



El Camino Health

Summary of Financial Operations

Fiscal Year 2022 – Period 12

7/1/2021 to 06/30/2022

Executive Summary - Overall Commentary for Period 12

Key Drivers of Period 12 Financial Results

- Revenue was primarily driven by very strong outpatient volumes:
 - Outpatient services with continued strong activity: emergency services, surgical services, radiation oncology and interventional services
- Effective cost controls and continued management of variable expenses. When adjusted for volume, overall costs were below target levels:
 - Cost per CMI adjusted discharge was 26.5% favorable to budget
 - One-time favorable adjustment to pension liability drove expenses favorability
- Gross charges were favorable to budget by \$57.2M / 15.1% and \$38.2M / 9.6% higher than the same period last year
 - Outpatient charges were favorable by \$47.8M / 27.6% while Inpatient charges were favorable by \$9.3M / 4.5%.
- Net patient revenue was favorable to budget by \$21.8M / 22.7% and \$5.7M / 5.1% higher than the same period last year
- Operating margin was favorable to budget by \$29.7M / 445.7% and \$15.7M / 76.2% higher than the same period last year
- Operating EBIDA was favorable to budget by \$31.0M / 228.9% and \$16.8M / 60.4% higher than the same period last year
- Non-operating revenue for period 12 was (\$48.9M) which was \$54.3M unfavorable to budget. This adversely impacted net income which was (\$12.4M), unfavorable to budget by \$27.3M / 184.0% and \$53.2M / 130.6% lower than the same period last year. This is attributed the continued instability in the capital markets.
- Negative performance in non-operating revenue has resulted in lower than expected liquidity of 290 days cash on hand versus budget of 325 days

Operational / Financial Results: Period 12 – June 2022 (as of 06/30/2022)

(\$ 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	283	262	21	8.0%	269	13	4.9%	---	---	---
	Total Acute Discharges	1,842	1,685	157	9.3%	1,789	53	3.0%	---	---	---
	Adjusted Discharges	3,735	3,104	631	20.3%	3,413	322	9.4%	---	---	---
	Emergency Room Visits	7,420	4,353	3,067	70.5%	5,620	1,800	32.0%	---	---	---
	OP Procedural Cases	12,707	10,120	2,587	25.6%	12,727	(20)	(0.2%)	---	---	---
	Gross Charges (\$)	445,643	386,092	59,551	15.4%	408,078	37,565	9.2%	---	---	---
Operations	Total FTEs	3,208	3,151	57	1.8%	2,924	284	9.7%	---	---	---
	Productive Hrs. / APD	26.9	31.2	(4.3)	(13.8%)	28.4	(1.5)	(5.3%)	---	---	---
	Cost Per CMI AD	13,195	17,952	(4,757)	(26.5%)	16,225	(3,030)	(18.7%)	---	---	---
	Net Days in A/R	57.3	49.0	8.3	17.0%	50.0	7.4	14.7%	47.7	49.7	---
Financial Performance	Net Patient Revenue (\$)	117,911	96,066	21,845	22.7%	112,238	5,672	5.1%	138,547	82,105	---
	Total Operating Revenue (\$)	122,341	99,647	22,694	22.8%	116,945	5,396	4.6%	152,743	109,602	---
	Operating Margin (\$)	36,416	6,674	29,742	445.7%	20,664	15,752	76.2%	1,915	3,836	---
	Operating EBIDA (\$)	44,553	13,544	31,009	228.9%	27,771	16,782	60.4%	11,188	10,741	---
	Net Income (\$)	(12,442)	14,814	(27,256)	(184.0%)	40,705	(53,147)	(130.6%)	8,124	7,343	---
	Operating Margin (%)	29.8%	6.7%	23.1%	344.4%	17.7%	12.1%	68.5%	1.9%	3.5%	---
	Operating EBIDA (%)	36.4%	13.6%	22.8%	167.9%	23.7%	12.7%	53.4%	8.3%	9.8%	---
	DCOH (days)	290	325	(35)	(10.6%)	388	(97)	(25.1%)	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 06/30/2022)

