hospital prices below mid-market level compared to the local peer group including Good Samaritan Hospital, Regional Medical Center, O'Connor Hospital, Stanford Hospital, Sequoia Hospital and Washington Hospital.
- Even with the 6.0% price increase in FY17, our overall charges remain at the 35th percentile based on OSHPD charge per case review (inpatient @ 25<sup>th</sup> percentile / outpatient @ 50<sup>th</sup> percentile).
- To catch up with the market pricing, a 5.0% charge increase is proposed in the FY18 budget

Hospital	2012	2013	2014	2015	2016	5-Year Average
EL CAMINO HOSPITAL	0.89%	0.06%	0.90%	5.00%	6.00%	2.57%
STANFORD UNIVERSITY HOSPITAL	9.60%	7.20%	6.90%	6.90%	6.80%	7.48%
REGIONAL MEDICAL CENTER OF SAN JOSE	10.60%	1.36%	5.28%	-1.32%	8.90%	4.96%
SEQUOIA HOSPITAL	5.40%	3.10%	0.00%	2.70%	3.10%	2.86%
WASHINGTON HOSPITAL - FREMONT	0.56%	9.71%	0.97%	2.12%	0.21%	2.71%
GOOD SAMARITAN HOSPITAL- SAN JOSE	9.90%	12.80%	7.10%	4.70%	2.40%	7.38%
O'CONNOR HOSPITAL	0.20%	0.13%	1.02%	0.06%	-19.79%	-3.68%

*\*Data Source: OSHPD*

# Payor Mix and Net Revenue Distribution by Payor



# FY2018 Operating Budget Detail - Volume



# Volume Assumptions - Inpatient

## Service Line Inpatient Volume Trend

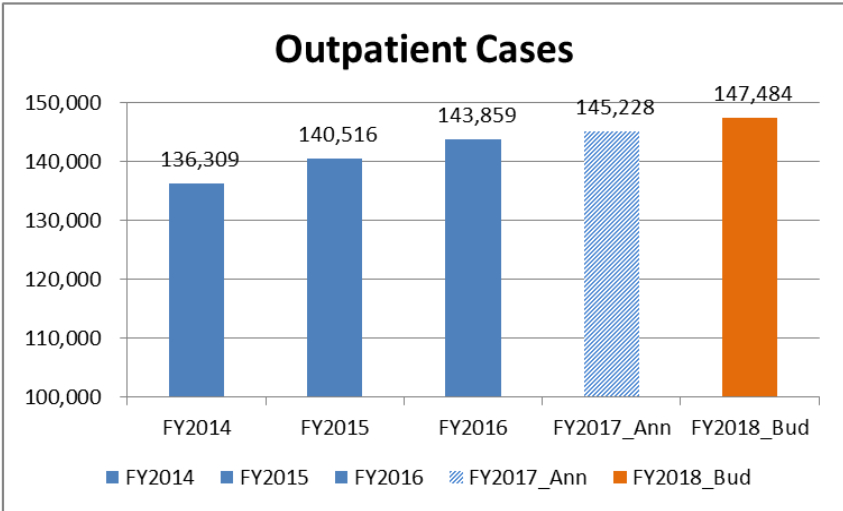
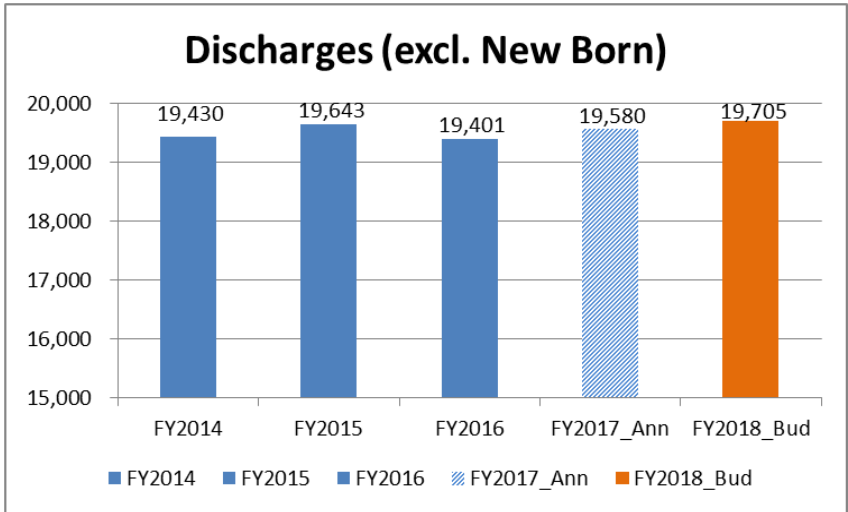
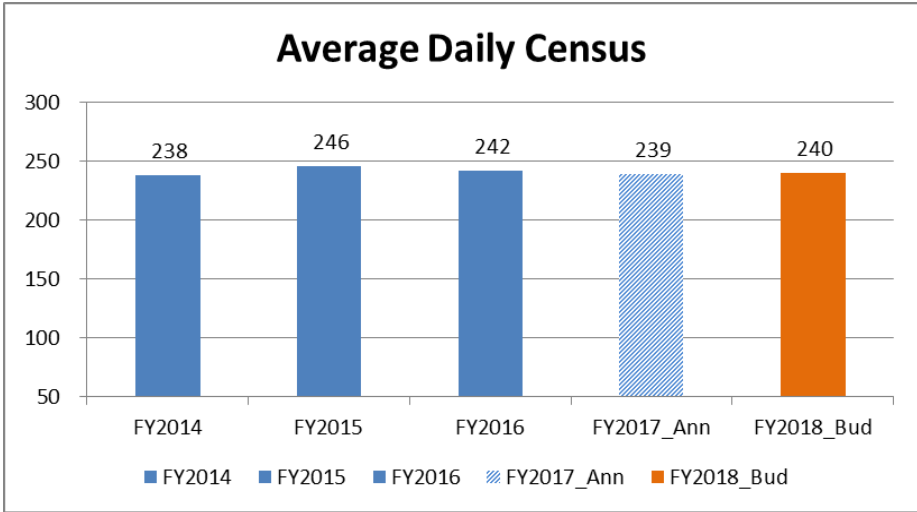
Service Line Volume Trend & FY18 Volume Projection							
	FY2014	FY2015	FY2016	FY17_Proj	FY18_Budget	FY18 Change	Notes
<b>I</b>	<b>19,430</b>	<b>19,643</b>	<b>19,401</b>	<b>19,580</b>	<b>19,705</b>	<b>0.6%</b>	
Behavioral Health	1,012	1,052	929	912	912	0.0%	Increase operating beds from 18 to 21 after 1 phase construction
General Medicine	4,160	4,591	4,465	4,940	4,679	-5.3%	High volume due to outbreak of flu in FY17; not expecting the same in FY18
General Surgery	1,243	1,150	1,312	1,289	1,306	1.3%	Modest increase due to population growth
Heart and Vascular	1,859	1,998	2,008	2,170	2,082	-4.0%	High volume increase in HVI cases in FY17 related to outbreak of flu; not expecting the same in FY18
MCH	6,695	6,372	6,136	5,845	6,206	6.2%	Physician recruitment
Neurosciences	667	672	678	680	697	2.4%	Recruitment of Neuro Surgeon beginning in FY18
Oncology	606	564	652	587	572	-2.5%	
Orthopedics	1,695	1,773	1,750	1,700	1,762	3.6%	Increase cases due to recruitment of 2 new Orthopedic physicians at LG, increase of Shoulder Replacement and Co-Management at MV
Other	7	5	24	4	-	0.0%	
Rehab Services	547	555	501	469	497	5.9%	Plan to increase higher acute Rehab patients in FY18
Spine Surgery	377	429	418	462	478	3.5%	Recruitment of Spine Surgeon beginning in FY18
Urology	172	169	234	250	240	-3.8%	
Womens Non-MCH	390	313	294	272	275	0.8%	
<b>Grand Total</b>	<b>19,430</b>	<b>19,643</b>	<b>19,401</b>	<b>19,580</b>	<b>19,705</b>	<b>0.6%</b>	
<i>% Change from PY</i>		1.1%	-1.2%	0.9%	0.6%		

