



**El Camino Hospital**  
THE HOSPITAL OF SILICON VALLEY

**Summary of Financial Operations  
Fiscal Year 2019 – Period 10**

7/1/2018 to 4/30/2019

El Camino Hospital Board of Directors

Iftikhar Hussain, CFO

June 12, 2019

# Financial Overview

## Volume

### April

- Strong volume in April as measured by Adjusted Discharges (AD) were favorable to both budget by 3.4% (100 ADs) and prior year by 12.0% (331 ADs). High inpatient volume driven by General & Pulmonary, Oncology, and Orthopedics cases. High outpatient driven by Endoscopy, Interventional Bronchoscopy, Cardiac Interventional, Imaging (CT Scan), and Rehab Services.

### Year to Date

- Favorable April volume improves the YTD 1.4% below budget (411 ADs) and favorable (61 ADs) compared to prior year.
- YTD inpatient volume is below budget by 3.4% (591 cases) driven by MCH (305 cases), Orthopedics/ Spine (218 cases), and HVI (118 cases).
- Outpatient volume is below budget by 0.8% (1,250 visits) driven by LG Infusion (954 visits) due to delay in start of the program originally expected to begin in January. Service will begin in October of FY20. MCH, and Behavioral Health visits continue to remain below budget.

## Financial Performance

### April

- Driven by favorable volumes, April Operating Income is favorable to budget by 72.4% (\$6.7M) driven by favorable Revenue 7.3% (\$5.9M) and favorable Operating Expense 1.2% (\$0.8M).

### -Year to Date

- YTD Operating Income is favorable to budget by 22% (\$18.9M) driven by favorable Revenue 1.4% (\$10.6M) and favorable Operating Expense 1.2% (\$8.3M). Favorable revenue is due to \$4 million in unusual items and improvement to revenue cycle by lowering denials and underpayments.

## Payor Mix

- YTD, Commercial is 2.3 percentage points unfavorable to budget primarily due to low MCH volume which is mainly commercial.

## Cost

- Prod FTEs were unfavorable to target for April by 1.3% and on target YTD.

## Dashboard - ECH combined as of April 30, 2019

	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
<b>Volume</b>								
Licensed Beds	443	443	443	-	443	443	443	-
ADC	226	265	254	11	242	242	246	(3)
Utilization MV	62%	72%	70%	2%	67%	67%	68%	-1%
Utilization LG	28%	34%	30%	4%	30%	30%	30%	-1%
Utilization Combined	51%	60%	57%	2%	55%	55%	56%	-1%
Total Discharges (Excl NNB)	1,576	1,786	1,739	47	16,984	16,637	17,227	(590)
<b>Financial Perf.</b>								
Total Operating Revenue	69,537	86,887	81,011	5,875	761,864	795,463	784,864	10,599
Operating Income \$	5,109	16,048	9,308	6,739	111,150	104,585	85,719	18,866
Operating Margin	7.3%	18.5%	11.5%	7.0%	14.6%	13.1%	10.9%	2.2%
EBIDA %	14.2%	23.6%	18.7%	5.0%	20.6%	19.0%	17.2%	1.8%
<b>Payor Mix</b>								
Medicare	49.7%	50.9%	46.7%	4.2%	47.6%	49.0%	46.7%	2.3%
Medi-Cal	6.9%	7.4%	8.1%	-0.6%	7.7%	8.1%	7.9%	0.2%
Total Commercial	40.7%	39.0%	42.7%	-3.7%	42.1%	40.5%	42.8%	-2.3%
Other	2.7%	2.7%	2.6%	0.1%	2.5%	2.4%	2.6%	-0.2%
<b>Cost</b>								
Total FTE	2,586.6	2,755.8	2,745.2	11	2,579.6	2,669.0	2,699.5	(30)
Productive Hrs/APD	32.2	29.8	30.8	(1)	30.2	30.6	31.3	(1)
<b>Balance Sheet</b>								
Net Days in AR	50.7	48.9	48.0	1	50.7	48.9	48.0	0.9
Days Cash	505	505	449	56	505	505	449	56
<b>Affiliates - Net Income (\$000s)</b>								
Hosp	4,713	28,821	9,655	19,166	154,471	127,704	89,843	37,861
Concern	(66)	(50)	82	(132)	941	2,254	743	1,511
ECSC	(20)	(30)	0	(30)	(61)	(77)	0	(77)
Foundation	196	634	(42)	676	1,717	2,556	1,189	1,366
SVMD	494	(693)	45	(738)	840	2,483	(78)	2,561