(\$ 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	276	255	21	8.1%	245	31	12.7%	--	--	--
	Total Acute Discharges	21,371	20,147	1,224	6.1%	19,157	2,214	11.6%	--	--	--
	Adjusted Discharges	41,884	37,332	4,552	12.2%	36,207	5,676	15.7%	--	--	--
	Emergency Room Visits	68,778	52,395	16,383	31.3%	52,059	16,719	32.1%	--	--	--
	OP Procedural Cases	153,132	123,247	29,885	24.2%	160,732	(7,600)	(4.7%)	--	--	--
	Gross Charges (\$)	5,122,895	4,567,467	555,428	12.2%	4,309,257	813,638	18.9%	--	--	--
Operations	Total FTEs	3,101	3,086	15	0.5%	2,841	260	9.1%	--	--	--
	Productive Hrs. / APD	28.6	31.5	(2.8)	(9.0%)	31.0	(2.3)	(7.6%)	--	--	--
	Cost Per CMI AD	16,167	17,952	(1,785)	(9.9%)	16,815	(649)	(3.9%)	---	---	---
	Net Days in A/R	57.3	49.0	8.3	17.0%	50.0	7.4	14.7%	47.7	49.7	
Financial Performance	Net Patient Revenue (\$)	1,309,152	1,147,680	161,472	14.1%	1,107,911	201,241	18.2%	1,662,567	985,255	
	Total Operating Revenue (\$)	1,353,519	1,191,794	161,725	13.6%	1,156,342	197,177	17.1%	1,822,912	1,315,225	
	Operating Margin (\$)	195,086	79,692	115,394	144.8%	87,244	107,842	123.6%	22,978	46,033	
	Operating EBIDA (\$)	286,044	163,575	122,469	74.9%	170,690	115,354	67.6%	134,260	128,892	
	Net Income (\$)	43,765	172,403	(128,638)	(74.6%)	328,083	(284,318)	(86.7%)	97,493	88,120	
	Operating Margin (%)	14.4%	6.7%	7.7%	115.6%	7.5%	6.9%	91.0%	1.9%	3.5%	
	Operating EBIDA (%)	21.1%	13.7%	7.4%	54.0%	14.8%	6.4%	43.2%	8.3%	9.8%	
	DCOH (days)	290	325	(35)	(10.6%)	388	(97)	(25.1%)	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 12 and YTD (as of 06/30/2022)

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	269	283	262	4.9%	8.0%	245	276	255	12.7%	8.1%
Utilization MV	72%	76%	69%	4.6%	9.8%	64%	73%	67%	13.8%	8.2%
Utilization LG	31%	33%	33%	6.4%	0.2%	31%	34%	32%	8.3%	8.0%
Utilization Combined	59%	62%	58%	4.9%	8.0%	54%	61%	56%	12.7%	8.1%
Adjusted Discharges	3,413	3,735	3,104	9.4%	20.3%	36,207	41,884	37,332	15.7%	12.2%
Total Discharges (Exc NB)	1,789	1,842	1,685	3.0%	9.3%	19,157	21,371	20,147	11.6%	6.1%
Total Discharges	2,143	2,205	2,049	2.9%	7.6%	23,111	26,098	24,655	12.9%	5.9%
Inpatient Case Activity										
MS Discharges	1,254	1,289	1,125	2.8%	14.5%	13,155	14,444	13,440	9.8%	7.5%
Deliveries	386	385	391	(0.3%)	(1.5%)	4,235	5,092	4,747	20.2%	7.3%
BHS	110	133	119	20.9%	11.8%	1,286	1,378	1,418	7.2%	(2.8%)
Rehab	36	42	50	16.7%	(16.0%)	480	450	542	(6.3%)	(17.0%)
Outpatient Case Activity										
Total Outpatient Cases	16,480	17,557	13,337	6.5%	31.6%	198,625	205,859	162,157	3.6%	27.0%
ED	3,753	4,850	3,217	29.2%	50.8%	37,893	52,727	38,910	39.1%	35.5%
OP Surg	605	624	448	3.1%	39.3%	6,441	7,118	5,413	10.5%	31.5%
Endo	289	264	234	(8.7%)	12.8%	2,647	2,880	2,592	8.8%	11.1%
Interventional	207	223	163	7.7%	36.8%	2,156	2,354	2,096	9.2%	12.3%
All Other	11,626	11,596	9,275	(0.3%)	25.0%	149,488	140,780	113,146	(5.8%)	24.4%
Hospital Payor Mix										
Medicare	50.5%	48.8%	47.8%	(3.3%)	2.0%	48.8%	48.2%	47.9%	(1.2%)	0.7%
Medi-Cal	8.1%	8.8%	8.1%	9.3%	8.7%	8.2%	8.1%	8.0%	(1.3%)	1.7%
Commercial	39.8%	39.5%	42.0%	(0.7%)	(6.3%)	40.7%	41.5%	42.1%	1.9%	(1.4%)
Other	1.6%	2.8%	2.1%	76.8%	26.8%	2.2%	2.2%	2.1%	(2.6%)	4.1%

