



El Camino Health

Summary of Financial Operations

Fiscal Year 2021 – Period 7

7/1/2020 to 01/31/2021

Operational / Financial Results: Period 7 – January 2021 (as of 1/31/2021)

PERIOD 7 - RESULTS

(\$ 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	269	209	60	28.7%	264	5	1.9%	---	---	---
	Total Discharges	1,948	1,806	142	7.9%	2,128	(180)	-8.5%	---	---	---
	Adjusted Discharges	2,743	2,710	33	1.2%	3,294	(551)	-16.7%	---	---	---
	Emergency Room	2,957	2,901	56	1.9%	4,405	(1,448)	-32.9%	---	---	---
	OP Procedural Cases	16,474	10,897	5,577	51.2%	14,956	1,518	10.1%	---	---	---
	Gross Charges (\$)	335,788	288,598	47,190	16.4%	346,412	(10,624)	-3.1%	---	---	---
Operations	Total FTEs	2,896	2,869	27	0.9%	2,840	56	2.0%	---	---	---
	Productive Hrs. / APD	32.5	34.0	(1.5)	-4.4%	28.9	3.6	12.5%	---	---	---
	Cost Per Adjusted Discharge	16,256	18,412	(2,155)	-11.7%	15,286	971	6.3%	---	---	---
	Net Days in A/R	49.1	49.0	0.1	0.2%	51.6	(3)	-4.8%	47.7	47.1	
Financial Performance	Net Patient Revenue (\$)	89,795	75,762	14,033	18.5%	89,972	(177)	-0.2%	106,723	257,000	
	Total Operating Revenue (\$)	94,222	80,801	13,421	16.6%	94,280	(58)	-0.1%	116,864	314,648	
	Operating Income (\$)	(62)	(1,121)	1,059	94.5%	8,362	(8,424)	-100.7%	3,948	10,135	
	Operating EBIDA (\$)	7,055	5,459	1,596	29.2%	14,974	(7,919)	-52.9%	11,301	27,969	
	Net Income (\$)	(23)	2,213	(2,236)	-101.0%	12,872	(12,895)	-100.2%	8,219	18,726	
	Operating Margin (%)	-0.1%	-1.4%	1.3%	95.3%	8.9%	-8.9%	-100.7%	2.9%	3.6%	
	Operating EBIDA (%)	7.5%	6.8%	0.7%	10.8%	15.9%	-8.4%	-52.9%	9.7%	8.9%	
	DCOH (days)	544	435	109	25.1%	465	79	17.0%	254	264	

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

Operational / Financial Results: YTD FY2021 (as of 1/31/2021)

YTD FY2021 - RESULTS

(\$ thousands)		YTD FY2021 - RESULTS				YTD FY2020 - RESULTS			Moody's Medians		
		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	'A1'	'Aa3'	Performance to 'A1' Medians
Activity / Volume	ADC	244	198	46	23.2%	237	7	3.0%	---	---	---
	Total Discharges	13,287	12,006	1,281	10.7%	14,443	(1,156)	-8.0%	---	---	---
	Adjusted Discharges	20,299	17,947	2,352	13.1%	22,540	(2,241)	-9.9%	---	---	---
	Emergency Room	21,466	18,192	3,274	18.0%	28,923	(7,457)	-25.8%	---	---	---
	OP Procedural Cases	112,170	72,213	39,957	55.3%	96,588	15,582	16.1%	---	---	---
	Gross Charges (\$)	2,441,571	1,903,822	537,749	28.2%	2,277,920	163,651	7.2%	---	---	---
Operations	Total FTEs	2,803	2,845	(41)	-1.5%	2,788	15	0.5%	---	---	---
	Productive Hrs. / APD	31.1	34.9	(3.8)	-10.9%	30.9	0.2	0.6%	---	---	---
	Cost Per Adjusted Discharge	16,875	18,844	(1,969)	-10.5%	15,724	1,151	7.3%	---	---	---
	Net Days in A/R	49.1	49.0	0.1	0.2%	51.6	(2.5)	-4.8%	47.7	47.1	
Financial Performance	Net Patient Revenue (\$)	622,784	496,101	126,683	25.5%	597,545	25,239	4.2%	747,058	1,798,999	
	Total Operating Revenue (\$)	650,542	528,948	121,594	23.0%	629,659	20,883	3.3%	818,048	2,202,537	
	Operating Income (\$)	35,822	(32,371)	68,193	210.7%	53,657	(17,835)	-33.2%	27,639	70,942	
	Operating EBIDA (\$)	85,321	14,850	70,471	474.6%	87,572	(2,251)	-2.6%	79,104	195,781	
	Net Income (\$)	177,489	(11,713)	189,202	1615.3%	106,542	70,947	66.6%	57,530	131,081	
	Operating Margin (%)	5.5%	-6.1%	11.6%	190.0%	8.5%	-3.0%	-35.4%	2.9%	3.6%	
	Operating EBIDA (%)	13.1%	2.8%	10.3%	367.2%	13.9%	-0.8%	-5.7%	9.7%	8.9%	
	DCOH (days)	544	435	109	25.1%	465	79	17.0%	254	264	