# Budget Variances

Fiscal Year 2019 YTD (7/1/2018-4/30/2019) Waterfall

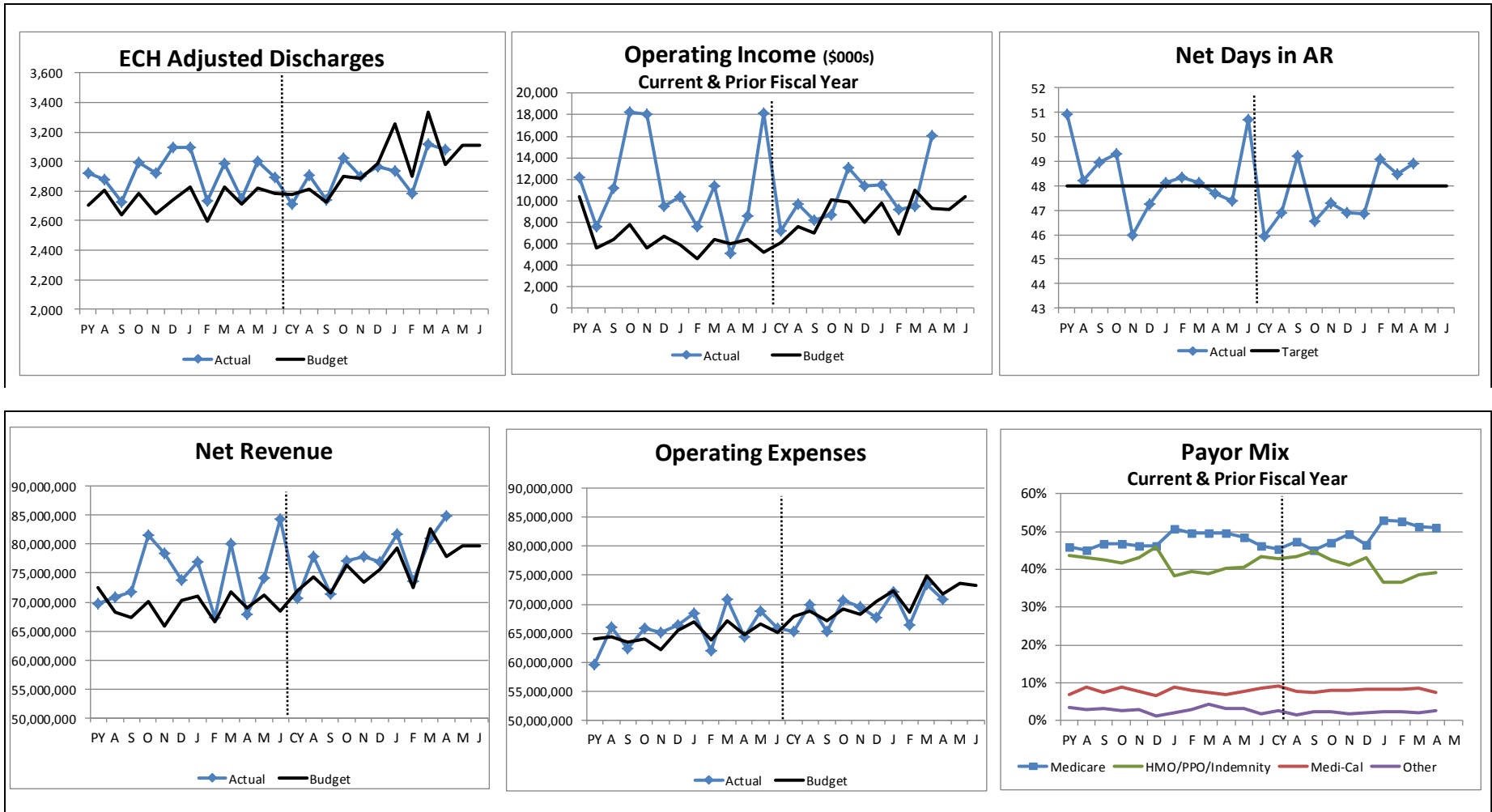
(in thousands; \$000s)	Year to Date (YTD)	
	Net Op Income	% Net Revenue
<b>Budgeted Hospital Operations FY2019</b>	<b>85,719</b>	<b>10.9%</b>
<b>Net Revenue</b>	10,599	1.3%
<b>Labor and Benefit Expense Change</b> - Flexing staff and vacancies in support departments.	4,057	0.5%
<b>Professional Fees &amp; Purchased Services</b> - JACHO readiness and purchased services (in place of FTE) are the biggest drivers	(1,302)	-0.2%
<b>Supplies</b> - Positive variance in Drugs due to slow growth in OP Pharmacy.	3,099	0.4%
<b>Other Expenses</b>	(59)	0.0%
<b>Depreciation &amp; Interest</b> - primarily due to delayed capital spending	2,472	0.3%
<b>Actual Hospital Operations FY2019</b>	<b>104,585</b>	<b>13.1%</b>

# El Camino Hospital (\$000s)

Period ending 04/30/2019

Period 10 FY 2018	Period 10 FY 2019	Period 10 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
255,113	320,004	298,433	21,570	7.2%	<b>OPERATING REVENUE</b>					
(187,308)	(235,179)	(220,544)	(14,634)	(6.6%)	<b>Gross Revenue</b>	2,749,518	2,928,013	2,936,156	(8,143)	(0.3%)
<b>67,804</b>	<b>84,825</b>	<b>77,889</b>	<b>6,936</b>	<b>8.9%</b>	<b>Deductions</b>	(2,011,455)	(2,154,949)	(2,180,620)	25,671	1.2%
1,732	2,062	3,122	(1,060)	(34.0%)	<b>Net Patient Revenue</b>	<b>738,063</b>	<b>773,064</b>	<b>755,537</b>	<b>17,527</b>	<b>2.3%</b>
<b>69,537</b>	<b>86,887</b>	<b>81,011</b>	<b>5,875</b>	<b>7.3%</b>	<b>Other Operating Revenue</b>	23,802	22,399	29,328	(6,929)	(23.6%)
					<b>Total Operating Revenue</b>	<b>761,864</b>	<b>795,463</b>	<b>784,864</b>	<b>10,599</b>	<b>1.4%</b>
					<b>OPERATING EXPENSE</b>					
38,208	43,339	42,808	(531)	(1.2%)	<b>Salaries &amp; Wages</b>	391,777	418,518	422,575	4,057	1.0%
10,262	12,309	12,041	(269)	(2.2%)	<b>Supplies</b>	105,215	111,960	115,060	3,099	2.7%
8,924	8,611	8,634	23	0.3%	<b>Fees &amp; Purchased Services</b>	84,895	89,571	88,269	(1,302)	(1.5%)
2,268	2,086	2,416	330	13.6%	<b>Other Operating Expense</b>	22,897	24,259	24,199	(59)	(0.2%)
567	141	1,425	1,284	90.1%	<b>Interest</b>	4,859	3,682	4,836	1,154	23.9%
4,199	4,352	4,380	27	0.6%	<b>Depreciation</b>	41,070	42,888	44,206	1,318	3.0%
<b>64,428</b>	<b>70,839</b>	<b>71,703</b>	<b>864</b>	<b>1.2%</b>	<b>Total Operating Expense</b>	<b>650,715</b>	<b>690,878</b>	<b>699,146</b>	<b>8,268</b>	<b>1.2%</b>
<b>5,109</b>	<b>16,048</b>	<b>9,308</b>	<b>6,739</b>	<b>72.4%</b>	<b>Net Operating Income/(Loss)</b>	<b>111,150</b>	<b>104,585</b>	<b>85,719</b>	<b>18,866</b>	<b>22.0%</b>
(396)	12,773	346	12,427	3587.2%	<b>Non Operating Income</b>	43,322	23,119	4,124	18,995	460.6%
<b>4,713</b>	<b>28,821</b>	<b>9,655</b>	<b>19,166</b>	<b>198.5%</b>	<b>Net Income(Loss)</b>	<b>154,471</b>	<b>127,704</b>	<b>89,843</b>	<b>37,861</b>	<b>42.1%</b>
14.2%	23.6%	18.7%	5.0%		<b>EBITDA</b>	20.6%	19.0%	17.2%	1.8%	
7.3%	18.5%	11.5%	7.0%		<b>Operating Margin</b>	14.6%	13.1%	10.9%	2.2%	
6.8%	33.2%	11.9%	21.3%		<b>Net Margin</b>	20.3%	16.1%	11.4%	4.6%	

