



## Summary of Financial Operations

*Fiscal Year 2021 – Period 1*

*7/1/2020 to 7/31/2020*





## Overall Commentary

The recovery plan and it's focus on volume recovery was very successful in July.

- For both ECH and SVMD the volumes exceeded the volume forecasts
- Overall gross charges were greater by 30% in the month of July (as was Net Patient Revenue)
  - Adjusted Patient Days were favorable 18%
  - SVMD clinic visits were favorable 14%
- Operating Expenses were \$3.8M or 4.8% greater than budget and driven by the increased volumes
  - Expenses management was very good in the month
- The favorable variance in comparison to the budget is favorable by \$16.2M

# Consolidated Statement of Operations (\$000s)

Period ending 07/31/2020

Period 1 FY 2020	Period 1 FY 2021	Period 1 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
<b>OPERATING REVENUE</b>										
314,063	333,228	254,803	78,425	30.8%	<b>Gross Revenue</b>	314,063	333,228	254,803	78,425	30.8%
(228,555)	(247,360)	(188,684)	(58,676)	(31.1%)	<b>Deductions</b>	(228,555)	(247,360)	(188,684)	(58,676)	(31.1%)
<b>85,508</b>	<b>85,868</b>	<b>66,119</b>	<b>19,749</b>	<b>29.9%</b>	<b>Net Patient Revenue</b>	<b>85,508</b>	<b>85,868</b>	<b>66,119</b>	<b>19,749</b>	<b>29.9%</b>
4,110	4,667	4,381	286	6.5%	<b>Other Operating Revenue</b>	4,110	4,667	4,381	286	6.5%
<b>89,618</b>	<b>90,535</b>	<b>70,500</b>	<b>20,035</b>	<b>28.4%</b>	<b>Total Operating Revenue</b>	<b>89,618</b>	<b>90,535</b>	<b>70,500</b>	<b>20,035</b>	<b>28.4%</b>
<b>OPERATING EXPENSE</b>										
45,081	46,431	43,331	(3,100)	(7.2%)	<b>Salaries &amp; Wages</b>	45,081	46,431	43,331	(3,100)	(7.2%)
13,311	12,820	10,483	(2,337)	(22.3%)	<b>Supplies</b>	13,311	12,820	10,483	(2,337)	(22.3%)
13,339	12,918	14,561	1,643	11.3%	<b>Fees &amp; Purchased Services</b>	13,339	12,918	14,561	1,643	11.3%
3,345	3,583	3,514	(69)	(2.0%)	<b>Other Operating Expense</b>	3,345	3,583	3,514	(69)	(2.0%)
531	1,428	922	(506)	(54.9%)	<b>Interest</b>	531	1,428	922	(506)	(54.9%)
4,565	5,231	5,811	580	10.0%	<b>Depreciation</b>	4,565	5,231	5,811	580	10.0%
<b>80,172</b>	<b>82,411</b>	<b>78,622</b>	<b>(3,789)</b>	<b>(4.8%)</b>	<b>Total Operating Expense</b>	<b>80,172</b>	<b>82,411</b>	<b>78,622</b>	<b>(3,789)</b>	<b>(4.8%)</b>
<b>9,446</b>	<b>8,124</b>	<b>(8,122)</b>	<b>16,246</b>	<b>(200.0%)</b>	<b>Net Operating Margin</b>	<b>9,446</b>	<b>8,124</b>	<b>(8,122)</b>	<b>16,246</b>	<b>(200.0%)</b>
(389)	27,718	3,003	24,715	823.1%	<b>Non Operating Income</b>	(389)	27,718	3,003	24,715	823.1%
<b>9,057</b>	<b>35,842</b>	<b>(5,119)</b>	<b>40,961</b>	<b>(800.1%)</b>	<b>Net Margin</b>	<b>9,057</b>	<b>35,842</b>	<b>(5,119)</b>	<b>40,961</b>	<b>(800.1%)</b>
16.2%	16.3%	-2.0%	18.3%		<b>EBIDA</b>	16.2%	16.3%	-2.0%	18.3%	
10.5%	9.0%	-11.5%	20.5%		<b>Operating Margin</b>	10.5%	9.0%	-11.5%	20.5%	
10.1%	39.6%	-7.3%	46.9%		<b>Net Margin</b>	10.1%	39.6%	-7.3%	46.9%	