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2020. Dollar amounts have been adjusted to reflect 7 month totals.

Executive Dashboard (as of 01/31/2021)

	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
Consolidated Financial Perf.								
Total Operating Revenue	94,280	94,222	80,801	13,421	629,659	650,542	528,948	121,593
Operating Expenses	85,918	94,284	81,922	(12,362)	576,003	614,720	561,319	(53,401)
Operating Margin \$	8,362	(62)	(1,121)	1,059	53,657	35,822	(32,371)	68,193
Operating Margin %	8.9%	(0.1%)	(1.4%)	1.3%	8.5%	5.5%	(6.1%)	11.6%
EBIDA \$	14,974	7,055	5,459	1,596	87,572	85,321	14,850	70,471
EBIDA %	15.9%	7.5%	6.8%	0.7%	13.9%	13.1%	2.8%	10.3%
Hospital Volume								
Licensed Beds	443	454	454	-	443	454	454	-
ADC	264	269	209	60	237	244	198	46
Utilization MV	74%	71%	55%	15.8%	65%	64%	52%	12.0%
Utilization LG	29%	34%	27%	7.3%	30%	32%	27%	5.9%
Utilization Combined	60%	59%	46%	13.2%	54%	54%	44%	10.1%
Adjusted Discharges	3,294	2,743	2,710	32	22,540	20,299	17,947	2,352
Total Discharges (Excl NNB)	1,783	1,649	1,460	189	11,957	10,986	9,658	1,328
Total Discharges	2,128	1,948	1,806	142	14,443	13,287	12,006	1,281
Inpatient Cases								
MS Discharges	1,259	1,165	913	252	8,302	7,470	5,999	1,471
Deliveries	376	329	365	(36)	2,633	2,468	2,481	(13)
BHS	111	114	138	(24)	716	725	872	(147)
Rehab	37	41	44	(3)	306	323	305	18
Outpatient Cases								
ED	4,405	2,957	2,901	56	28,923	21,466	18,192	3,274
Procedural Cases								
OP Surg	482	394	343	51	3,453	3,571	2,332	1,239
Endo	226	90	155	(65)	1,624	1,444	996	448
Interventional	176	142	121	21	1,261	1,189	725	464
All Other	9,667	12,891	7,377	5,514	61,327	84,500	49,968	34,532
Hospital Payor Mix								
Medicare	49.9%	51.0%	48.7%	2.3%	49.0%	48.5%	48.5%	0.0%
Medi-Cal	6.6%	10.7%	7.5%	3.2%	7.5%	8.2%	7.5%	0.8%
Commercial IP	20.7%	19.6%	20.4%	(0.8%)	19.3%	19.8%	20.5%	(0.7%)
Commercial OP	20.6%	17.3%	21.2%	(3.9%)	21.8%	21.3%	21.1%	0.2%
Total Commercial	41.3%	36.8%	41.5%	(4.7%)	41.1%	41.1%	41.6%	(0.5%)
Other	2.3%	1.6%	2.3%	(0.8%)	2.4%	2.2%	2.4%	(0.2%)
Hospital Cost								
Total FTE ¹	2,839.7	2,896.2	2,869.2	(27.0)	2,788.4	2,803.3	2,844.6	41.3
Productive Hrs/APD	28.9	32.5	34.0	1.5	30.9	31.1	34.9	3.8
Consolidated Balance Sheet								
Net Days in AR	51.6	49.1	49.0	(0.1)	51.6	49.1	49.0	(0.1)
Days Cash	465	544	435	109	465	544	435	109