# Volume Assumptions - Outpatient

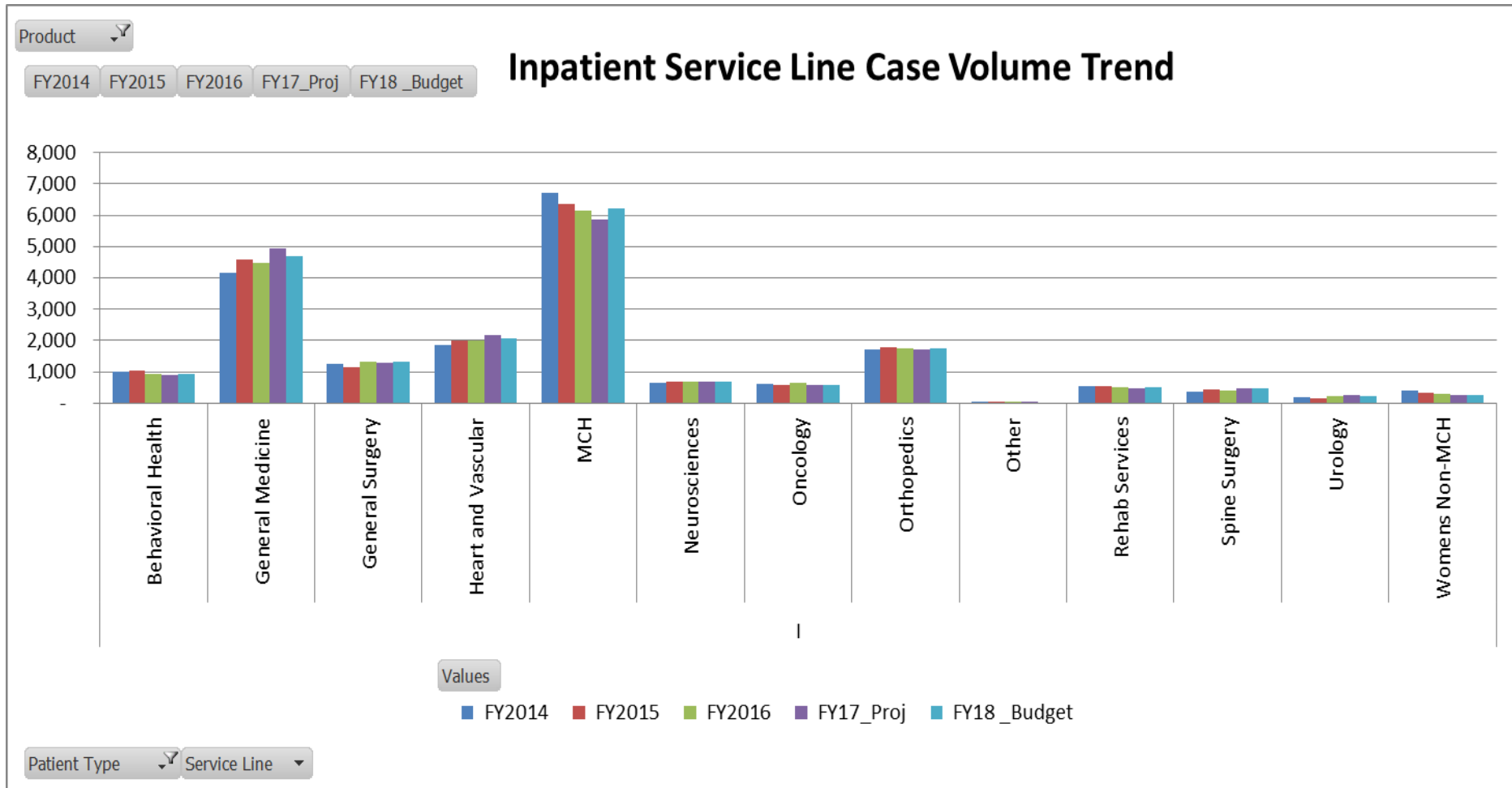
## Service Line Outpatient Volume Trend

Service Line Volume Trend & FY18 Volume Projection							
	FY2014	FY2015	FY2016	FY17_Proj	FY18_Budget	FY18 Change	Notes
<b>O</b>	<b>136,309</b>	<b>140,516</b>	<b>143,859</b>	<b>145,228</b>	<b>147,484</b>	<b>1.6%</b>	
Behavioral Health	2,565	2,496	2,859	3,284	3,282	-0.1%	
Emergency	46,025	49,106	48,513	48,231	48,975	0.0%	
General Medicine	6,656	6,735	6,877	6,257	6,504	3.9%	Increase of 10% in Interventional Bronch
General Surgery	1,785	1,866	1,857	2,051	2,049	-0.1%	
Heart and Vascular	3,474	3,749	4,239	4,440	4,392	-1.1%	
Imaging Services	19,025	19,480	17,535	17,248	17,597	2.0%	Projected increase in mammography volume with the install of Tomo.
Laboratory Services	30,413	29,488	28,810	29,165	28,741	-1.5%	
MCH	5,049	4,830	4,944	5,452	5,200	-4.6%	Less OP OB referrals due to one OB physicians retiring and 1 leaving the area.
Neurosciences	132	130	141	149	142	0.0%	
Oncology	10,462	11,673	17,251	18,348	19,438	5.9%	Projected 10% increase in MV Infusion Center and a new LG Infusion Center starting in the 4Q of FY18
Orthopedics	883	791	616	669	588	-12.2%	Lose of OP Orthopedic cases to surrounding ASC
Other	656	633	630	599	703	17.5%	Other Ancially Services (Dietary Theraypy, IV Therapy, EKG)
Outpatient Clinics	1,818	1,706	1,676	1,275	1,450	13.8%	2nd Year of Wound Care Operation projection
Rehab Services	3,878	4,223	4,372	4,396	4,326	-1.6%	
Sleep Center	160	223	498	403	720	78.8%	Recruit for new Sleep specialty physician, expect a 300 case volume increase in FY18
Spine Surgery	293	330	276	288	331	14.9%	New Spine Surgeon starting 2nd half of FY18
Urology	1,823	1,750	1,696	1,913	1,875	-2.0%	
Womens Non-MCH	1,212	1,307	1,069	1,060	1,171	10.5%	Part of the General Surgery and Robotic cases increase in LG and population growth.
<b>Grand Total</b>	<b>136,309</b>	<b>140,516</b>	<b>143,859</b>	<b>145,228</b>	<b>147,484</b>	<b>1.6%</b>	
% Change from PY		3.1%	2.4%	1.0%	1.6%		