# Monthly Financial Trends



# INVESTMENT SCORECARD AS OF MARCH 31, 2019

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY19 Year End Budget	Expectation Per Asset Allocation
<b>Investment Performance</b>		<b>1Q 2019</b>		<b>Fiscal Year-to-date</b>		<b>6y 5m Since Inception (annualized)</b>			<b>2018</b>
Surplus cash balance*		\$999.8	--	--	--	--	--	\$891.1	--
Surplus cash return		6.7%	6.7%	2.6%	2.6%	5.4%	5.2%	3.2%	5.3%
Cash balance plan balance (millions)		\$270.6	--	--	--	--	--	\$276.9	--
Cash balance plan return		8.3%	7.7%	2.9%	2.7%	7.6%	6.8%	6.0%	5.7%
403(b) plan balance (millions)		\$496.8	--	--	--	--	--	--	--
<b>Risk vs. Return</b>		<b>3-year</b>				<b>6y 5m Since Inception (annualized)</b>			<b>2018</b>
Surplus cash Sharpe ratio		1.16	1.09	--	--	1.03	1.00	--	0.43
Net of fee return		6.9%	6.3%	--	--	5.4%	5.2%	--	5.3%
Standard deviation		4.8%	4.6%	--	--	4.7%	4.6%	--	6.7%
Cash balance Sharpe ratio		1.18	1.08	--	--	1.14	1.07	--	0.40
Net of fee return		8.3%	7.3%	--	--	7.6%	6.8%	--	5.7%
Standard deviation		6.0%	5.5%	--	--	6.1%	5.8%	--	8.1%
<b>Asset Allocation</b>		<b>1Q 2019</b>							
Surplus cash absolute variances to target		8.8%	< 10%	--	--	--	--	--	--
Cash balance absolute variances to target		5.4%	< 10%	--	--	--	--	--	--
<b>Manager Compliance</b>		<b>1Q 2019</b>							
Surplus cash manager flags		22	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags		27	< 27 Green < 34 Yellow	--	--	--	--	--	--

\*Excludes debt reserve funds (~\$105 mm), District assets (~\$38 mm), and balance sheet cash not in investable portfolio (~\$100 mm). Includes Foundation (~\$29 mm) and Concern (~\$14 mm) assets. Budget adds back in current Foundation and Concern assets and backs out current debt reserve funds.

# Balance Sheet (in thousands)

ASSETS	Audited		LIABILITIES AND FUND BALANCE	Audited	
	April 30, 2019	June 30, 2018		April 30, 2019	June 30, 2018
<b>CURRENT ASSETS</b>			<b>CURRENT LIABILITIES</b>		
Cash	108,424	118,992	(5) Accounts Payable	38,924	49,925
Short Term Investments	181,751	150,664	Salaries and Related Liabilities	21,708	26,727
Patient Accounts Receivable, net	131,653	124,427	Accrued PTO	26,493	24,532
Other Accounts and Notes Receivable	2,453	3,402	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	3,576	2,090	Third Party Settlements	11,739	10,068
(1) Inventories and Prepaids	82,581	75,594	Intercompany Payables	93	125
<b>Total Current Assets</b>	<b>510,439</b>	<b>475,171</b>	Malpractice Reserves	1,831	1,831
<b>BOARD DESIGNATED ASSETS</b>			(6) Bonds Payable - Current	8,630	3,850
Plant & Equipment Fund	166,499	153,784	(7) Bond Interest Payable	6,389	12,975
(2) Women's Hospital Expansion	15,472	9,298	Other Liabilities	8,436	8,909
(3) Operational Reserve Fund	139,057	127,908	<b>Total Current Liabilities</b>	<b>126,541</b>	<b>141,242</b>
Community Benefit Fund	17,988	18,675			
Workers Compensation Reserve Fund	21,951	20,263	<b>LONG TERM LIABILITIES</b>		
Postretirement Health/Life Reserve Fund	29,712	29,212	Post Retirement Benefits	29,712	29,212
PTO Liability Fund	26,493	24,532	Worker's Comp Reserve	19,651	17,963
Malpractice Reserve Fund	1,831	1,831	Other L/T Obligation (Asbestos)	3,955	3,859
Catastrophic Reserves Fund	19,736	18,322	Other L/T Liabilities (IT/Medl Leases)	-	-
<b>Total Board Designated Assets</b>	<b>438,740</b>	<b>403,826</b>	(8) Bond Payable	509,738	517,781
(4) FUNDS HELD BY TRUSTEE	95,486	197,620	<b>Total Long Term Liabilities</b>	<b>563,057</b>	<b>568,815</b>
<b>LONG TERM INVESTMENTS</b>	<b>347,954</b>	<b>345,684</b>	<b>DEFERRED REVENUE-UNRESTRICTED</b>	610	528
<b>INVESTMENTS IN AFFILIATES</b>	<b>37,203</b>	<b>32,412</b>	<b>DEFERRED INFLOW OF RESOURCES</b>	22,835	22,835
<b>PROPERTY AND EQUIPMENT</b>			<b>FUND BALANCE/CAPITAL ACCOUNTS</b>		
Fixed Assets at Cost	1,298,184	1,261,854	Unrestricted	1,339,799	1,243,529
Less: Accumulated Depreciation	(612,062)	(577,959)	Board Designated	438,740	403,825
Construction in Progress	354,962	220,991	Restricted	0	0
<b>Property, Plant &amp; Equipment - Net</b>	<b>1,041,085</b>	<b>904,886</b>	(9) <b>Total Fund Bal &amp; Capital Accts</b>	<b>1,778,538</b>	<b>1,647,355</b>
<b>DEFERRED OUTFLOWS</b>	20,676	21,177	<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>2,491,582</b>	<b>2,380,776</b>
<b>RESTRICTED ASSETS - CASH</b>	0	0			
<b>TOTAL ASSETS</b>	<b>2,491,582</b>	<b>2,380,776</b>			



## April 2019 El Camino Hospital Comparative Balance Sheet Variances and Footnotes

- (1) The increase is due to annual insurance premiums for D&O, Property and Auto that are paid in July and amortized throughout the fiscal year. Also a quarterly pension funding was paid.
- (2) The increase is due to the District making a transfer from its Capital Appropriation Fund in support of the upcoming renovation to the Women's Hospital.
- (3) The increase is due to annual resetting of the 60 day Operational Reserve based on the new FY2019 budget that has started.
- (4) Decrease is due to draws from the 2015A/2017 Bond Project funds for the on-going IMOB and BHS construction and semi-annual 2015/2017 bond payment
- (5) Decrease is due to the yearend accruals that were paid out in July and August.
- (6) The increase is due to recognition of the first 2017 principal bond payment that will be in February 2020.
- (7) Semi-annual bond payments of interest and principal were made on the 2015A and 2017 Bonds in February.
- (8) Decrease is due to the establishment of FY2020 2015A and 2017 Bond Principal Payable moving to current bond payables.
- (9) Increase in total Fund Balance is driven by y-t-d net income and that Capital Appropriate Fund transfer by District, discussed in item #2 above.