¹ Paid FTE; Budget in this case is using the Flex Budget instead of Fixed Budget

Overall Commentary for Period 7 - January 2021

Period ending 1/31/20201

- January operations and financial performance was significantly impacted by a 5X increase in Covid-19 patients over the prior three month averages. As a result of this increase, the organization incurred an additional \$4.0M in SWB and had to reduce OR block times at the MV campus for 3 weeks of the month which resulted in a loss of revenue of approximately \$7.0M.
- Due to an increase in the case mix index (CMI) total average length of stay (ALOS) has increased by 0.5 days which has resulted in ADC is 3.4% higher year-over-year
- Total gross charges, a surrogate for volume, were favorable to budget by \$40.2M / 16.4% and \$10.6M / 3.0% lower than the same period last year
- Net patient revenue was favorable to budget by \$14.0M / 14.5% and \$177K / 0.0% better than the same period last year
- Operating expenses were \$12.4M / 15.1% unfavorable to budget, which is primarily attributed to higher than expected volume versus budget and the significant increase in Covid-19 patients in January
- Operating margin was favorable to budget by \$1.1M / 94.5% and \$8.4M / 101% lower than the same period last year
- Operating EBIDA was favorable to budget by \$1.6M / 29.2% and \$7.9M / 52.9% lower than the same period last year

Financial Overview: Period 7 - January 2021

Period ending 1/31/2021

Financial Performance

- January operating loss was \$62K compared to a budgeted loss of \$1.1M, resulting in a favorable variance of \$1M. The primary drivers are due primarily to volumes which have significantly exceeded budget.
- Volumes and Revenues continue to be stronger than budget as demonstrated by:
 - Adjusted discharges were favorable to budget by 32 cases / 1% and 551 / 16.7% lower than the same period last year
 - Favorable variance gross charges of \$47.2M due primarily to inpatient services:
 - Inpatient gross charges: Favorable to budget by \$46M / 31% variance primarily driven by lab, pharmacy, and critical care
 - Outpatient gross charges: Favorable to budget by \$1M / 1% variance primarily impacted by lower than budgeted Operating Room and Interventional services activity at Mt View
 - Operating Expenses were unfavorable to budget by \$12.4M / 15.1%, primarily due to increased patient activity, increased use / cost of PPE associated with Covid-19 and other Covid-19 associated expenses
 - SWB were unfavorable by \$7.6M / 16.6%
 - Supplies were unfavorable by \$1.4M / 18%
 - All other discretionary non-volume driven expenses were unfavorable to budget by \$3.4M
 - Additional expenses attributed to Covid-19 were \$2.4M in January and an average of approx. \$1.6M per month for the first seven months of FY2021
- Non Operating Income includes:
 - Unfavorable variance of \$3.1M primarily due to unrealized losses on investments

Financial Overview: Period 7 – January 2021 (cont.)

Period ending 1/31/2021

Financial Performance

Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 56 ADs / 2% and below prior year by 526 ADs / 16%:
 - Mountain View: Unfavorable to budget by 128 ADs / 6% and below prior year by 675 / 25%
 - Los Gatos: Favorable to budget by 184 ADs / 32% and above than prior year by 149 / 25%
- Operating Expense Per Adjusted Discharge: \$29,029 which is 4% unfavorable to budget

Note: Excludes depreciation and interest

El Camino Health Medical Network (ECHMN) Operations:

- January total visits of 22,802 was 3.9% above prior month and 11.0% favorable to budget and included 2,551 COVID vaccination visits
- Operating income was unfavorable to budget by \$235K / (8.5%) in January. YTD ECHMN is slightly unfavorable to budget by \$268K / (1.3%) but remains favorable to prior year by \$1.3M / (5.5%)

Financial Overview: YTD FY2021 (as of 1/31/2021)

Consolidated Financial Performance

- YTD FY2021 net operating margin of \$35.8M is favorable to budgeted by \$32.4M
- Year-over-year operating margin is \$17.8M lower than the same period last year, which directly due to an increase in depreciation and interest of \$15.6M expenses associated with recently completed capital projects at the Mountain View campus
- Strong volume recovery from the first wave of Covid-19, continues to be the primary driver of favorable performance to budget
 - Adjusted discharges are 2,342 /13% favorable to budget and 2,235 / 9.8% lower than the same period last year
- Operating expenses are \$53.4M / 9.5% unfavorable to budget
 - Unfavorability driven higher than budgeted volumes and expenses associated with Covid-19 pandemic
 - Operating expense per adjusted discharge of \$25,164 is 1% favorable to budget which demonstrates consistent management of variable expenses