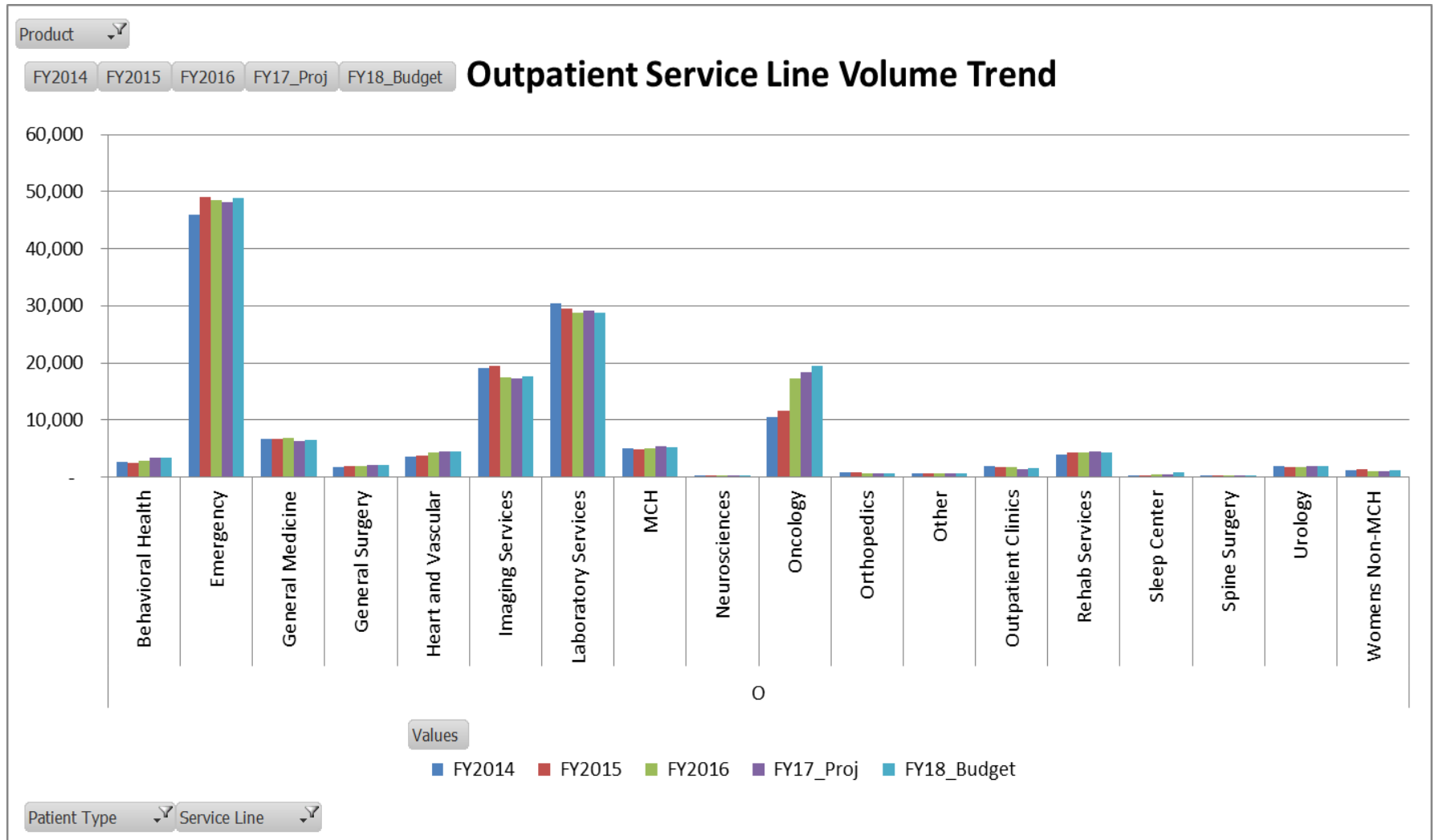
# Key Hospital Volume Statistics Trend



# Inpatient Service Line Volume Trend

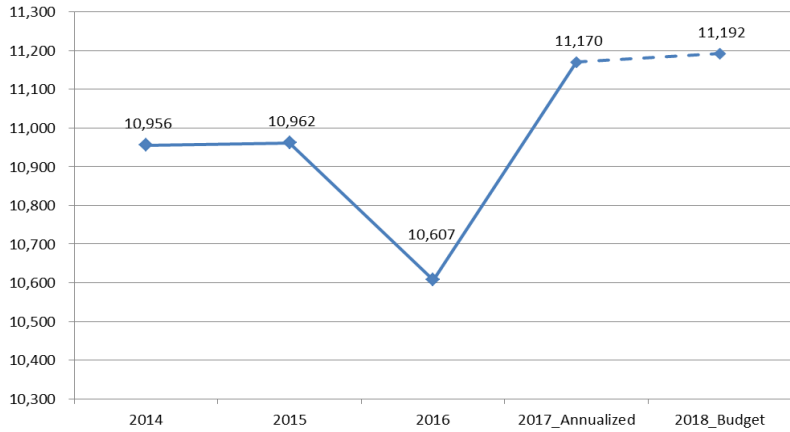


# Outpatient Service Line Volume Trend

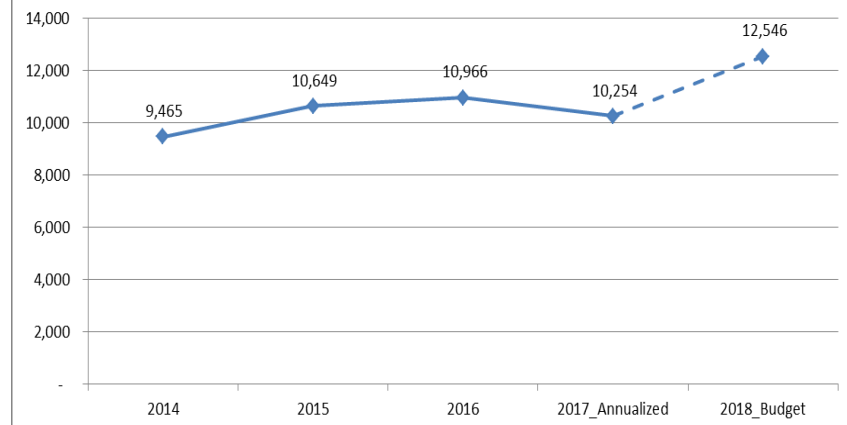


# Focus Volume Growth – Ancillary & Procedural Areas

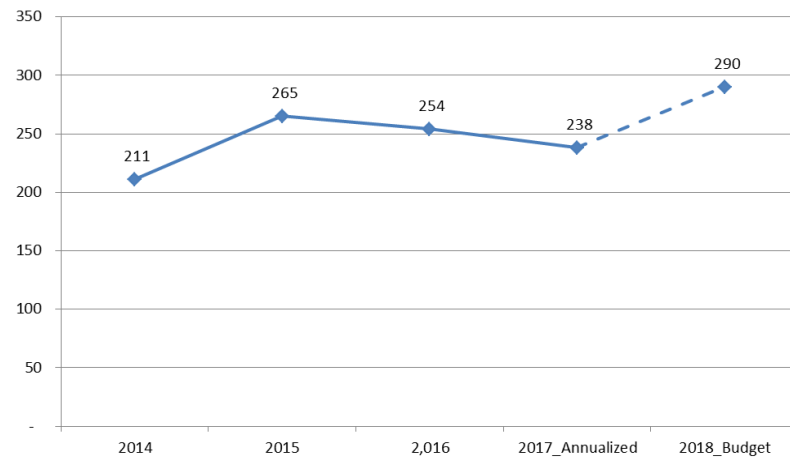
### Surgeries



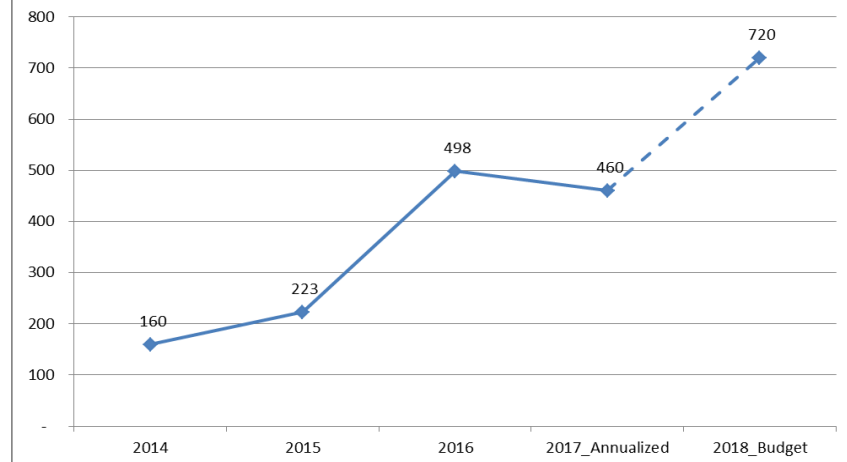
### Infusion Treatments



### Interventional Branch



### Sleep Center



# FY18 Operating Budget Detail Expense Assumptions

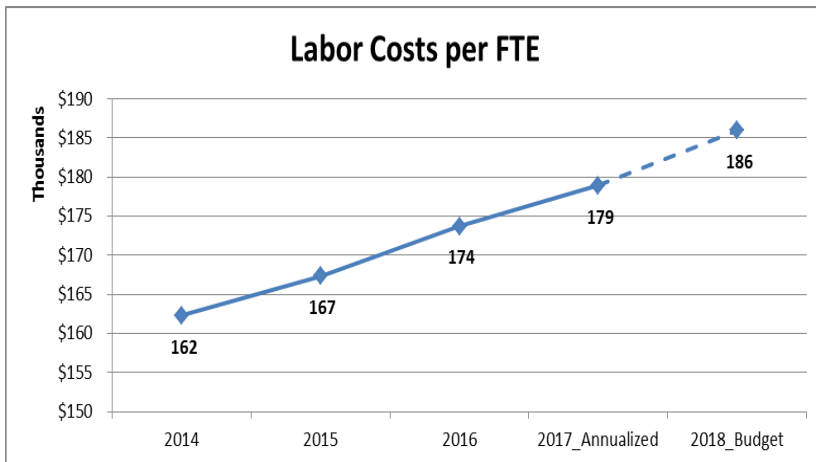
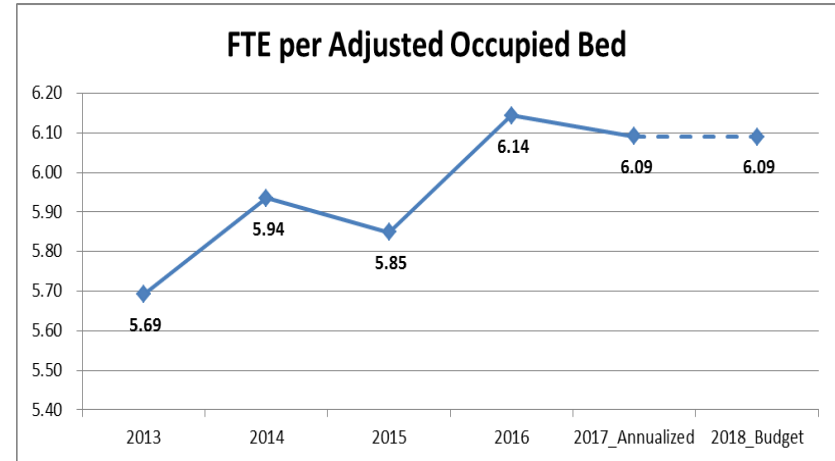
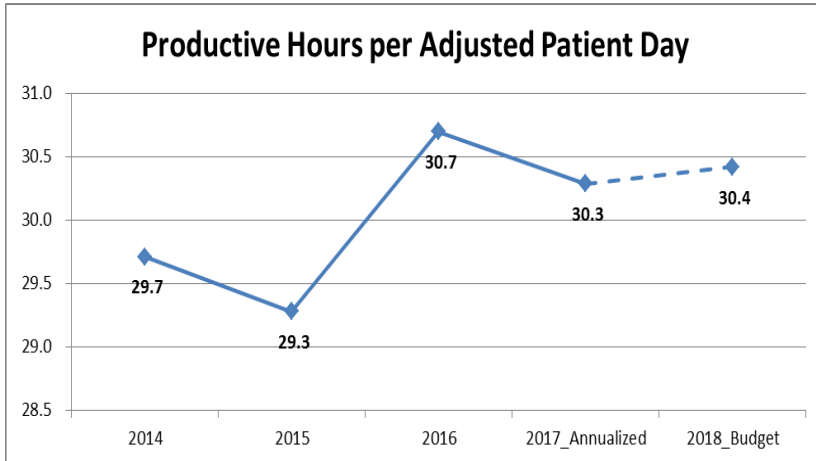
# FY18 Budget Overview: Expenses –

## Expense Assumptions

Category	Inflation & Other Expense Assumptions
Group Health	Low base in FY17 with 3% inflation resulting an overall reduction comparing to actual FY17