## EL CAMINO HOSPITAL - BOARD DESIGNATED FUND DESCRIPTIONS/ HISTORY ( 1 OF 2)

- **Plant & Equipment Fund** – original established by the District Board in the early 1960's to fund new capital expansion projects of building facilities or equipment (new or replacements). The funds came from the M&O property taxes being received and the funding depreciation expense at 100%. When at the end of 1992, the 501(c)(3) Hospital was performed by the District, the property tax receipts remained with the District. The newly formed Hospital entity continued on with funding depreciation expense, but did that funding at 130% of the depreciation expense to account for an expected replacement cost of current plant and property assets. It is to be noted that within this fund is an itemized amount of \$14 million for the Behavioral Health Service building replacement project. This amount came from the District's Capital Appropriation Fund (excess Gann Limit property taxes) of the fiscal years of 2010 thru 2013 by various District board actions.
- **Women's Hospital Expansion** – established June 2016 by the District authorizing the amounts accumulated in its Capital Appropriation Fund (excess Gann Limit property taxes) for the fiscal years of 2014 and 2015 to be allocated for the renovation of the Women's Hospital upon the completion of Integrated Medical Office Building currently under construction. At the end of fiscal year 2018 another \$6.2 million was added to this fund.
- **Operational Reserve Fund** – originally established by the District in May 1992 to establish a fund equal to sixty (60) days of operational expenses (based on the current projected budget) and only be used in the event of a major business interruption event and/or cash flow.
- **Community Benefit Fund** – following in the footsteps of the District in 2008 of forming its Community Benefit Fund using Gann Limit tax receipts, the Hospital in 2010 after opening its campus outside of District boundaries in Los Gatos formed its own Community Benefit Fund to provide grants/sponsorships in Los Gatos and surrounding areas. The funds come from the Hospital reserving \$1.5M a year from its operations, the entity of CONCERN contributing 40% of its annual income each year (an amount it would have paid in corporate taxes if it wasn't granted tax exempt status), that generates an amount of \$500,000 or more a year. \$15 million within this fund is a board designated endowment fund formed in 2015 with a \$10 million contribution, and added to at the end of the 2017 fiscal year end with another \$5 million contribution, to generate investment income to be used for grants and sponsorships, in fiscal year it generated over \$1.1 million of investment income for the program.

## EL CAMINO HOSPITAL - BOARD DESIGNATED FUND DESCRIPTIONS/ HISTORY ( 2 OF 2 )

- **Workers Compensation Reserve Fund** – as the Hospital is self-insured for its workers compensation program (since 1978) this fund was originally formed in early 2000's by management to reserve cash equal to the yearly actuarially determined Workers Compensation amount. The thought being if the business was to terminate for some reason this is the amount in cash that would be needed to pay out claims over the next few years.
- **Postretirement Health/Life Reserve Fund** – following the same formula as the Workers Compensation Reserve Fund this fund was formed in the early 2000's by management to reserve cash equal to the yearly actuarially determined amount to fund the Hospital's postretirement health and life insurance program. Note this program was frozen in 1995 for all new hires after that date. At the end of fiscal year 2018, GASB #75 was implemented that now represents the full actuarially determined liability.
- **PTO (Paid Time Off) Liability Fund** – originally formed in 1993 as the new 501(c)(3) Hospital began operations, management thought as a business requirement of this vested benefit program that monies should be set aside to extinguish this employee liability should such a circumstance arise. This balance is equal to the PTO Liability on the Balance Sheet.
- **Malpractice Reserve Fund** – originally established in 1989 by the then District's Finance Committee and continued by the Hospital. The amount is actuarially determined each year as part of the annual audit to fund potential claims less than \$50,000. Above \$50,000 our policy with the BETA Healthcare Group kicks in to a \$30 million limit per claim/\$40 million in the aggregate.
- **Catastrophic Loss Fund** – was established in 1999 by the Hospital Board to be a "self-insurance" reserve fund for potential non-major earthquake repairs. Initially funded by the District transferring \$5 million and has been added to by the last major payment from FEMA for the damage caused the Hospital by the October 1989 earthquake. It is to be noted that it took 10 years to receive final settlement from FEMA grants that totaled \$6.8 million that did mostly cover all the necessary repairs.

# APPENDIX

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

Period ending 04/30/2019

Period 10 FY 2018	Period 10 FY 2019	Period 10 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
208,733	261,473	242,753	18,720	7.7%	<b>OPERATING REVENUE</b>					
(153,115)	(192,571)	(179,589)	(12,982)	(7.2%)	Gross Revenue	2,255,835	2,405,373	2,386,438	18,935	0.8%
<b>55,618</b>	<b>68,902</b>	<b>63,164</b>	<b>5,738</b>	<b>9.1%</b>	Deductions	(1,647,073)	(1,768,441)	(1,775,965)	7,524	0.4%
1,511	1,677	2,882	(1,205)	(41.8%)	Net Patient Revenue	<b>608,762</b>	<b>636,932</b>	<b>610,473</b>	<b>26,459</b>	<b>4.3%</b>
<b>57,130</b>	<b>70,579</b>	<b>66,046</b>	<b>4,533</b>	<b>6.9%</b>	Other Operating Revenue	21,988	19,286	26,929	(7,643)	(28.4%)
					Total Operating Revenue	<b>630,749</b>	<b>656,218</b>	<b>637,402</b>	<b>18,816</b>	<b>3.0%</b>
					<b>OPERATING EXPENSE</b>					
31,710	36,068	35,684	(384)	(1.1%)	Salaries & Wages	326,053	348,766	352,263	3,497	1.0%
8,704	10,219	9,635	(584)	(6.1%)	Supplies	85,714	91,492	92,747	1,256	1.4%
7,584	7,244	7,304	60	0.8%	Fees & Purchased Services	71,576	75,158	74,818	(340)	(0.5%)
749	616	894	278	31.1%	Other Operating Expense	7,305	8,649	8,825	176	2.0%
567	141	1,425	1,284	90.1%	Interest	4,859	3,682	4,836	1,154	23.9%
3,507	3,535	3,644	109	3.0%	Depreciation	34,970	35,185	36,791	1,606	4.4%
<b>52,819</b>	<b>57,823</b>	<b>58,586</b>	<b>763</b>	<b>1.3%</b>	Total Operating Expense	<b>530,477</b>	<b>562,931</b>	<b>570,280</b>	<b>7,349</b>	<b>1.3%</b>
<b>4,311</b>	<b>12,756</b>	<b>7,461</b>	<b>5,295</b>	<b>71.0%</b>	Net Operating Income/(Loss)	<b>100,272</b>	<b>93,286</b>	<b>67,121</b>	<b>26,165</b>	<b>39.0%</b>
(396)	12,773	346	12,427	3587.2%	Non Operating Income	43,366	23,119	4,124	18,995	460.6%
<b>3,914</b>	<b>25,529</b>	<b>7,807</b>	<b>17,722</b>	<b>227.0%</b>	Net Income(Loss)	<b>143,638</b>	<b>116,406</b>	<b>71,246</b>	<b>45,160</b>	<b>63.4%</b>
14.7%	23.3%	19.0%	4.3%		EBITDA	22.2%	20.1%	17.1%	3.1%	
7.5%	18.1%	11.3%	6.8%		Operating Margin	15.9%	14.2%	10.5%	3.7%	
6.9%	36.2%	11.8%	24.4%		Net Margin	22.8%	17.7%	11.2%	6.6%	