Note: Excludes depreciation and interest expense

Consolidated Statement of Operations (\$000s)

Period ending 01/31/2021

Period 7 FY 2020	Period 7 FY 2021	Period 7 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
346,412	335,788	288,598	47,190	16.4%	Gross Revenue	2,277,920	2,441,571	1,903,822	537,749	28.2%
(256,441)	(245,993)	(212,836)	(33,157)	(15.6%)	Deductions	(1,680,375)	(1,818,787)	(1,407,721)	(411,066)	(29.2%)
89,972	89,795	75,762	14,033	18.5%	Net Patient Revenue	597,545	622,784	496,101	126,683	25.5%
4,309	4,427	5,039	(612)	(12.2%)	Other Operating Revenue	32,114	27,758	32,848	(5,090)	(15.5%)
94,280	94,222	80,801	13,421	16.6%	Total Operating Revenue	629,659	650,542	528,948	121,593	23.0%
					OPERATING EXPENSE					
48,046	53,636	46,005	(7,631)	(16.6%)	Salaries & Wages	323,325	340,999	310,273	(30,726)	(9.9%)
12,923	13,888	11,390	(2,498)	(21.9%)	Supplies	93,337	98,055	76,858	(21,197)	(27.6%)
14,682	15,825	14,434	(1,391)	(9.6%)	Fees & Purchased Services	99,004	99,339	101,088	1,749	1.7%
3,655	3,819	3,513	(306)	(8.7%)	Other Operating Expense	26,421	26,829	25,880	(949)	(3.7%)
1,552	1,428	926	(502)	(54.2%)	Interest	2,769	10,000	6,480	(3,520)	(54.3%)
5,059	5,689	5,653	(35)	(0.6%)	Depreciation	31,146	39,499	40,740	1,241	3.0%
85,918	94,284	81,922	(12,362)	(15.1%)	Total Operating Expense	576,003	614,720	561,319	(53,401)	(9.5%)
8,362	(62)	(1,121)	1,059	(94.5%)	Net Operating Margin	53,657	35,822	(32,371)	68,193	(210.7%)
4,510	39	3,334	(3,295)	(98.8%)	Non Operating Income	52,885	141,667	20,658	121,009	585.8%
12,872	(23)	2,213	(2,236)	(101.1%)	Net Margin	106,542	177,489	(11,713)	189,202	(1615.3%)
14,974	7,055	5,459	1,596	29.2%	Operating EBIDA	87,572	85,321	14,850	70,471	474.6%
15.9%	7.5%	6.8%	0.7%		Operating EBIDA Margin	13.9%	13.1%	2.8%	10.3%	
8.9%	-0.1%	-1.4%	1.3%		Operating Margin	8.5%	5.5%	-6.1%	11.6%	
13.7%	0.0%	2.7%	(2.8%)		Net Margin	16.9%	27.3%	-2.2%	29.5%	

Consolidated Balance Sheet (as of 01/31/2021)