Dental	3.0% increase for 2nd half of FY18; 1.5% overall increase in FY18
Pharmaceutical	4.2% inflation on drug cost
Medical Supplies	1.0% overall inflation
Other	2.0% inflation



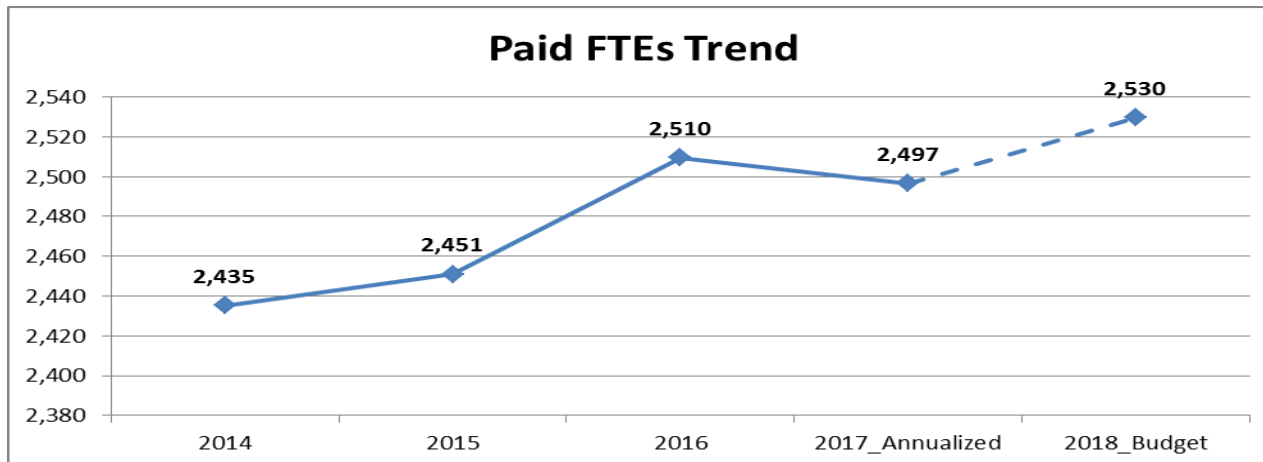
# Key Operational Metrics



- Productivity remains flat with the support of additional initiatives.
- The 3.9% increase in labor cost is primarily related to salary and benefit rate increase.

# FY18 Budgeted Hospital FTE

<b>Hospital Paid FTE</b>			
<b>Starting FTE FY2017 YTD Apr Ann</b>	<b>2,496.64</b>	<b>Volume/New Program</b>	<b>Productivity</b>
LG IFC	0.46	0.46	
OSA (Sleep Ctr)	0.81	0.81	
Spine	1.66	1.66	
LG Robotics 200 cases	5.00	5.00	
Strategic Workforce	6.00	6.00	
PSA (Video Monitoring Implementation)	(3.00)		(3.00)
ALOS Reduction	(4.04)		(4.04)
Other Volume Driven	2.97	2.97	
Change in Target (Run Rate vs BUD18)	(4.63)		(4.63)
Target Reduction (Overhead) Office of COO	(16.36)		(16.36)
Budgeted Vacant Position (Overhead):	30.37		30.37
- IT: 11.3 FTE (backfilled by Purchase Service)			
- CMO / Quality Svcs: 11.5 (partially backfilled by PS)			
Wound Care	2.40	2.40	
Approved FTEs:			
- CDI Manager; Pharmacy Tech (Stewardship); Compliance Manager; Jr. Attorney; Benefit Specialist	11.27		11.27
<b>Ending Budget FY18 Paid FTE</b>	<b>2,529.56</b>	<b>19.30</b>	<b>13.61</b>



# High Performance Organization (HPO) Initiatives

Work Stream	Focus Area	FY18 Budget
Variation	LOS Reduction (750 days)	875,000
	Resources Utilization Management	2,000,000
	Clinical Documentation	3,500,000
Workflow and Workforce Optimization		
	Productivity Target Reduction	1,505,000
	Incidental Overtime Management	425,000
Supply Chain	Pricing	1,300,000
<b>Total</b>		<b>9,605,000</b>