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

	FY2021				FY2022												YTD FY2022	Rolling 16 Monthly Average
	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	Period 10 Apr-22	Period 11 May-22	Period 12 Jun-22		
Operating Revenues:																		
Net Patient Revenue	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	104,774	110,010	117,911	1,309,152	106,813
Other Operating Revenue	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	4,293	3,297	4,430	44,367	3,856
Total Operating Revenue	100,708	98,595	100,927	116,945	104,889	108,228	108,256	111,138	110,857	116,681	112,741	109,273	126,741	109,067	113,307	122,341	1,353,519	110,668
Operating Expenses:																		
Salaries, Wages and Benefits	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	57,347	53,852	43,799	655,925	53,425
Supplies	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	15,225	16,471	12,943	183,689	15,235
Fees & Purchased Services	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	15,127	13,626	16,397	181,640	15,524
Other Operating Expenses	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	3,517	3,726	4,649	46,221	3,932
Interest	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	1,394	1,393	1,404	16,887	1,403
Depreciation	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	6,438	6,101	6,733	74,070	5,947
Total Operating Expenses	92,450	91,301	89,006	96,281	92,242	94,844	94,286	96,065	95,561	98,665	100,984	99,084	106,561	99,048	95,169	85,924	1,158,433	95,467
Operating Margin	8,258	7,294	11,921	20,664	12,648	13,384	13,970	15,073	15,297	18,016	11,756	10,189	20,180	10,020	18,138	36,416	195,086	15,201
Non-Operating Income	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	(56,388)	1,696	(48,858)	(151,321)	(4,156)
Net Margin	27,223	36,445	28,588	40,705	8,549	27,703	(4,408)	39,435	(5,935)	35,596	(19,783)	(22,531)	24,115	(46,369)	19,834	(12,442)	43,765	11,045
Operating EBIDA	14,588	14,301	18,130	27,771	18,793	21,959	21,289	22,290	23,156	25,608	19,223	17,881	27,810	17,851	25,632	44,553	286,044	22,552
Operating Margin (%)	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%	9.2%	16.0%	29.8%	14.4%	13.7%
Operating EBIDA Margin (%)	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%	16.4%	22.6%	36.4%	21.1%	20.4%

Financial Overview: Period 12 – June 2022

Period ending 6/30/2022

June Financial Performance

- Operating margin was \$36.4M compared to a budget of \$6.7M, resulting in a favorable variance of \$29.7M
- Revenue continued to trend favorably to budget:
 - Favorable variance of gross charges of \$59.6M was driven primarily by outpatient activity:
 - Inpatient gross charges: Favorable to budget by \$9.3M / 4.5% variance primarily driven by neonatal intensive care, imaging and nursing units
 - Outpatient gross charges: Favorable to budget by \$47.8M / 27.6% variance primarily driven by emergency services, surgery, radiation oncology, interventional services and corresponding ancillary services
 - Operating Expenses were favorable to budget for June \$7.0M / 7.6%
 - SWB were favorable by \$8.9M / 17.0%, this is attributed to a one-time adjustment to pension liability
 - Supplies were favorable by \$2.2M / 14.4%
 - Supply expenses attributed to Covid-19 were \$5.1M and \$13.9M YTD
 - All other discretionary non-volume driven expenses were unfavorable to budget by \$4.1M
- Unfavorable market performance continues to drive unrealized losses for the investment portfolio, which resulted in negative net income
- Negative performance in non-operating revenue has resulted in lower than expected liquidity of 290 days cash on hand versus budget of 325 days

Financial Overview: Period 12 – June 2022 (cont.)

Period ending 6/30/2022

June Financial Performance

Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 631 ADs / 20.3% and above prior year by 322 ADs / 9.4%:
 - Mountain View: Favorable to budget by 457 ADs / 19.0% and above prior year by 177 ADs / 7.3%
 - Los Gatos: Favorable to budget by 174 ADs / 25.1% and below prior year by 145 ADs / 20.2%
- Operating Expense Per CMI Adjusted Discharge: \$13,195 which is 26.5% favorable to budget
Note: Excludes depreciation and interest

El Camino Health Medical Network (ECHMN) Operations:

- Total visits of 18,001 reflect an increase of 5.2% over the prior month's 17,104. June's visits per day of 796 also reflect an increase of 1.1% over the prior month's 787 visits per day. Increases occurred at the Cupertino Urgent Care, the McKee, Willow Glen and Mountain View Primary Care Clinics.
- Total visits were favorable to budget by 3.9%. However, YTD total visits for the fiscal year finished unfavorable to budget by 1.7%. The YTD budget variance is related to the retirement of several OB/GYN providers and the closure of Gilroy and Campbell locations. In addition, lower than budgeted volumes occurred at Winchester, Ortho Spine, Cancer, Bay Area maternity, Samaritan and McKee clinics.

Financial Overview: Period 12 – June 2022 (cont.)

Period ending 6/30/2022

Financial Performance

El Camino Health Medical Network (ECHMN) Operations:

- Net Income for June was unfavorable to budget by \$214K or 7.8% bringing the YTD variance to an unfavorable variance of \$1.1M or 3.3%. Included in the fiscal year end net loss are \$166K in losses on disposal of assets from the closure of Gilroy and relocation of the Samaritan Clinic, the repayment of \$359K of HHS stimulus funds that were received in FY2020 and the reserve of \$600K for potential settlement of a dispute with the medical groups.
- Compared to last year, June's net income is unfavorable by \$169K or 6.1%. For the twelve months ended June 2022 the organization finished the fiscal year favorable to the prior year by \$1.5M or 4.3%. Removing non-recurring items would have resulted in an improvement of \$2.6M over the prior year.