(\$ thousands) ASSETS

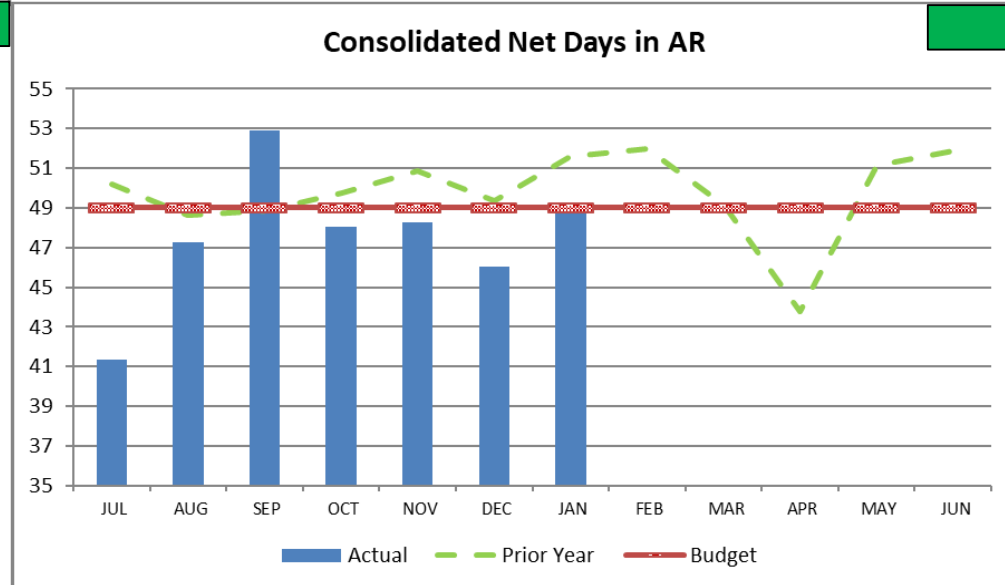
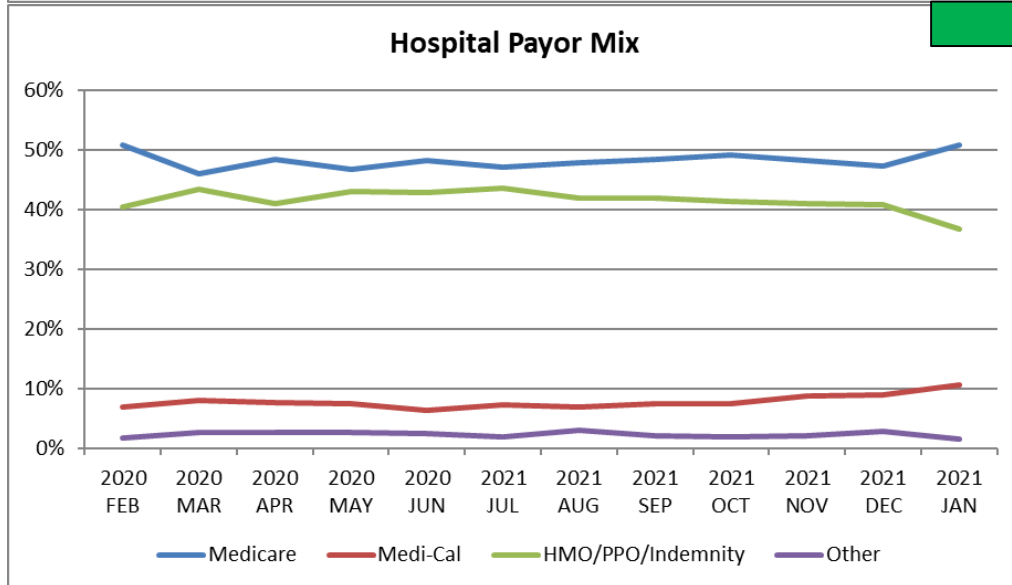
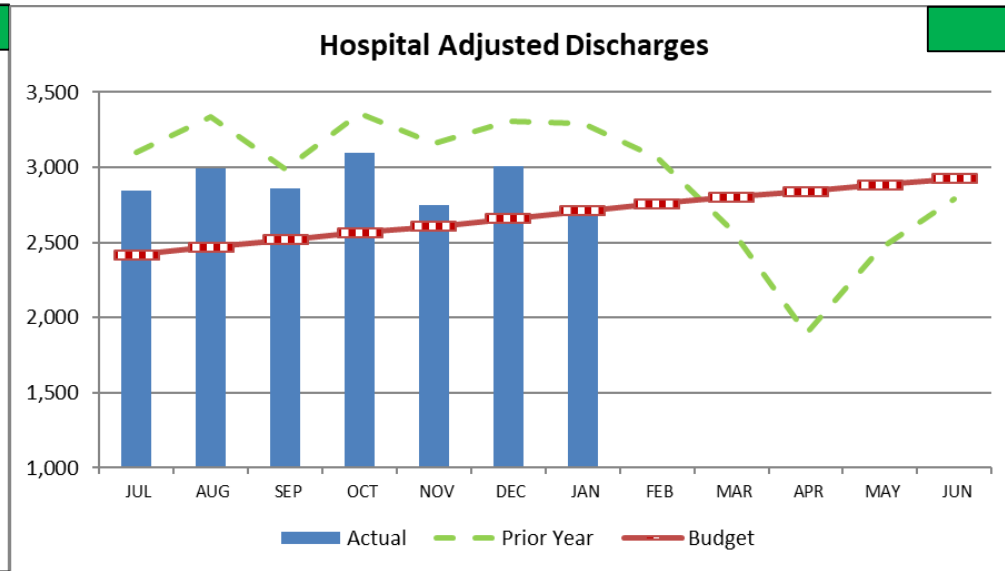
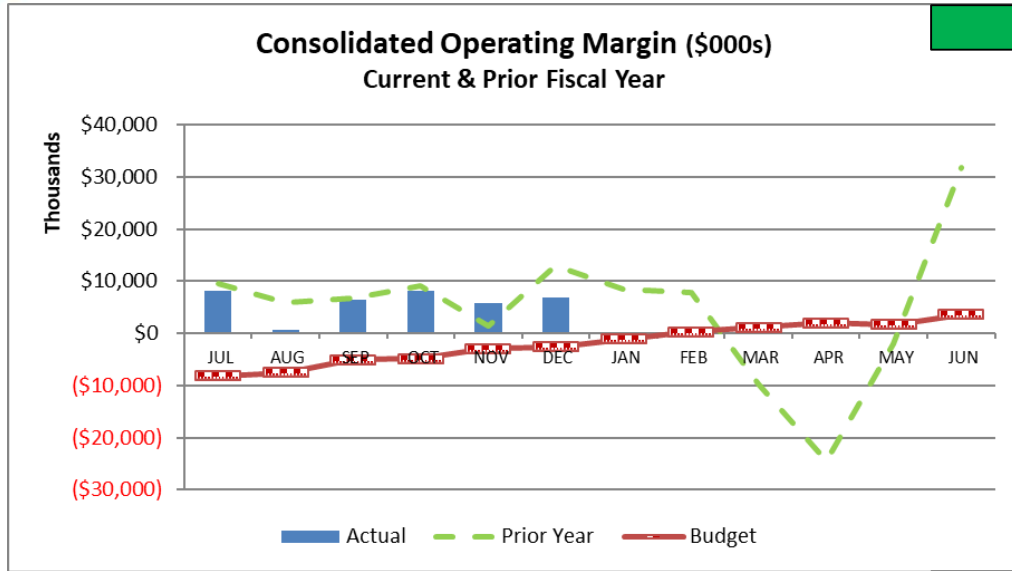
	January 31, 2021	Audited June 30, 2020
CURRENT ASSETS		
Cash	166,105	228,464
Short Term Investments	273,609	221,604
Patient Accounts Receivable, net	147,540	128,564
Other Accounts and Notes Receivable	3,048	13,811
Intercompany Receivables	28,346	72,592
Inventories and Prepaids	25,252	101,267
Total Current Assets	643,899	766,303
BOARD DESIGNATED ASSETS		
Foundation Board Designated	17,108	15,364
Plant & Equipment Fund	224,324	166,859
Women's Hospital Expansion	30,401	22,563
Operational Reserve Fund	160,838	148,917
Community Benefit Fund	17,895	17,916
Workers Compensation Reserve Fund	16,482	16,482
Postretirement Health/Life Reserve Fund	31,365	30,731
PTO Liability Fund	30,394	27,515
Malpractice Reserve Fund	1,976	1,919
Catastrophic Reserves Fund	20,816	17,667
Total Board Designated Assets	551,599	465,933
FUNDS HELD BY TRUSTEE	9,684	23,478
LONG TERM INVESTMENTS	453,156	372,175
CHARITABLE GIFT ANNUITY INVESTMENTS	480	680
INVESTMENTS IN AFFILIATES	33,223	29,065
PROPERTY AND EQUIPMENT		
Fixed Assets at Cost	1,365,986	1,342,012
Less: Accumulated Depreciation	(715,961)	(676,535)
Construction in Progress	498,832	489,848
Property, Plant & Equipment - Net	1,148,857	1,155,326
DEFERRED OUTFLOWS	21,375	21,416
RESTRICTED ASSETS	29,277	28,547
OTHER ASSETS	87,405	3,231
TOTAL ASSETS	2,978,955	2,866,153