# High Performance Organization (HPO) Status Update

HPO Plan Reporting & Projection							
Work Stream	Focus Area	Total Identified	Confirmed Opportunities	FY 2016 Actual	FY17 Implemented - Achieved	FY18 Budget	Remaining HPO Opportunities
Patient Flow and Capacity Management	SPD	\$321,054	\$183,282	\$0	\$165,543		\$17,739
	<i>Emergency Department</i>	\$1,612,592	\$1,612,592	\$0	\$1,580,321		\$32,271
	<i>Periop MV / Endo / Cath</i>	\$1,226,234	\$576,202	\$35,000	\$541,202		\$0
	<i>Periop LG</i>	\$334,732	\$288,394	\$0	\$140,006		\$148,388
	<i>Laboratory</i>	\$1,882,000	\$1,113,782	\$82,068	\$1,031,714		\$0
	<i>Imaging</i>	\$451,000	\$334,200	\$183,000	\$151,200		\$0
Variation	Level and Duration of Care	\$2,367,600	\$2,367,600	\$1,483,445	\$529,273	\$875,000	-\$520,118
	RUM - Blood	\$378,000	\$378,000	\$46,000	\$332,000		\$0
	RUM - Inpatient	\$1,090,417	\$1,090,417	\$0			\$1,090,417
	RUM - Other Services	\$7,926,583	\$7,926,583	\$0	\$1,000,000	\$2,000,000	\$4,926,583
	Care Coordination	\$196,728	\$201,344	\$78,919	\$0		\$122,425
	Quality Cycle Management	\$0		\$0			\$0
Workflow and Workforce Optimization	Clinical Documentation	\$3,661,000	\$4,300,000	\$0	\$1,800,000	\$3,500,000	-\$1,000,000
	Benefits	\$4,070,000	\$900,000	\$0	\$900,000		\$0
	IP Nursing & MCH	\$6,320,152	\$1,967,175		\$376,414		\$1,590,761
	Productivity Improvement					\$1,505,000	-\$1,505,000
	Premium Pay	\$3,639,194	\$3,639,194	\$0	\$0	\$425,000	\$3,214,194
	Span of Control	\$31,000	\$0	\$0	\$0		\$0
Revenue Cycle Enhancement	Workforce Management	\$0	\$0	\$0			\$0
	HIM and Coding	\$356,096	\$356,096	\$0	\$308,000		\$48,096
	Revenue Cycle Staffing	\$614,788	\$0	\$0	\$0		\$0
Supply Chain	Revenue Cycle Enhancement*	\$3,222,000	\$3,222,000	\$7,360,000			-\$4,138,000
	PPI	\$2,652,120	\$2,652,120	\$1,955,957			\$696,163
	Pricing	\$0	\$0	\$0		\$1,300,000	-\$1,300,000
	Rx Best Practices	\$50,000	\$0	\$0			\$0
	Drugs	\$1,844,360	\$727,312	\$533,270	\$194,042		\$0
Endo-Mechanicals	\$658,501	\$658,501	\$0	\$512,000		\$146,501	
<b>Total</b>		<b>\$44,906,151</b>	<b>\$34,494,794</b>	<b>\$11,757,659</b>	<b>\$9,561,715</b>	<b>\$9,605,000</b>	<b>\$3,570,420</b>

# Impact of IT Initiatives FY - 17 to FY18

## IT Initiatives for FY18

Description	Additional Operating Expense for FY18	Budgeted Capital Cost FY18 (Adjusted)
ERP (Enterprise Resource Planning System)	895,500	4,725,500
IS Baseline: Software, Devices, Network, Server, Storage & Telecom	-	3,069,650
PACS, VNA, Universal Viewer Enterprise Imaging IT	-	2,286,400
iCare Program	-	1,922,000
IS Security Program	-	964,500
Community Connect (Company 91)	1,802,068	675,000
<b>Total FY18</b>	<b>2,697,568</b>	<b>13,643,050</b>

# Capital Budget FY18

# FY18 Capital Spending Trend

Capital Spending (in 000's)	Actual FY2014	Actual FY2015	Actual FY2016	Projected FY2017	Budget FY2018
EPIC	6,838	29,849	20,798	6,137	1,922
IT Hardware / Software Equipment	2,788	4,660	6,483	5,391	12,238
Medical / Non Medical Equipment*	12,891	13,340	17,133	18,185	5,635
Non CIP Land, Land I , BLDG, Additions	22,292	-	4,189	-	-
Facilities	13,753	38,940	48,137	170,763	211,886
<b>GRAND TOTAL</b>	<b>58,561</b>	<b>86,789</b>	<b>96,740</b>	<b>200,476</b>	<b>231,681</b>

\*Includes 2 robot purchases in projected FY 2017 & FY16 Medical/Non Medical Equipment spent in FY17

# FY18 IT / Imaging Capital Request (in 000s)

FY18 IT & Imaging Requested Capital	FY18 Budgeted Commitment	FY18 Budgeted Spend
iCare Program (EPIC)	1,922	1,922
<b>EPIC Total</b>	<b>1,922</b>	<b>1,922</b>
ERP	4,725	4,725
PACS, VNA, Universal Viewer Enterprise Imaging IT	2,286	2,286
IS Security Program	965	965
IS Baseline: Storage - Baseline Primary & Backup S	882	882
IS Baseline: Network - Baseline Replacement & Main	771	771
IS Baseline: Server - Baseline Replacement & Main	717	717
Community Connect (Company 91)	675	675
Convert all CR equipments to DR	357	357
IS Baseline: Software Upgrades: Existing Software	250	250
IS Baseline: Devices - Baseline Deviec Replacement	250	250
All Other*	361	361
<b>IT Hardware/Software Equipment/Imaging</b>	<b>12,238</b>	<b>12,238</b>



# FY18 Equipment Capital Request

(in 000s)

FY18 Medical / Non Medical Equipment Requested Capital	FY18 Budgeted Spend
Centralized ECG Monitoring	1,300
Siemens CT scanner	600
ARIA Optimization Solution	600
Navigation Unit (Electromagnetic Navigational Bronch Unit)	300
All Other*	2,835
<b>Total</b>	<b>5,635</b>