## Dashboard - as of July 31, 2020

	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
<b>Consolidated Financial Perf.</b>								
Total Operating Revenue	89,618	90,535	70,500	20,035	89,618	90,535	70,500	20,035
Operating Expenses	80,172	82,411	78,622	(3,789)	80,172	82,411	78,622	(3,789)
Operating Margin \$	9,446	8,124	(8,122)	16,246	9,446	8,124	(8,122)	16,246
Operating Margin %	10.5%	9.0%	(11.5%)	20.5%	10.5%	9.0%	(11.5%)	20.5%
EBIDA \$	14,542	14,783	(1,389)	16,172	14,542	14,783	(1,389)	16,172
EBIDA %	16.2%	16.3%	(2.0%)	18.3%	16.2%	16.3%	(2.0%)	18.3%
<b>Hospital Volume</b>								
<b>Licensed Beds</b>	443	454	454	-	443	454	454	-
ADC	234	223	185	39	234	223	185	39
Utilization MV	63%	58%	48%	10.0%	63%	58%	48%	10.0%
Utilization LG	32%	31%	26%	5.3%	32%	31%	26%	5.3%
Utilization Combined	53%	49%	41%	8.5%	53%	49%	41%	8.5%
Adjusted Discharges	3,101	2,845	2,419	426	3,101	2,845	2,419	426
Total Discharges (Excl NNB)	1,686	1,474	1,302	172	1,686	1,474	1,302	172
Total Discharges	2,025	1,814	1,627	187	2,025	1,814	1,627	187
<b>Inpatient Cases</b>								
MS Discharges	1,191	972	801	171	1,191	972	801	171
Deliveries	353	369	344	25	353	369	344	25
BHS	95	87	114	(27)	95	87	114	(27)
Rehab	47	46	43	3	47	46	43	3
<b>Outpatient Cases</b>								
ED	12,377	14,894	9,706	5,188	12,377	14,894	9,706	5,188
Procedural Cases	4,153	3,168	2,297	871	4,153	3,168	2,297	871
OP Surg	477	513	324	189	477	513	324	189
Endo	197	255	130	125	197	255	130	125
Interventional	154	182	86	96	154	182	86	96
All Other	7,396	10,776	6,870	3,906	7,396	10,776	6,870	3,906
<b>Hospital Payor Mix</b>								
Medicare	49.4%	47.2%	48.4%	(1.2%)	49.4%	47.2%	48.4%	(1.2%)
Medi-Cal	7.8%	7.3%	7.3%	(0.0%)	7.8%	7.3%	7.3%	(0.0%)
Commercial IP	19.4%	21.1%	20.7%	0.4%	19.4%	21.1%	20.7%	0.4%
Commercial OP	20.8%	22.6%	21.1%	1.5%	20.8%	22.6%	21.1%	1.5%
Total Commercial	40.2%	43.7%	41.8%	1.9%	40.2%	43.7%	41.8%	1.9%
Other	2.6%	1.9%	2.5%	(0.6%)	2.6%	1.9%	2.5%	(0.6%)