LIABILITIES AND FUND BALANCE

	January 31, 2021	Audited June 30, 2020
CURRENT LIABILITIES		
Accounts Payable	24,377	35,323
Salaries and Related Liabilities	28,835	35,209
Accrued PTO	31,006	28,124
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	13,285	10,956
Intercompany Payables	28,173	70,292
Malpractice Reserves	1,560	1,560
Bonds Payable - Current	9,430	9,020
Bond Interest Payable	-	8,463
Other Liabilities	14,263	3,222
Total Current Liabilities	153,229	204,469
LONG TERM LIABILITIES		
Post Retirement Benefits	31,365	30,731
Worker's Comp Reserve	16,482	16,482
Other L/T Obligation (Asbestos)	6,124	4,094
Bond Payable	487,193	513,602
Total Long Term Liabilities	541,164	564,908
DEFERRED REVENUE-UNRESTRICTED	77,185	77,133
DEFERRED INFLOW OF RESOURCES	31,009	30,700
FUND BALANCE/CAPITAL ACCOUNTS		
Unrestricted	1,951,116	1,771,854
Board Designated	194,139	188,457
Restricted	31,113	28,631
Total Fund Bal & Capital Accts	2,176,368	1,988,942
TOTAL LIABILITIES AND FUND BALANCE	2,978,955	2,866,153