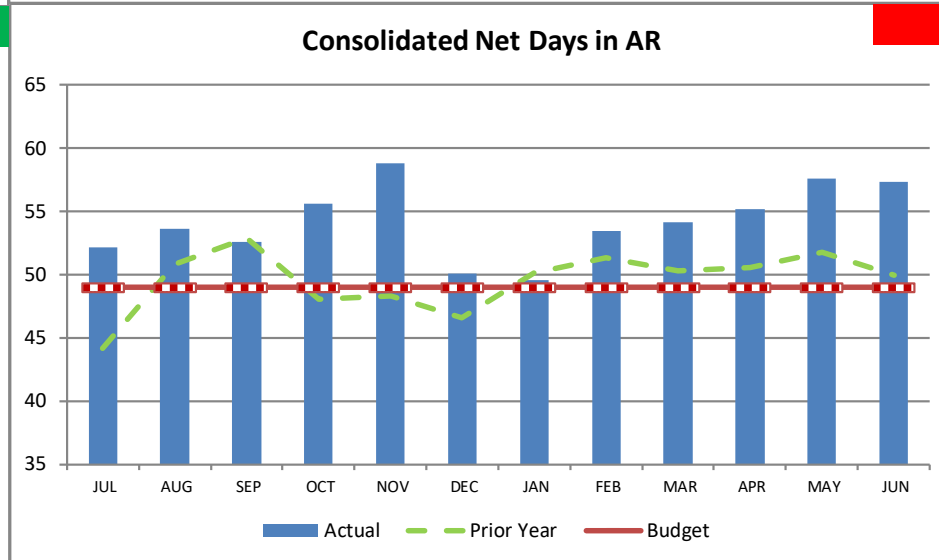
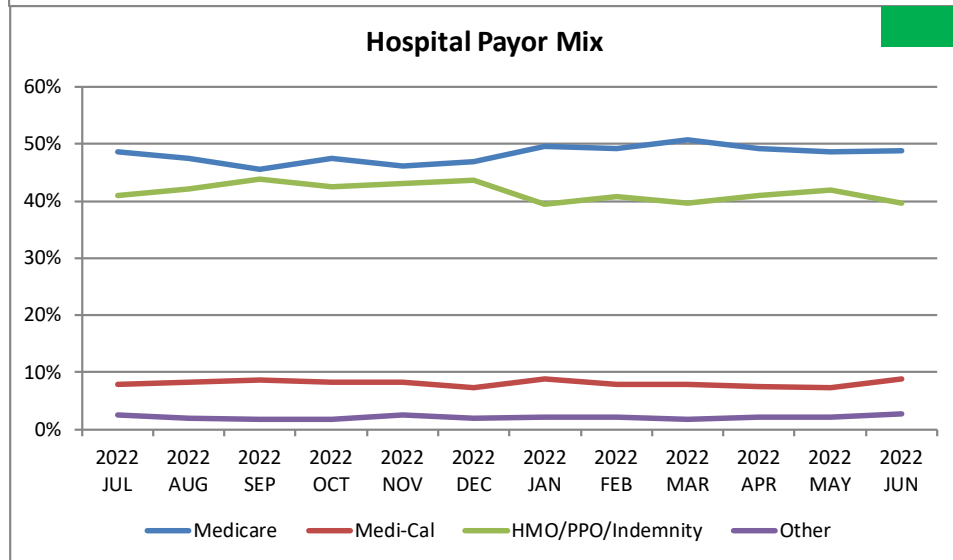
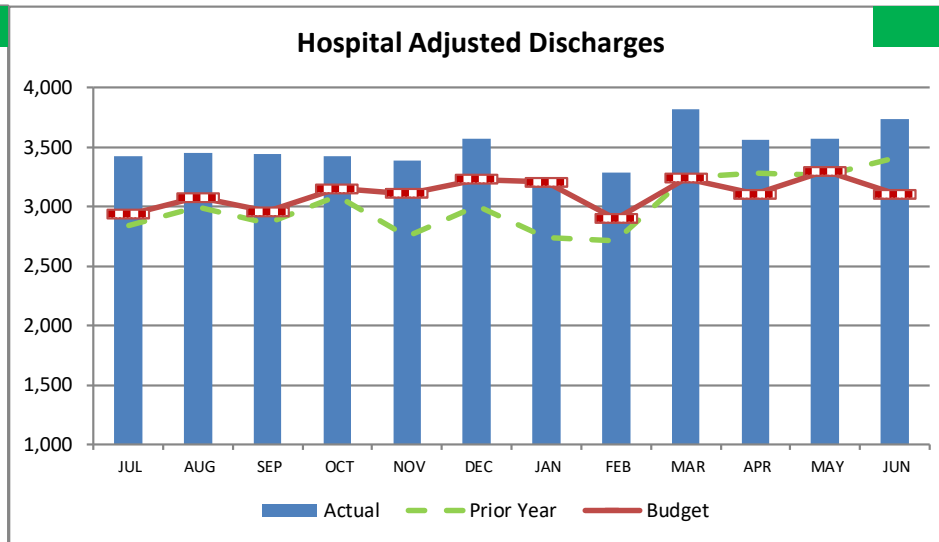
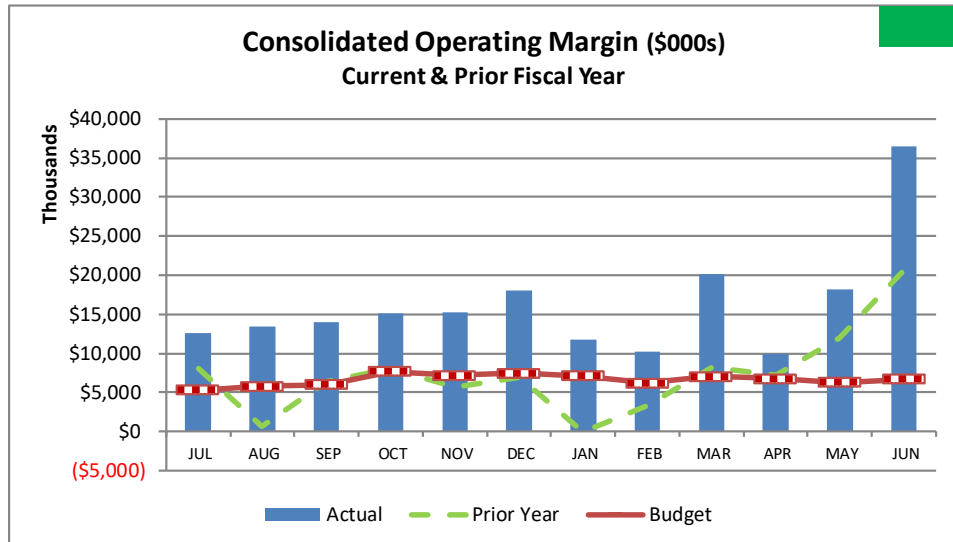
Financial Overview: YTD FY2022 (as of 6/30/2022)