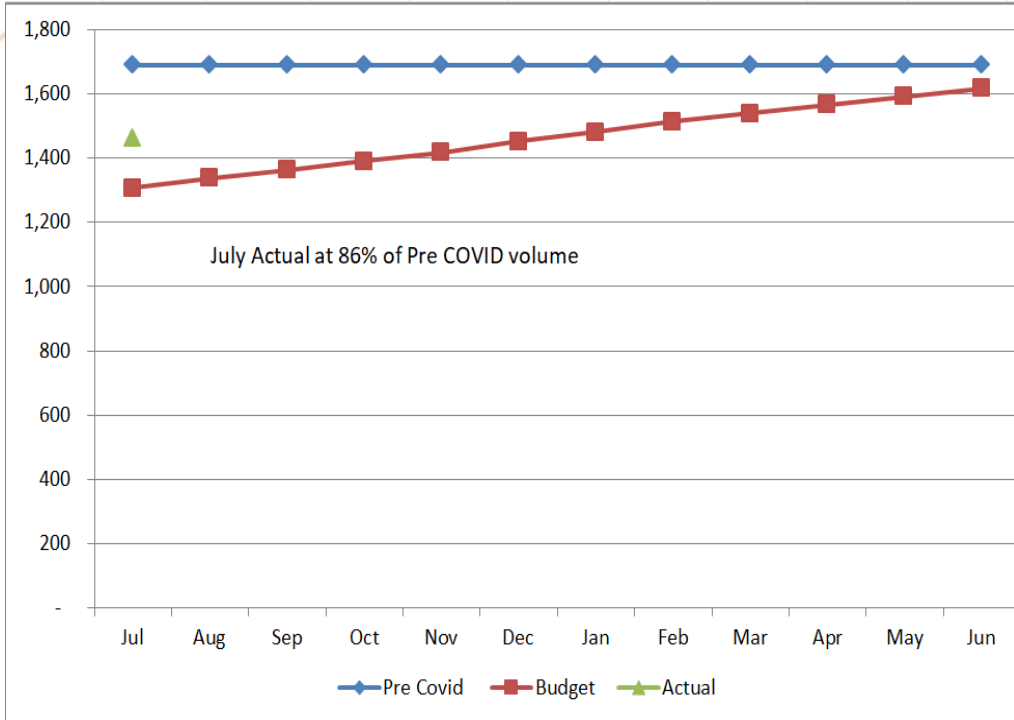


# APPENDIX

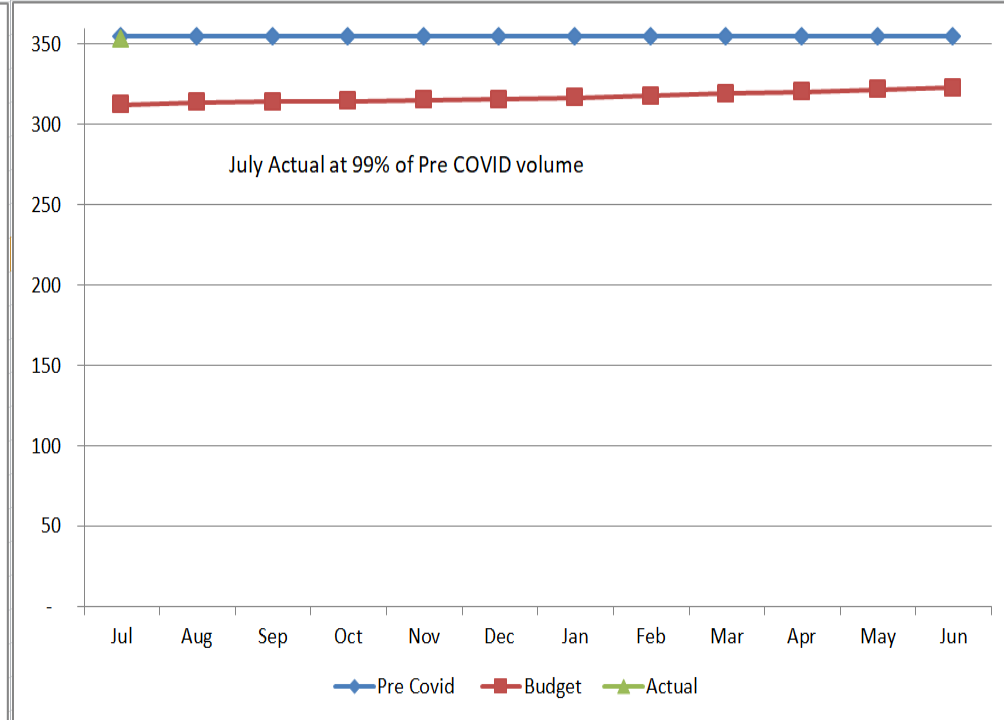
# July Volume – Inpatient

## 2021 Budget