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

Period ending 04/30/2019

Period 10 FY 2018	Period 10 FY 2019	Period 10 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
<b>OPERATING REVENUE</b>										
46,379	58,531	55,680	2,851	5.1%	<b>Gross Revenue</b>	493,683	522,640	549,719	(A) (27,079)	(4.9%)
(34,193)	(42,608)	(40,955)	(1,653)	(4.0%)	<b>Deductions</b>	(364,382)	(386,508)	(404,655)	18,147	4.5%
<b>12,186</b>	<b>15,923</b>	<b>14,725</b>	<b>1,198</b>	<b>8.1%</b>	<b>Net Patient Revenue</b>	<b>129,301</b>	<b>136,132</b>	<b>145,064</b>	<b>(B) (8,932)</b>	<b>(6.2%)</b>
221	385	240	145	60.4%	<b>Other Operating Revenue</b>	1,814	3,113	2,399	714	29.8%
<b>12,407</b>	<b>16,308</b>	<b>14,965</b>	<b>1,342</b>	<b>9.0%</b>	<b>Total Operating Revenue</b>	<b>131,115</b>	<b>139,245</b>	<b>147,463</b>	<b>(8,217)</b>	<b>(5.6%)</b>
<b>OPERATING EXPENSE</b>										
6,498	7,271	7,124	(147)	(2.1%)	<b>Salaries &amp; Wages</b>	65,724	69,752	70,312	560	0.8%
1,558	2,090	2,406	315	13.1%	<b>Supplies</b>	19,501	20,469	22,313	1,844	8.3%
1,340	1,367	1,330	(37)	(2.8%)	<b>Fees &amp; Purchased Services</b>	13,319	14,413	13,451	(C) (962)	(7.2%)
1,520	1,470	1,522	51	3.4%	<b>Other Operating Expense</b>	15,592	15,609	15,375	(235)	(1.5%)
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
692	817	736	(81)	(11.0%)	<b>Depreciation</b>	6,100	7,703	7,415	(288)	(3.9%)
<b>11,609</b>	<b>13,016</b>	<b>13,117</b>	<b>101</b>	<b>0.8%</b>	<b>Total Operating Expense</b>	<b>120,237</b>	<b>127,947</b>	<b>128,865</b>	<b>919</b>	<b>0.7%</b>
<b>799</b>	<b>3,292</b>	<b>1,848</b>	<b>1,444</b>	<b>78.1%</b>	<b>Net Operating Income/(Loss)</b>	<b>10,878</b>	<b>11,299</b>	<b>18,597</b>	<b>(7,299)</b>	<b>(39.2%)</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	(45)	0	0	0	0.0%
<b>799</b>	<b>3,292</b>	<b>1,848</b>	<b>1,444</b>	<b>78.1%</b>	<b>Net Income(Loss)</b>	<b>10,833</b>	<b>11,299</b>	<b>18,597</b>	<b>(7,299)</b>	<b>(39.2%)</b>
12.0%	25.2%	17.3%	7.9%		<b>EBITDA</b>	12.9%	13.6%	17.6%	(4.0%)	
6.4%	20.2%	12.3%	7.8%		<b>Operating Margin</b>	8.3%	8.1%	12.6%	(4.5%)	
6.4%	20.2%	12.3%	7.8%		<b>Net Margin</b>	8.3%	8.1%	12.6%	(4.5%)	

## April Gross Revenue driven by:

• General Surgery	\$2.4M
• OP Urology	\$1.3M
• Orthopedic Surgery	\$1.0M
• Op General Med	\$0.8M
• Infusion Delay	-\$2.7M

## YTD April

	Gross Revenue	Net Pt Revenue	Operating Exp
• Ortho/Spine Volume	-\$25M	-\$6.5M	
• Infusion Delay	-\$10M	-\$3.6M	
• MCH Volume	-\$2M	-\$0.9M	
• OP Gen Med (Endo/Bronch)	+\$5.0M	+\$1.4M	
• General Surg (Robotic)	+\$4.2M (A)	+\$1.1M (B)	

- (C) • Purchased Services (PS) due to higher rehab volume - \$560K
- PS -TJC related facility repair and maintenance costs - \$325K