Consolidated Financial Performance

- YTD FY2022 operating margin is \$195.1M compared to the budget of \$79.7M
 - Operating expenses of \$1,158M / 4.2% unfavorable to budget mainly driven by higher than expected volumes, Covid related expenses and workforce shortages:
 - When adjusted for volume levels, operating expenses per CMI adjusted discharge is \$16,167 which is 9.9% favorable to budget. This continues to demonstrate effective management of variable expenses and the impact of initiatives implemented by management to mitigate the impact of inflation and workforce shortages.
- Note: Excludes depreciation and interest expense**
- Year-over-year operating margin is \$107.8M higher than the same period last year, which is primarily due to the strength of revenue as exhibited by year-over-year growth in the following services lines:
 - Outpatient Surgeries: +10.5% primarily driven by heart/vascular and orthopedic & spine activity and their associated ancillary services
 - Emergency Room Visits: +39.1%
 - Deliveries - Maternal Child services: +20.2%
 - Year-over-year net margin is \$284.3M lower than the same period last year, which is primarily driven by lower investment income

APPENDIX

YTD FY2022 Financial KPIs – Monthly Trends



Investment Scorecard (as of 06/30/2022)

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY22 Budget	Expectation Per Asset Allocation
Investment Performance		CY 2Q / FY 4Q 2022		Fiscal Year-to-Date 2022		Since NEPC Inception (3/31/22)		FY 2022	2019
Surplus cash balance* (millions)		\$1,290.8	--	--	--	--	--	--	--
Surplus Cash Return	Green	-8.3%	-8.2%	-11.4%	-9.8%	-8.3%	-8.2%	4.0%	5.6%
Cash balance plan balance (millions)		\$299.7	--	--	--	--	--	--	--
Cash balance plan return	Green	-10.0%	-9.4%	-14.0%	-10.2%	-10.0%	-9.4%	6.0%	6.0%
403(b) plan balance (millions)		n/a	--	--	--	--	--	--	--
Risk vs. Return		3-year			Since NEPC Inception (3/31/22)			2019	
Surplus cash Sharpe ratio	Green	0.30	0.40	--	--	n/a	n/a	--	0.34
Net of fee return	Green	3.2%	3.7%	--	--	-8.3%	-8.2%	--	5.6%
Standard deviation	Green	8.7%	8.8%	--	--	n/a	n/a	--	8.7%
Cash balance Sharpe ratio	Green	0.30	0.40	--	--	n/a	n/a	--	0.32
Net of fee return	Green	3.9%	4.6%	--	--	-10.0%	-9.4%	--	6.0%
Standard deviation	Green	11.5%	10.3%	--	--	n/a	n/a	--	10.3%
Asset Allocation		CY 2Q / FY 4Q 2022							
Surplus cash absolute variances to target	Green	4.7%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target	Green	7.4%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Manager Compliance		CY 2Q / FY 4Q 2022							
Surplus cash manager flags		n/a	< 24% Green < 30% Yellow	--	--	--	--	--	--
Cash balance manager flags		n/a	< 27% Green < 34% Yellow	--	--	--	--	--	--

* Represents Total Surplus Cash ex District/Debt Reserves.