vs Actual – Including Pre COVID Level

MV



LG

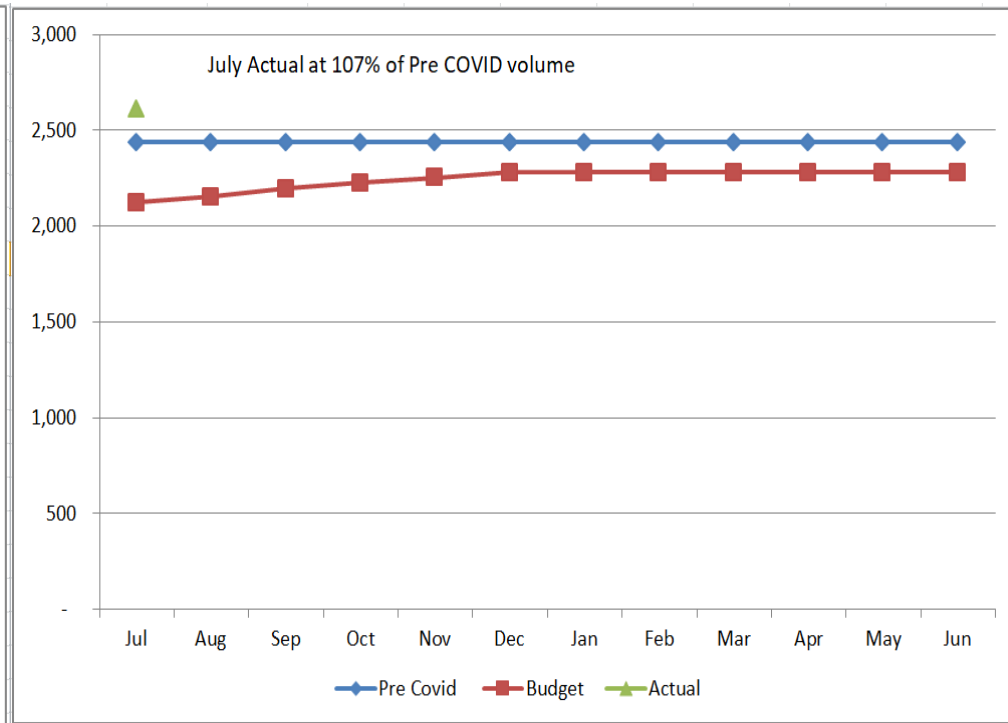
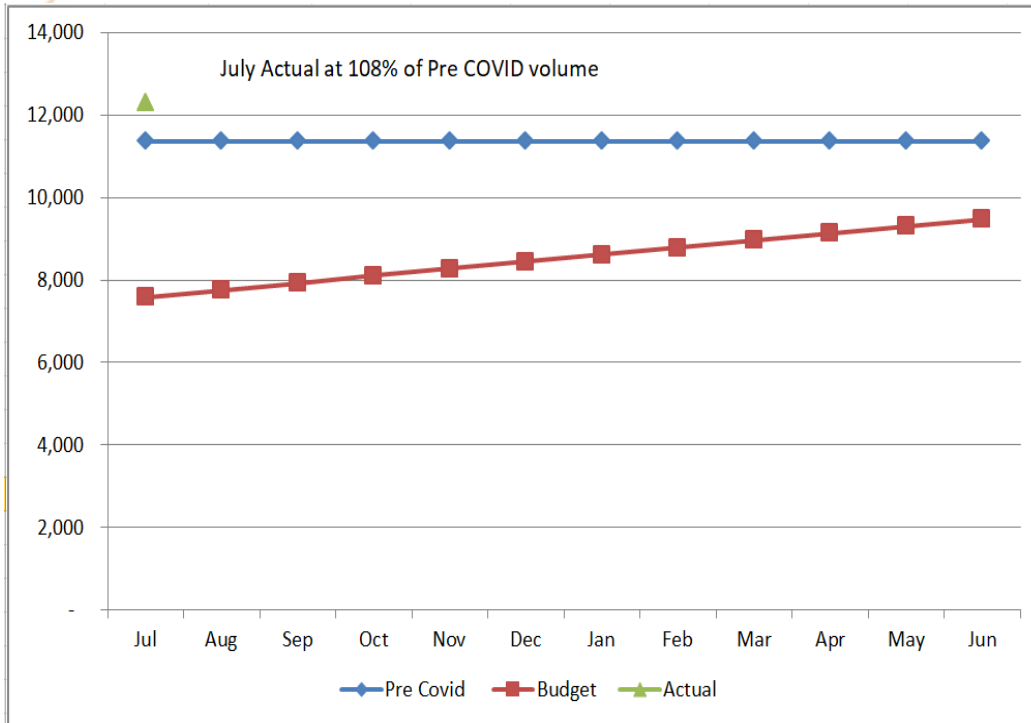