APPENDIX

YTD FY2021 Financial KPIs – Monthly Trends



Investment Scorecard (as of 12/31/2020)

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY21 Budget	Expectation Per Asset Allocation
Investment Performance		CY 4Q 2020 / FY 2Q 2021		Fiscal Year-to-Date 2021		8y 2m Since Inception (annualized)		FY 2021	2019
Surplus cash balance*		\$1,302.1	--	--	--	--	--	--	--
Surplus cash return		8.5%	8.0%	13.0%	12.2%	6.6%	6.4%	4.0%	5.6%
Cash balance plan balance (millions)		\$336.2	--	--	--	--	--	--	--
Cash balance plan return		11.2%	9.2%	17.1%	14.3%	8.9%	7.9%	6.0%	6.0%
403(b) plan balance (millions)**		\$581.5	--	--	--	--	--	--	--
Risk vs. Return		3-year				8y 2m Since Inception (annualized)			2019
Surplus cash Sharpe ratio		0.69	0.67	--	--	0.93	0.93	--	0.34
Net of fee return		7.8%	7.3%	--	--	6.6%	6.4%	--	5.6%
Standard deviation		9.0%	8.6%	--	--	6.3%	6.1%	--	8.7%
Cash balance Sharpe ratio		0.73	0.64	--	--	1.00	0.96	--	0.32
Net of fee return		9.8%	8.0%	--	--	8.9%	7.9%	--	6.0%
Standard deviation		11.4%	10.3%	--	--	8.1%	7.4%	--	10.3%
Asset Allocation		CY 4Q 2020 / FY 2Q 2021							
Surplus cash absolute variances to target		9.4%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target		7.9%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Manager Compliance		CY 4Q 2020 / FY 2Q 2021							
Surplus cash manager flags		16	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags		19	< 27 Green < 34 Yellow	--	--	--	--	--	--

*Excludes debt reserve funds (~\$12 mm), District assets (~\$34 mm), and balance sheet cash not in investable portfolio (\$214 mm). Includes Foundation (~\$39 mm) and Concern (~\$15 mm) assets.

**As of September 30, 2020 as more recent data not yet available.

YTD FY2021 and January Operating Margin, Non-Operating Income and Net Margin by Affiliate (as of 1/31/2021)

(\$ in thousands)

	Period 7- Month			Period 7- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	(862)	405	(1,267)	40,940	(18,814)	59,754
Los Gatos	3,924	1,511	2,412	17,564	9,564	7,999
Sub Total - El Camino Hospital, excl. Affiliates	3,062	1,916	1,146	58,504	(9,249)	67,753
Operating Margin %	3.4%	2.5%		9.5%	-1.9%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	316	3,028	(2,712)	137,408	18,537	118,870
El Camino Hospital Net Margin	3,378	4,945	(1,566)	195,911	9,288	186,623
ECH Net Margin %	3.8%	6.6%		31.8%	1.9%	
Concern	(104)	25	(129)	267	194	72
ECSC	0	0	0	(3)	0	(3)
Foundation	(328)	(21)	(306)	2,518	(30)	2,548
El Camino Health Medical Network	(2,970)	(2,735)	(235)	(21,205)	(21,165)	(40)
Net Margin Hospital Affiliates	(3,402)	(2,732)	(670)	(18,423)	(21,001)	2,578
Total Net Margin Hospital & Affiliates	(23)	2,213	(2,236)	177,489	(11,713)	189,202