Period 12 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 06/30/2022)

(\$000s)

	Period 12- Month			Period 12- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	28,202	6,697	21,504	180,038	80,408	99,630
Los Gatos	11,612	2,932	8,680	50,255	35,202	15,053
Sub Total - El Camino Hospital, excl. Affilates	39,813	9,630	30,184	230,292	115,610	114,682
Operating Margin %	33.9%	10.1%		17.7%	10.2%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	(46,473)	7,846	(54,319)	(148,794)	89,199	(237,993)
El Camino Hospital Net Margin	(6,659)	17,476	(24,135)	81,499	204,809	(123,310)
ECH Net Margin %	-5.7%	18.3%		6.3%	18.0%	
Concern	(362)	72	(434)	(598)	833	(1,430)
Foundation	(2,453)	20	(2,473)	(3,048)	(250)	(2,798)
El Camino Health Medical Network	(2,968)	(2,753)	(214)	(34,087)	(32,989)	(1,098)
Net Margin Hospital Affiliates	(5,782)	(2,662)	(3,121)	(37,733)	(32,406)	(5,327)
Total Net Margin Hospital & Affiliates	(12,442)	14,814	(27,256)	43,765	172,403	(128,638)

Consolidated Statement of Operations (\$000s)

Period 12 ending 06/30/2022

Period 12 FY 2021	Period 12 FY 2022	Period 12 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
OPERATING REVENUE										
408,078	445,643	386,092	59,551	15.4%	Gross Revenue	4,309,257	5,122,895	4,567,467	555,428	12.2%
(295,840)	(327,733)	(290,026)	(37,706)	(13.0%)	Deductions	(3,201,346)	(3,813,743)	(3,419,787)	(393,956)	(11.5%)
112,238	117,911	96,066	21,845	22.7%	Net Patient Revenue	1,107,911	1,309,152	1,147,680	161,472	14.1%
4,706	4,430	3,581	849	23.7%	Other Operating Revenue	48,431	44,367	44,114	253	0.6%
116,945	122,341	99,647	22,694	22.8%	Total Operating Revenues	1,156,342	1,353,519	1,191,794	161,725	13.6%
OPERATING EXPENSE										
48,101	43,799	52,766	8,967	17.0%	Salaries & Wages	588,470	655,925	628,966	(26,958)	(4.3%)
15,156	12,943	15,128	2,185	14.4%	Supplies	171,714	183,689	176,015	(7,674)	(4.4%)
19,915	16,397	14,220	(2,177)	(15.3%)	Fees & Purchased Services	180,846	181,640	172,643	(8,997)	(5.2%)
6,002	4,649	3,988	(660)	(16.6%)	Other Operating Expense	44,622	46,221	50,594	4,373	8.6%
1,367	1,404	1,410	6	0.4%	Interest	16,960	16,887	16,852	(35)	(0.2%)
5,740	6,733	5,460	(1,273)	(23.3%)	Depreciation	66,486	74,070	67,031	(7,039)	(10.5%)
96,281	85,924	92,973	7,049	7.6%	Total Operating Expenses	1,069,098	1,158,433	1,112,102	(46,331)	(4.2%)
20,664	36,416	6,674	29,742	445.7%	Net Operating Margin	87,244	195,086	79,692	115,394	144.8%
20,041	(48,858)	8,140	(56,998)	(700.2%)	Non Operating Income	240,839	(151,321)	92,711	(244,032)	(263.2%)
40,705	(12,442)	14,814	(27,256)	(184.0%)	Net Margin	328,083	43,765	172,403	(128,638)	(74.6%)
27,771	44,553	13,544	31,009	228.9%	Operating EBIDA	170,690	286,044	163,575	122,469	74.9%
23.7%	36.4%	13.6%	22.8%		Operating EBIDA Margin	14.8%	21.1%	13.7%	7.4%	
17.7%	29.8%	6.7%	23.1%		Operating Margin	7.5%	14.4%	6.7%	7.7%	
34.8%	-10.2%	14.9%	(25.0%)		Net Margin	28.4%	3.2%	14.5%	(11.2%)	

El Camino Hospital – Mountain View

Statement of Operations (\$000s)