# July Volume – Outpatient

## 2021 Budget vs Actual – Including Pre COVID Level

MV

LG



## Investment Scorecard as of June 30, 2020

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY20 Budget	Expectation Per Asset Allocation
<b>Investment Performance</b>		<b>2Q 2020</b>		<b>Fiscal Year-to-date</b>		<b>7y 8m Since Inception (annualized)</b>		<b>FY 2020</b>	<b>2019</b>
Surplus cash balance*		\$1,076.6	--	--	--	--	--	--	--
Surplus cash return	Green	10.2%	9.7%	3.6%	4.0%	5.4%	5.3%	4.0%	5.6%
Cash balance plan balance (millions)		\$286.7	--	--	--	--	--	--	--
Cash balance plan return	Green	13.2%	11.3%	3.8%	3.7%	7.3%	6.6%	6.0%	6.0%
403(b) plan balance (millions)		\$551.4	--	--	--	--	--	--	--
<b>Risk vs. Return</b>		<b>3-year</b>			<b>7y 8m Since Inception (annualized)</b>				<b>2019</b>
Surplus cash Sharpe ratio	Green	0.47	0.46	--	--	0.78	0.78	--	0.34
Net of fee return	Green	5.3%	5.2%	--	--	5.4%	5.3%	--	5.6%
Standard deviation	Green	7.9%	7.6%	--	--	5.9%	5.8%	--	8.7%
Cash balance Sharpe ratio	Green	0.48	0.45	--	--	0.85	0.83	--	0.32
Net of fee return	Green	6.3%	5.6%	--	--	7.3%	6.6%	--	6.0%
Standard deviation	Green	10.0%	9.1%	--	--	7.6%	7.1%	--	10.3%
<b>Asset Allocation</b>		<b>2Q 2020</b>							
Surplus cash absolute variances to target	Yellow	12.5%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target	Yellow	11.7%	< 10% Green < 20% Yellow	--	--	--	--	--	--
<b>Manager Compliance</b>		<b>2Q 2020</b>							
Surplus cash manager flags	Green	18	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags	Green	21	< 27 Green < 34 Yellow	--	--	--	--	--	--

\*Excludes debt reserve funds (~\$21 mm), District assets (~\$42 mm), and balance sheet cash not in investable portfolio (\$234 mm). Includes Foundation (~\$36 mm) and Concern (~\$14 mm) assets.