## Non Operating Items and Net Income by Affiliate

\$ in thousands

	Period 10 - Month			Period 10 - FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>El Camino Hospital Income (Loss) from Operations</b>						
Mountain View	12,756	7,461	5,295	93,286	67,121	26,165
Los Gatos	3,292	1,848	1,444	11,299	18,597	(7,299)
<b>Sub Total - El Camino Hospital, excl. Affiliates</b>	<b>16,048</b>	<b>9,308</b>	<b>6,739</b>	<b>104,585</b>	<b>85,719</b>	<b>18,866</b>
<b>Operating Margin %</b>	<b>18.5%</b>	<b>11.5%</b>		<b>13.1%</b>	<b>10.9%</b>	
<b>El Camino Hospital Non Operating Income</b>						
Investments <sup>2</sup>	15,117	2,368	12,749	39,051	24,337	14,714
Swap Adjustments	(1,369)	(100)	(1,269)	(1,126)	(1,000)	(126)
Community Benefit	(32)	(300)	268	(3,659)	(3,000)	(659)
Pathways	177	0	177	(1,065)	0	(1,065)
Satellite Dialysis	128	(25)	153	542	(250)	792
Community Connect	0	(53)	53	0	(530)	530
SVMD Funding <sup>1</sup>	(1,042)	(1,219)	177	(8,033)	(12,190)	4,158
Other	(206)	(324)	118	(2,710)	(3,242)	532
<b>Sub Total - Non Operating Income</b>	<b>12,773</b>	<b>346</b>	<b>12,427</b>	<b>23,119</b>	<b>4,124</b>	<b>18,995</b>
<b>El Camino Hospital Net Income (Loss)</b>	<b>28,821</b>	<b>9,655</b>	<b>19,166</b>	<b>127,704</b>	<b>89,843</b>	<b>37,861</b>
<b>ECH Net Margin %</b>	<b>33.2%</b>	<b>11.9%</b>		<b>16.1%</b>	<b>11.4%</b>	
Concern	(50)	82	(132)	2,254	743	1,511
ECSC	(30)	0	(30)	(77)	0	(77)
Foundation	634	(42)	676	2,556	1,189	1,366
Silicon Valley Medical Development	(693)	45	(738)	2,483	(78)	2,561
<b>Net Income Hospital Affiliates</b>	<b>(139)</b>	<b>85</b>	<b>(224)</b>	<b>7,215</b>	<b>1,854</b>	<b>5,361</b>
<b>Total Net Income Hospital &amp; Affiliates</b>	<b>28,682</b>	<b>9,740</b>	<b>18,943</b>	<b>134,919</b>	<b>91,697</b>	<b>43,222</b>

<sup>1</sup>Favorable variances for SVMD and Community Connect are due to delayed implementation

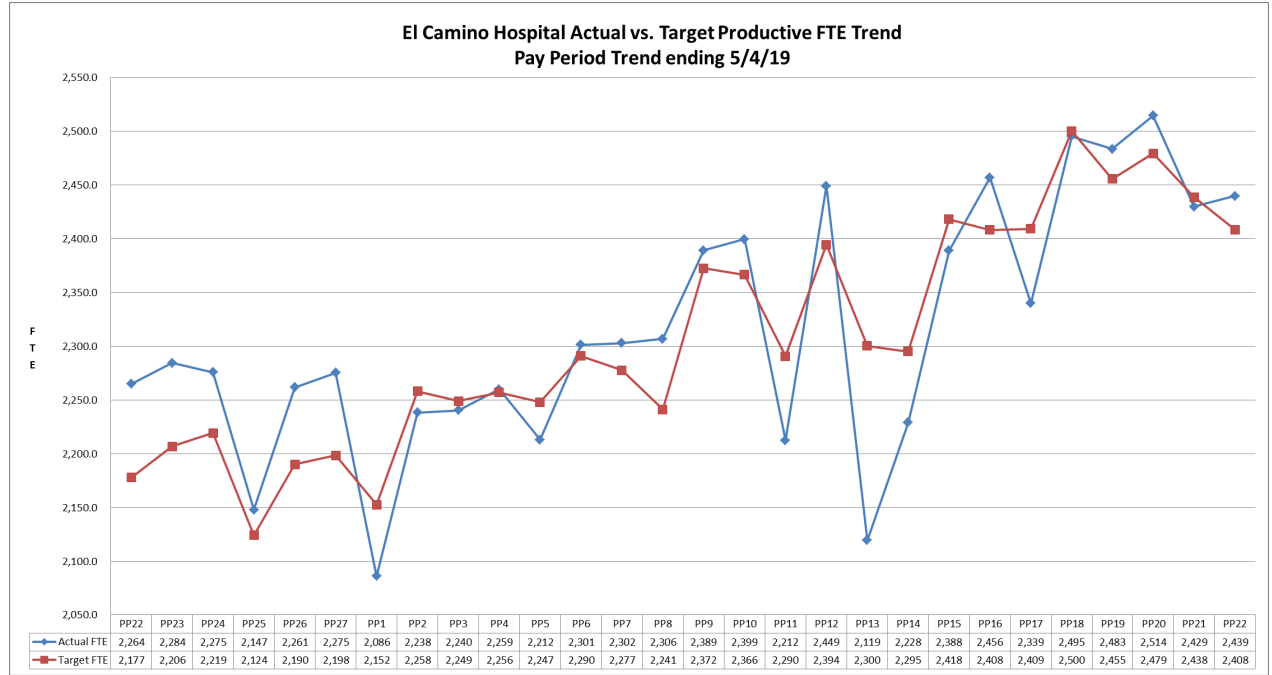
<sup>2</sup>Equity markets experienced a massive selloff during October, and volatility is continuing

# Productivity and Medicare Length of Stay

At or below FTE target. YTD we are slightly worse than budget (adjusted for volume). Ramp up for SJMG/SVMD beginning in PP19.

ALOS vs Milliman well-managed benchmark (red line). FY 19 alos has increased due to long stay outlier cases and outcomes are improving in May

Increase in benchmark beginning in FY 2017 due to Clinical Documentation Improvement (CDI)