Period 12 ending 06/30/2022

Period 12 FY 2021	Period 12 FY 2022	Period 12 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					OPERATING REVENUES					
310,647	340,729	301,862	38,867	12.9%	Gross Revenue	3,282,301	3,873,718	3,563,110	310,607	8.7%
(223,732)	(256,799)	(227,738)	(29,062)	(12.8%)	Deductions	(2,432,979)	(2,872,810)	(2,679,627)	(193,183)	(7.2%)
86,916	83,929	74,124	9,805	13.2%	Net Patient Revenue	849,321	1,000,908	883,484	117,424	13.3%
2,063	2,486	1,637	849	51.8%	Other Operating Revenue	20,264	20,372	20,427	(55)	(0.3%)
88,979	86,416	75,762	10,654	14.1%	Total Operating Revenues	869,585	1,021,280	903,911	117,369	13.0%
					OPERATING EXPENSES					
37,566	31,217	41,860	10,643	25.4%	Salaries & Wages	462,699	510,654	498,908	(11,747)	(2.4%)
10,996	9,819	11,711	1,892	16.2%	Supplies	127,811	134,239	135,368	1,129	0.8%
11,065	7,127	7,080	(47)	(0.7%)	Fees & Purchased Services	90,375	89,393	85,528	(3,865)	(4.5%)
4,533	3,347	2,698	(649)	(24.1%)	Other Operating Expense	29,155	32,486	33,968	1,483	4.4%
1,367	1,404	1,410	6	0.4%	Interest	16,960	16,887	16,852	(35)	(0.2%)
3,715	5,300	4,306	(994)	(23.1%)	Depreciation	51,553	57,582	52,879	(4,703)	(8.9%)
69,243	58,214	69,064	10,851	15.7%	Total Operating Expenses	778,552	841,242	823,503	(17,739)	(2.2%)
19,736	28,202	6,697	21,504	321.1%	Net Operating Margin	91,033	180,038	80,408	99,630	123.9%
18,886	(46,473)	7,846	(54,319)	(692.3%)	Non Operating Income	231,276	(148,817)	89,199	(238,016)	(266.8%)
38,622	(18,271)	14,544	(32,815)	(225.6%)	Net Margin	322,309	31,221	169,607	(138,386)	(81.6%)
24,818	34,906	12,413	22,492	181.2%	Operating EBIDA	159,546	254,507	150,139	104,368	69.5%
27.9%	40.4%	16.4%	24.0%		Operating EBIDA Margin	18.3%	24.9%	16.6%	8.3%	
22.2%	32.6%	8.8%	23.8%		Operating Margin	10.5%	17.6%	8.9%	8.7%	
43.4%	-21.1%	19.2%	(40.3%)		Net Margin	37.1%	3.1%	18.8%	(15.7%)	

El Camino Hospital – Los Gatos

Statement of Operations (\$000s)

Period 12 ending 06/30/2022

Period 12 FY 2021	Period 12 FY 2022	Period 12 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
87,488	95,587	77,163	18,424	23.9%	Gross Revenue	917,642	1,143,070	911,257	231,814	25.4%
(65,819)	(64,694)	(57,864)	(6,830)	(11.8%)	Deductions	(695,787)	(869,853)	(681,674)	(188,178)	(27.6%)
21,669	30,893	19,299	11,594	60.1%	Net Patient Revenue	221,855	273,218	229,582	43,635	19.0%
259	277	272	6	2.0%	Other Operating Revenue	3,848	3,420	3,253	168	5.2%
21,927	31,171	19,571	11,600	59.3%	Total Operating Revenue	225,703	276,638	232,835	43,803	18.8%
					OPERATING EXPENSE					
8,445	10,414	8,878	(1,536)	(17.3%)	Salaries & Wages	100,475	120,797	104,930	(15,866)	(15.1%)
3,621	3,278	3,193	(85)	(2.7%)	Supplies	38,640	45,650	37,535	(8,115)	(21.6%)
3,674	4,240	3,259	(981)	(30.1%)	Fees & Purchased Services	36,265	42,411	38,643	(3,768)	(9.8%)
469	482	402	(80)	(20.0%)	Other Operating Expense	4,619	4,527	5,398	871	16.1%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
1,756	1,145	907	(238)	(26.2%)	Depreciation	11,791	12,998	11,126	(1,872)	(16.8%)
17,965	19,559	16,639	(2,920)	(17.5%)	Total Operating Expense	191,791	226,383	197,633	(28,750)	(14.5%)
3,963	11,612	2,932	8,680	296.0%	Net Operating Margin	33,913	50,255	35,202	15,053	42.8%
0	0	0	0	0.0%	Non Operating Income	0	23	0	23	0.0%
3,963	11,612	2,932	8,680	296.0%	Net Margin	33,913	50,278	35,202	15,076	42.8%
5,719	12,757	3,839	8,917	232.3%	Operating EBIDA	45,704	63,252	46,328	16,925	36.5%
26.1%	40.9%	19.6%	21.3%		Operating EBIDA Margin	20.2%	22.9%	19.9%	3.0%	
18.1%	37.3%	15.0%	22.3%		Operating Margin	15.0%	18.2%	15.1%	3.0%	
18.1%	37.3%	15.0%	22.3%		Net Margin	15.0%	18.2%	15.1%	3.1%	

El Camino Health Medical Network

Statement of Operations (\$000s)