# FY18 Facility Project Request with Details

## (in 000s) 1 of 2

	FY18 Budgeted Commitment		FY18 Budgeted Spend
<b>Mountain View Campus Master Plan Projects</b>			
BHS Replacement	\$0	**	\$51,400
North Dr Parking Structure Expansion	\$0	**	\$3,354
Integrated Medical Office Building	\$0	**	\$130,100
CUP Upgrades	\$0	**	\$4,032
Womens Hosp Expansion	\$6,000	**	\$7,000
<b>Sub-Total Mountain View Campus Master Plan</b>	<b>\$6,000</b>		<b>\$195,886</b>
<b>Mountain View Capital Projects</b>			
New Main Lab Upgrades	\$0	*	\$500
ED Remodel Triage / Psych Observation	\$0	*	\$1,000
Willow Pavilion FA Sys and Equip Upgrades	\$800		\$700
Facilities Planning Allowance	\$600		\$0
Site Signage & Other Improvements	\$1,000		\$100
IR Room #6 Development	\$0	*	\$2,000
JW House (Patient Family Residence)	\$2,500		\$0
Nurse Call System Upgrades	\$2,400		\$0
Imaging Equipment Replacement (Imaging Dept. Only)	\$20,700		\$0
IR / Cath Lab Equipment Replacement (5 or 6 Rooms)	\$19,400		\$0
ED Remodel / CT - Triage - Other	\$5,000		\$0
MV Equipment & Infrastructure Upgrades (18)	\$600		\$0
Various Relocation Projects	\$800		\$0
Flooring Replacement	\$1,600		\$0
<b>Sub-Total Mountain View Projects</b>	<b>\$55,400</b>		<b>\$4,300</b>

\*Board approved from prior years  
 \*\*Board approved, partially funded from prior years

# FY18 Facility Project Request with Details

## (in 000s) 2 of 2

	FY18 Budgeted Commitment	FY18 Budgeted Spend
<b>Los Gatos Capital Projects</b>		
LG Imaging Phase II (CT & Gen Rad) & Sterile Processing	\$0 **	\$700
LG Upgrades - Major	\$0 **	\$5,000
LG Rehab Building Upgrades	\$0 **	\$500
LG IR Upgrades	\$1,100	\$0
LG Facilities Planning	\$800	\$0
LG MOB Improvements (17)	\$0 *	\$3,500
LG Nurse Call System Replacement (M/S, Ortho, Women's, ED)	\$2,800	\$0
LG OPS Expansion & Physician Lounge	\$850	\$0
LG Observation Unit (Conversion of ICU 2)	\$1,800	\$0
LG Security System	\$460	\$0
LG Pharmacy USP800 Upgrades	\$400	\$0
LG Men's Health Clinic TI's	\$450	\$0
LG Cancer Center	\$1,900	\$0
<b>Sub-Total Los Gatos Projects</b>	<b>\$10,560</b>	<b>\$9,700</b>
<b>Other Strategic Capital Projects</b>		
Primary Care Clinic (TI's Only)	\$0 *	\$2,000
Urgent Care Clinics (Tis Only)	\$3,800	\$0
New 28K MOB (Courthouse Prop)	\$22,400	\$0
<b>Sub-Total Other Strategic Capital Projects</b>	<b>\$26,200</b>	<b>\$2,000</b>
<b>Grand Total Facilities Projects</b>	<b>\$98,160</b>	<b>\$211,886</b>

\*Board approved from prior years

\*\*Board approved, partially funded from prior years

# Board Designated Community Benefit Endowment Fund

- In FY16, the Board established an endowment to provide investment income to fund community benefit.
- We agreed to evaluate whether the fund should be increased during the annual budget cycle.
- Recommendation
  - Endowment funding evaluation in FY17 Q3 determined the budgeted amount for FY18 Community Benefit to be \$500k.
  - Increase community benefit endowment fund by \$5 million – 50% increase over the amount established in 2016.

	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17 Ann</u>	<u>FY18 Bud</u>
Community Benefit	(1,477,050)	(2,397,226)	(2,716,041)	(3,586,367)	(3,400,000)

# Appendix

# CONCERN – FY18 Budget Financial

CONCERN (\$ in thousands)					
	FY2016 Actual	FY2017 Annualized	FY2018 Budget	Change Favorable/ (Unfavorable)	% Change
<b>REVENUES</b>					
Other Operating Revenue	15,755	16,604	18,090	1,486	9.0%
Total Net Revenue	15,755	16,604	18,090	1,486	9.0%
<b>EXPENSES</b>					
Salaries & Benefits	5,754	5,283	5,694	(411)	-7.2%
Supplies & Other Expenses	8,721	9,620	11,432	(1,813)	-15.9%
Interest	-	-	-	-	0.0%
Depreciation/Amortization	42	29	31	(1)	-3.7%
<b>TOTAL EXPENSES</b>	<b>14,518</b>	<b>14,932</b>	<b>17,157</b>	<b>(2,225)</b>	<b>-13.0%</b>
<b>OPERATING INCOME</b>	<b>1,238</b>	<b>1,672</b>	<b>934</b>	<b>(738)</b>	<b>79.1%</b>
Non Operating Income	585	(43)	497	539	
<b>NET INCOME</b>	<b>1,823</b>	<b>1,629</b>	<b>1,430</b>	<b>(199)</b>	<b>-12.2%</b>
<i>Operating EBIDA</i>	<i>1,280</i>	<i>1,701</i>	<i>964</i>	<i>(737)</i>	<i>-43.3%</i>
<i>EBIDA Margin Percentage</i>	<i>8.1%</i>	<i>10.2%</i>	<i>5.3%</i>	<i>-4.9%</i>	<i>-48.0%</i>
<i>Operating Margin Percentage</i>	<i>7.9%</i>	<i>10.1%</i>	<i>5.2%</i>	<i>-4.9%</i>	<i>-48.7%</i>