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

Period ending 01/31/2021

Period 7 FY 2020	Period 7 FY 2021	Period 7 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
276,262	249,332	221,659	27,673	12.5%	Gross Revenue	1,810,470	1,871,988	1,448,077	423,912	29.3%
(203,698)	(183,291)	(163,698)	(19,594)	(12.0%)	Deductions	(1,333,059)	(1,391,404)	(1,072,235)	(319,169)	(29.8%)
72,564	66,041	57,961	8,080	13.9%	Net Patient Revenue	477,411	480,584	375,842	104,742	27.9%
1,446	2,249	2,106	143	6.8%	Other Operating Revenue	13,085	10,733	12,317	(1,585)	(12.9%)
74,011	68,290	60,067	8,223	13.7%	Total Operating Revenue	490,496	491,317	388,159	103,158	26.6%
					OPERATING EXPENSE					
38,210	42,250	36,603	(5,647)	(15.4%)	Salaries & Wages	255,812	268,535	245,354	(23,181)	(9.4%)
10,154	10,166	8,557	(1,609)	(18.8%)	Supplies	74,439	74,461	57,508	(16,953)	(29.5%)
7,467	8,277	6,740	(1,537)	(22.8%)	Fees & Purchased Services	48,067	47,817	47,535	(282)	(0.6%)
2,434	2,503	2,275	(229)	(10.1%)	Other Operating Expense	18,600	17,870	17,018	(852)	(5.0%)
1,554	1,428	926	(502)	(54.2%)	Interest	2,769	10,000	6,480	(3,520)	(54.3%)
4,226	4,527	4,561	34	0.7%	Depreciation	25,211	31,695	33,078	1,384	4.2%
64,043	69,151	59,662	(9,489)	(15.9%)	Total Operating Expense	424,898	450,377	406,973	(43,404)	(10.7%)
9,968	(862)	405	(1,267)	(312.8%)	Net Operating Margin	65,598	40,940	(18,814)	59,754	(317.6%)
5,156	316	3,028	(2,712)	(89.6%)	Non Operating Income	48,257	137,408	18,537	118,870	641.3%
15,124	(545)	3,433	(3,979)	(115.9%)	Net Margin	113,856	178,348	(276)	178,624	(64624.9%)
15,747	5,094	5,893	(799)	(13.6%)	Operating EBIDA	93,578	82,635	20,744	61,890	298.3%
					Operating EBIDA Margin	19.1%	16.8%	5.3%	11.5%	
					Operating Margin	13.4%	8.3%	-4.8%	13.2%	
					Net Margin	23.2%	36.3%	-0.1%	36.4%	

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

Period ending 01/31/2021

Period 7 FY 2020	Period 7 FY 2021	Period 7 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
61,662	77,828	57,869	19,959	34.5%	Gross Revenue	416,169	509,665	397,443	112,222	28.2%
(46,773)	(56,856)	(43,051)	(13,805)	(32.1%)	Deductions	(311,192)	(386,879)	(296,179)	(90,700)	(30.6%)
14,889	20,972	14,818	6,154	41.5%	Net Patient Revenue	104,977	122,787	101,264	21,523	21.3%
374	257	272	(15)	(5.5%)	Other Operating Revenue	2,686	2,526	1,899	627	33.0%
15,264	21,229	15,090	6,139	40.7%	Total Operating Revenue	107,663	125,312	103,163	22,149	21.5%
					OPERATING EXPENSE					
7,598	9,355	7,258	(2,097)	(28.9%)	Salaries & Wages	52,495	58,235	49,760	(8,476)	(17.0%)
2,418	3,372	2,419	(953)	(39.4%)	Supplies	15,901	20,536	16,317	(4,219)	(25.9%)
2,572	3,324	2,676	(648)	(24.2%)	Fees & Purchased Services	19,173	20,257	18,693	(1,564)	(8.4%)
285	333	397	64	16.2%	Other Operating Expense	2,341	2,646	3,013	367	12.2%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
780	922	828	(93)	(11.3%)	Depreciation	5,557	6,074	5,816	(258)	(4.4%)
13,652	17,305	13,579	(3,727)	(27.4%)	Total Operating Expense	95,467	107,748	93,599	(14,150)	(15.1%)
1,612	3,924	1,511	2,412	159.6%	Net Operating Margin	12,195	17,564	9,564	7,999	83.6%
0	0	0	0	0.0%	Non Operating Income	0	0	0	0	0.0%
1,612	3,924	1,511	2,412	159.6%	Net Margin	12,195	17,564	9,564	7,999	83.6%
2,391	4,846	2,340	2,506	107.1%	Operating EBIDA	17,752	23,638	15,380	8,257	53.7%
					Operating EBIDA Margin	16.5%	18.9%	14.9%	4.0%	
					Operating Margin	11.3%	14.0%	9.3%	4.7%	
					Net Margin	11.3%	14.0%	9.3%	4.7%	