Period 12 ending 06/30/2022

Period 12 FY 2021	Period 12 FY 2022	Period 12 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
OPERATING REVENUES										
9,943	9,328	7,067	2,261	32.0%	Gross Revenue	109,314	106,107	93,100	13,007	14.0%
(6,289)	(6,240)	(4,425)	(1,815)	(41.0%)	Deductions	(72,580)	(71,081)	(58,486)	(12,595)	(21.5%)
3,654	3,088	2,642	446	16.9%	Net Patient Revenue	36,735	35,026	34,614	412	1.2%
1,284	948	871	77	8.8%	Other Operating Revenue	14,141	10,795	10,835	(40)	(0.4%)
4,938	4,036	3,514	522	14.9%	Total Operating Revenues	50,876	45,822	45,449	372	0.8%
OPERATING EXPENSES										
1,648	1,692	1,545	(147)	(9.5%)	Salaries & Wages	20,117	19,161	19,312	151	0.8%
488	(164)	214	378	176.8%	Supplies	5,110	3,713	2,989	(724)	(24.2%)
4,419	4,422	3,437	(985)	(28.7%)	Fees & Purchased Services	48,320	44,676	42,659	(2,017)	(4.7%)
925	778	839	62	7.4%	Other Operating Expense	10,176	8,484	10,634	2,150	20.2%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
255	276	232	(44)	(19.0%)	Depreciation	2,988	3,348	2,844	(504)	(17.7%)
7,736	7,003	6,267	(737)	(11.8%)	Total Operating Expenses	86,711	79,382	78,438	(944)	(1.2%)
(2,798)	(2,968)	(2,753)	(214)	(7.8%)	Net Operating Margin	(35,835)	(33,560)	(32,989)	(571)	(1.7%)
0	0	0	0	0.0%	Non Operating Income	229	(527)	0	(527)	0.0%
(2,798)	(2,968)	(2,753)	(214)	(7.8%)	Net Margin	(35,607)	(34,087)	(32,989)	(1,098)	(3.3%)
(2,543)	(2,692)	(2,521)	(170)	(6.8%)	Operating EBIDA	(32,847)	(30,213)	(30,145)	(68)	(0.2%)
-51.5%	-66.7%	-71.8%	5.1%		Operating EBIDA Margin	-64.6%	-65.9%	-66.3%	0.4%	
-56.7%	-73.5%	-78.4%	4.8%		Operating Margin	-70.4%	-73.2%	-72.6%	(0.7%)	
-56.7%	-73.5%	-78.4%	4.8%		Net Margin	-70.0%	-74.4%	-72.6%	(1.8%)	

Consolidated Balance Sheet (as of 06/30/2022)

(\$000s)

ASSETS

	June 30, 2022	Audited June 30, 2021
CURRENT ASSETS		
Cash	196,067	151,641
Short Term Investments	138,654	284,262
Patient Accounts Receivable, net	209,668	166,283
Other Accounts and Notes Receivable	9,880	9,540
Intercompany Receivables	13,996	15,116
Inventories and Prepaids	36,476	23,079
Total Current Assets	604,740	649,921
BOARD DESIGNATED ASSETS		
Foundation Board Designated	18,721	20,932
Plant & Equipment Fund	310,367	258,191
Women's Hospital Expansion	30,261	30,401
Operational Reserve Fund	182,907	123,838
Community Benefit Fund	18,299	18,412
Workers Compensation Reserve Fund	14,029	16,482
Postretirement Health/Life Reserve Fund	29,783	30,658
PTO Liability Fund	33,709	32,498
Malpractice Reserve Fund	1,906	1,977
Catastrophic Reserves Fund	24,668	24,874
Total Board Designated Assets	664,651	558,264
FUNDS HELD BY TRUSTEE	0	5,694
LONG TERM INVESTMENTS	499,483	603,211
CHARITABLE GIFT ANNUITY INVESTMENTS	940	728
INVESTMENTS IN AFFILIATES	30,376	34,170
PROPERTY AND EQUIPMENT		
Fixed Assets at Cost	1,872,501	1,799,463
Less: Accumulated Depreciation	(778,427)	(742,921)
Construction in Progress	96,603	94,236
Property, Plant & Equipment - Net	1,190,676	1,150,778
DEFERRED OUTFLOWS	19,474	21,444
RESTRICTED ASSETS	31,200	29,332
OTHER ASSETS	138,632	86,764
TOTAL ASSETS	3,180,173	3,140,306

LIABILITIES AND FUND BALANCE

	June 30, 2022	Audited June 30, 2021
CURRENT LIABILITIES		
Accounts Payable	51,286	39,762
Salaries and Related Liabilities	46,502	50,039
Accrued PTO	34,449	33,197
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	14,942	12,990
Intercompany Payables	13,440	14,704
Malpractice Reserves	2,096	1,670
Bonds Payable - Current	9,905	9,430
Bond Interest Payable	8,096	8,293
Other Liabilities	15,739	16,953
Total Current Liabilities	198,755	189,338
LONG TERM LIABILITIES		
Post Retirement Benefits	29,783	30,658
Worker's Comp Reserve	14,029	17,002
Other L/T Obligation (Asbestos)	5,073	6,227
Bond Payable	466,838	479,621
Total Long Term Liabilities	515,723	533,509
DEFERRED REVENUE-UNRESTRICTED	12,864	67,576
DEFERRED INFLOW OF RESOURCES	51,133	28,009
FUND BALANCE/CAPITAL ACCOUNTS		
Unrestricted	2,154,900	2,097,010
Board Designated	210,197	193,782
Restricted	36,601	31,082
Total Fund Bal & Capital Accts	2,401,698	2,321,874
TOTAL LIABILITIES AND FUND BALANCE	3,180,173	3,140,306