## Average Length of Stay Trend by Month/Year



## Average Length of Stay Trend by Month/Year



## Excess LOS over GMLOS By Service Line

MOUNTAIN VIEW | LOS GATOS

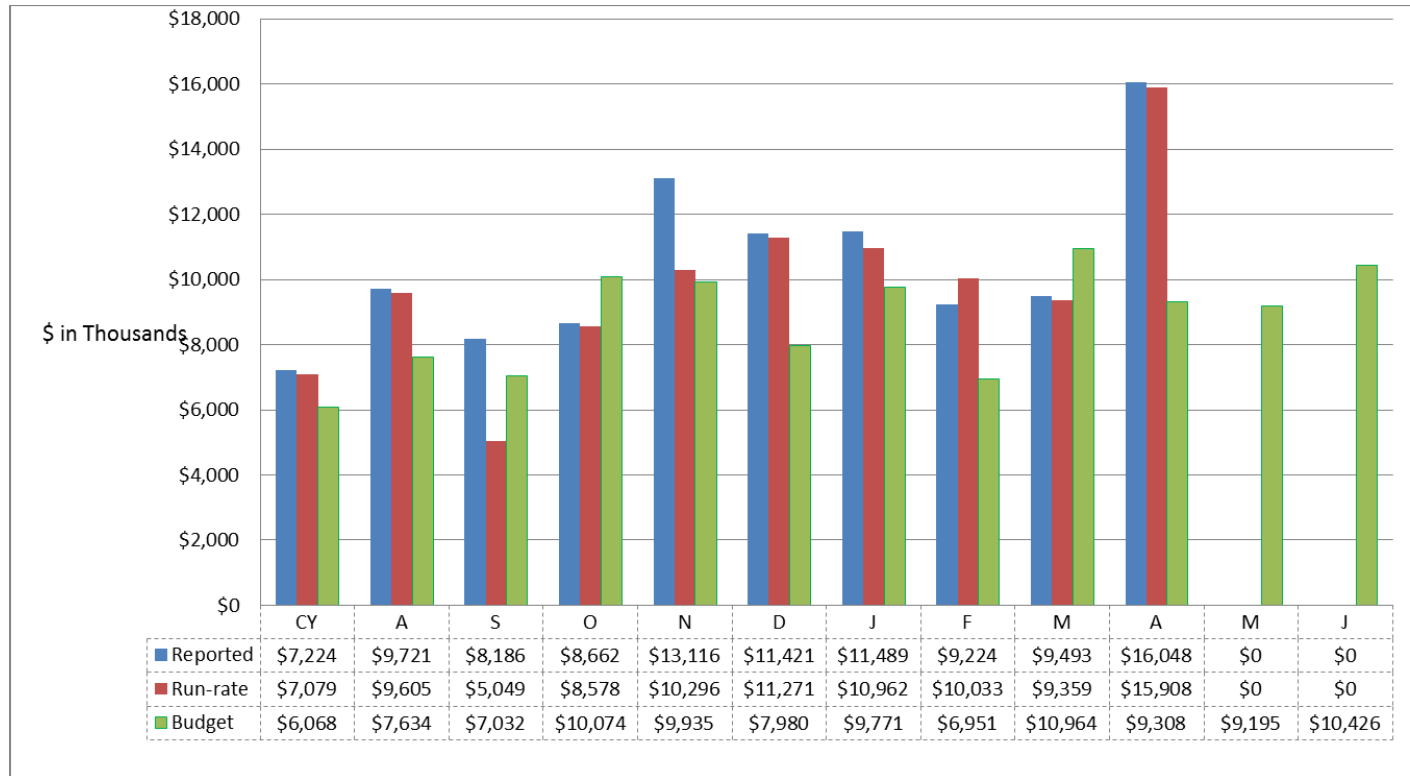


# El Camino Hospital Volume Annual Trends

VOLUME BY SERVICE LINE		ANNUAL TREND						FY19 Bud vs FY18		MONTH					YEAR				
		2014	2015	2016	2017	2018	2019(b)	Cases	Percent	PY	CY	Bud	Bud Var	PY Var	PY	CY	Bud	Bud Var	PY Var
IP	Behavioral Health	1,012	1,052	928	924	1,098	1,062	-36	-3.2%	88	108	93	15	20	914	955	887	68	41
	General Medicine & ...	4,165	4,592	4,459	4,961	5,285	5,325	40	0.8%	416	503	441	62	87	4,477	4,274	4,413	-139	-203
	General Surgery	1,243	1,150	1,311	1,318	1,305	1,344	39	3.0%	84	122	106	16	38	1,055	1,160	1,097	63	105
	GYN	390	313	293	270	243	255	12	4.9%	17	22	31	-9	5	208	195	214	-19	-13
	Heart and Vascular	1,859	1,998	2,001	2,203	2,372	2,445	73	3.1%	186	208	234	-26	22	1,978	1,889	2,008	-119	-89
	MCH	6,695	6,371	5,953	5,822	5,718	5,764	46	0.8%	458	449	477	-28	-9	4,754	4,485	4,789	-304	-269
	Neurosciences	667	672	677	688	870	907	37	4.3%	68	60	59	1	-8	731	719	750	-31	-12
	Oncology	606	564	652	594	632	726	94	14.9%	46	82	69	13	36	536	612	589	23	76
	Orthopedics	1,695	1,773	1,746	1,690	1,705	1,819	114	6.7%	127	144	129	15	17	1,437	1,411	1,521	-110	-26
	Rehab Services	547	555	500	461	441	436	-5	-1.1%	35	43	36	7	8	361	421	362	59	60
	Spine Surgery	377	429	417	474	375	465	90	24.0%	34	22	40	-18	-12	329	271	379	-108	-58
	Urology	172	169	234	257	255	274	19	7.4%	17	23	25	-2	6	204	245	219	26	41
	Total	19,428	19,638	19,171	19,662	20,299	20,823	524	2.6%	1,576	1,786	1,739	47	210	16,984	16,637	17,227	-590	-347
OP	Behavioral Health	910	886	2,394	3,260	3,151	3,417	266	8.4%	258	235	268	-33	-23	2,671	2,273	2,775	-502	-398
	Dialysis	1,059	155	6			0					0					0		
	Emergency	46,006	49,091	48,590	48,625	49,412	49,122	-290	-0.6%	3,942	4,182	4,185	-3	240	41,366	40,176	40,695	-519	-1,190
	General Medicine & ...	6,637	6,620	7,195	7,129	7,265	7,457	192	2.6%	558	740	591	149	182	5,978	6,662	6,200	462	684
	General Surgery	1,837	1,853	1,797	1,836	2,003	2,068	65	3.2%	157	141	171	-30	-16	1,654	1,615	1,702	-87	-39
	GYN	1,220	1,308	1,018	1,081	1,099	1,171	72	6.6%	90	123	111	12	33	932	1,163	966	197	231
	Heart and Vascular	2,570	2,712	3,795	4,361	4,364	4,410	46	1.1%	359	408	357	51	49	3,578	3,851	3,671	180	273
	Imaging Services	19,546	20,072	17,807	17,249	18,503	18,744	241	1.3%	1,525	1,576	1,509	67	51	15,291	15,813	15,411	402	522
	Laboratory Services	30,599	29,726	29,007	29,153	28,565	29,071	506	1.8%	2,292	2,374	2,272	102	82	23,997	22,825	24,005	-1,180	-1,172
	MCH	5,034	4,826	5,092	5,576	5,643	5,928	285	5.1%	483	494	478	16	11	4,717	4,503	4,878	-375	-214
	Neurosciences	110	61	127	125	114	155	41	36.0%	11	4	10	-6	-7	98	69	136	-67	-29
	Oncology	4,015	4,179	14,329	18,540	19,276	22,037	2,761	14.3%	1,544	1,866	1,915	-49	322	15,996	17,009	17,423	-414	1,013
	Orthopedics	866	776	584	615	641	714	73	11.4%	54	71	51	20	17	508	615	604	11	107
	Outpatient Clinics	1,817	1,705	1,680	1,288	1,883	1,517	-366	-19.4%	127	109	126	-17	-18	1,584	1,365	1,261	104	-219
	Rehab Services	1,731	1,747	3,954	4,518	4,925	4,900	-25	-0.5%	422	539	423	116	117	4,050	4,569	3,999	570	519
	Sleep Center	160	223	498	368	242	300	58	24.0%	27	30	25	5	3	169	273	248	25	104
	Spine Surgery	325	399	309	324	311	326	15	4.8%	27	23	33	-10	-4	259	236	277	-41	-23
	Urology	1,755	1,771	1,739	1,898	2,053	2,058	5	0.2%	162	198	169	29	36	1,690	1,710	1,723	-13	20
	Total	126,197	128,110	139,921	145,946	149,450	153,395	3,945	2.6%	12,038	13,113	12,693	420	1,075	124,538	124,727	125,973	-1,246	189