# CONCERN Commentary

## CONCERN Initiatives:

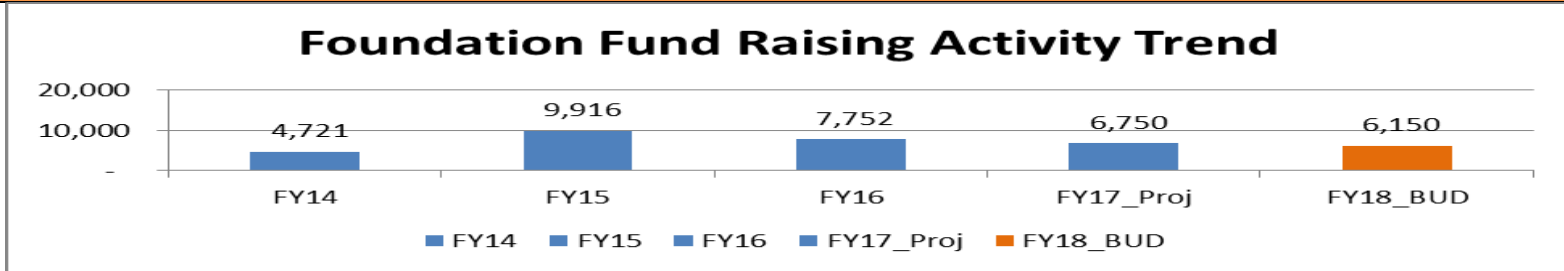
- Implement our Technology Roadmap required by our largest tech customers
  - Video Counseling
  - Texting for service requests
  - Company specific online portal
  - Digital therapeutics including online interventions for depression and anxiety
- Implement Phase II of EAPExpert CRM Platform to streamline claims payment, clinical documentation and employer customized reporting
- Increase the size of the provider network nationally by 10%
- Become licensed/certified in 6 states as required by the DMHC

## Margin

- Margin remains healthy but is declining due to price competition from national insurance companies and industry wide increase in utilization

# Foundation - FY18 Budget Financial

FOUNDATION (\$ in thousands)					
	FY2016 Actual	FY2017 Annualized	FY2018 Budget	Change Favorable/ (Unfavorable)	% Change
<b>REVENUES</b>					
Other Operating Revenue	-	-	-	-	\$0
Total Net Revenue	-	-	-	-	0%
<b>EXPENSES</b>					
Salaries & Benefits	1,430	1,579	1,686	(107)	-6%
Supplies & Other Expenses	1,489	1,228	1,667	(438)	-26%
Interest	-	-	-	-	0%
Depreciation/Amortization	13	13	13	-	0%
TOTAL EXPENSES	2,933	2,821	3,366	(545)	-16%
<b>OPERATING INCOME</b>	<b>(2,933)</b>	<b>(2,821)</b>	<b>(3,366)</b>	<b>(545)</b>	<b>-16%</b>
Non Operating Income	3,915	5,388	4,102	(1,286)	
<b>NET INCOME</b>	<b>982</b>	<b>2,568</b>	<b>737</b>	<b>(1,831)</b>	<b>-71%</b>
<i>Operating EBIDA</i>	<i>(2,920)</i>	<i>(2,807)</i>	<i>(3,352)</i>	<i>(545)</i>	19%



FY 18 fundraising goal is low pending organizational strategic plan



# SVMD – FY18 Budget Financial

SVMD (\$ in thousands)					
	FY2016 Actual	FY2017 Annualized	FY2018 Budget	Change Favorable/ (Unfavorable)	% Change
<b>REVENUES</b>					
Net Patient Service Revenue	153	377	3,723	3,346	100%
Othe Operating Revenue	-	-	102	102	
Total Net Revenue	153	377	3,826	3,346	0%
<b>EXPENSES</b>					
Salaries & Benefits	85	348	3,681	(3,333)	-91%
Supplies & Other Expenses	162	519	5,235	(4,716)	-90%
Interest	-	-	-	-	0%
Depreciation/Amortization	-	2	331	(329)	0%
TOTAL EXPENSES	247	869	9,247	(8,378)	-91%
<b>OPERATING INCOME</b>	<b>(94)</b>	<b>(491)</b>	<b>(5,421)</b>	<b>(4,930)</b>	<b>-91%</b>
Non Operating Income	250	600	3,735	3,135	
<b>NET INCOME</b>	<b>156</b>	<b>109</b>	<b>(1,686)</b>	<b>(1,795)</b>	<b>-1653%</b>
<i>Operating EBIDA</i>	<i>(94)</i>	<i>(489)</i>	<i>(5,090)</i>	<i>(4,601)</i>	940%
<i>EBIDA Margin Percentage</i>	<i>-61.6%</i>	<i>-129.8%</i>	<i>-133.1%</i>	<i>-3.3%</i>	2.5%
<i>Operating Margin Percentage</i>	<i>-61.6%</i>	<i>-130.3%</i>	<i>-141.7%</i>	<i>-11.4%</i>	8.8%

# SVMD – Primary Care Clinic

- Primary care physicians: Recruit 11 MDs (5 starting Oct and 6 starting Jan); total of 7.68 FTEs by end of the year.
- Specialists: Recruit 4 MDs (starting Jan); total of 2 FTEs by end of the year.

Primary Care Clinic	
	Total
<b>REVENUES</b>	
Net Patient Service Revenue	3,723,065
Total Net Revenue	3,723,065
<b>EXPENSES</b>	
Salaries & Benefits	3,415,750
Supplies	123,573
Purchased Services	2,090,901
Facility Expenses*	494,306
Other General and Administrative	91,845
Depreciation	2,753
TOTAL EXPENSES	6,219,128
<b>OPERATING INCOME</b>	<b>(\$2,496,063)</b>
<b>TOTAL FTEs</b>	
	<b>9.68</b>
<i>Loss per MD FTE</i>	<i>(\$257,783)</i>
<b>Primary Care Clinic Administration Expenses</b>	<b>1,238,667</b>

\*Facility Expenses: Lease/Repairs & Maintenance/Utilities

# Non-Operating Revenue Detail

Non-Operating Revenue/<Expense> Detail (\$ in thousands)					
	FY2016 Actual	FY2017 Annualized	FY2018 Budget	Change Favorable/ (Unfavorable)	% Change
<b>Non Operating Revenue Detail</b>					
Investments	(1,710)	59,376	18,100	(41,277)	-69.5%
Swap Adjustments	(3,214)	4,537	-	(4,537)	-100.0%
Bond Amortization	1,611	266	70	(196)	-73.7%
Community Benefit	(2,716)	(3,586)	(3,400)	186	-5.2%
Support for Foundation	(1,783)	(1,783)	(1,783)	-	0.0%
Support for SVMMD	(213)	(459)	(5,380)	(4,921)	1072.8%
Investment in Satellite Dialysis	(434)	(573)	(425)	148	-25.9%
Gain/<Loss> on Community Connect	-	-	-	-	
Gain/<Loss> on Pathways	143	1,471	500	(971)	-66.0%
Other	(1,254)	(2,936)	(3,292)	(355)	12.1%
	<b>(9,570)</b>	<b>56,313</b>	<b>4,390</b>	<b>(51,923)</b>	<b>-92%</b>