## ECH Operating Margin

Run rate is booked operating income adjusted for material non-recurring transactions



### FY 2019 Actual Run Rate Adjustments (in thousands) - FAV / <UNFAV>

Revenue Adjustments	J	A	S	O	N	D	J	F	M	A	YTD
Mcare Settlmt/Appeal/Tent Settlmt/PIP	141	112	92	76	137	443	516	129	129	129	1,904
IGT Supplemental	-	-	-	-	2,672	-	-	-	-	-	2,672
AB 915	-	-	2,875	-	-	-	-	-	-	-	2,875
RAC Release	-	-	161	-	-	(305)	-	(1,005)	-	-	(1,149)
Various Adjustments under \$250k	4	5	6	8	11	12	12	66	6	11	141
<b>Total</b>	<b>145</b>	<b>116</b>	<b>3,137</b>	<b>84</b>	<b>2,820</b>	<b>150</b>	<b>528</b>	<b>(809)</b>	<b>135</b>	<b>140</b>	<b>6,445</b>

## Capital Spend Trend & FY 19 Budget

Capital Spending (in 000's)	Actual FY2016	Actual FY2017	Actual FY2018	Projected FY2019	Budget 2019
EPIC	20,798	2,755	1,114	-	-
IT Hardware / Software Equipment**	6,483	2,659	1,108	19,732	19,732
Medical / Non Medical Equipment*	17,133	9,556	15,780	11,206	11,206
Non CIP Land, Land I , BLDG, Additions	4,189	-	2,070	-	-
Facilities	48,137	82,953	137,364	205,451	279,450
<b>GRAND TOTAL</b>	<b>96,740</b>	<b>97,923</b>	<b>157,435</b>	<b>236,389</b>	<b>310,388</b>
*Includes 2 robot purchases in FY2017					
**Includes ERP Implementation					

### Facilities

- Projected facilities spend is lower than forecast in the budget primarily due to timing of project activity.
  - \$27M for iMOB
  - \$6M Patient Family Residence
  - \$5M Women's Hospital Expansion
  - \$3M Behavioral Health Hospital replacement

# El Camino Hospital

## Capital Spending (in millions)

Category	Detail	Approved	Total Estimated Cost of Project	Total Authorized Active	Spent from Inception	FY19 Budget	FY 19 YTD Spent
<b>CIP</b>	ERP Upgrade			9.6	4.6	9.6	4.6
<b>IT Hardware, Software, Equipment &amp; Imaging</b>				10.1	4.3	10.1	4.3
<b>Medical &amp; Non Medical Equipment FY 18</b>				5.6	10.1	0.0	4.1
<b>Medical &amp; Non Medical Equipment FY 19</b>				11.2	8.2	11.2	8.2
<b>Facility Projects</b>							
	1245 Behavioral Health Bldg	FY16	96.1	96.1	71.3	45.0	25.3
	1413 North Drive Parking Expansion	FY15	24.5	24.5	24.4	0.0	0.2
	1414 Integrated MOB	FY15	302.1	302.1	215.4	150.0	94.9
	1422 CUP Upgrade	FY16	9.0	9.0	8.4	0.8	0.8
	1430 Women's Hospital Expansion	FY16	135.0	135.0	6.2	10.0	2.9
	Demo Old Main & Related Site Work		30.0	30.0	0.0	2.0	0.0
	1502 Cabling & Wireless Upgrades	FY16	0.0	0.0	2.8	0.0	0.0
	1525 New Main Lab Upgrades		3.1	3.1	2.7	0.3	0.5
	1515 ED Remodel Triage/Psych Observation	FY16	5.0	5.0	0.0	4.6	0.0
	1503 Willow Pavilion Tomosynthesis	FY16	1.0	0.0	0.4	1.0	0.0
	1602 JW House (Patient Family Residence)		6.5	6.5	0.4	6.0	0.1
	Site Signage and Other Improvements		1.3	0.0	0.0	1.0	0.0
	Nurse Call System Upgrades		2.4	0.0	0.0	2.4	0.0
	1707 Imaging Equipment Replacement ( 5 or 6 rooms)		20.7	0.3	0.0	6.0	0.0
	1708 IR/ Cath Lab Equipment Replacement		19.4	19.4	0.0	5.0	0.9
	1804 SVMD Clinic @ North First Street		8.0	8.0	0.0	0.0	0.0
	Flooring Replacement		1.6	1.6	0.0	1.5	0.4
	1219 LG Spine OR	FY13	0.0	0.0	4.0	0.0	0.2
	1313 LG Rehab HVAC System & Structural	FY16	0.0	0.0	4.1	0.0	0.0
	1248 LG Imaging Phase II (CT & Gen Rad)	FY16	9.0	9.0	9.0	0.0	0.1
	1307 LG Upgrades	FY13	19.3	19.3	18.8	0.8	1.0
	1507 LG IR Upgrades		1.3	0.0	0.0	1.3	0.0
	1603 LG MOB Improvements (17)		5.0	5.0	5.0	0.5	0.0
	1711 Emergency Sanitary & Water Storage		1.5	1.5	0.3	1.3	0.1
	LG Modular MRI & Awning		3.9	3.9	0.4	3.5	0.3
	LG Nurse Call System Upgrade		0.8	0.0	0.0	0.5	0.0
	LG Observation Unit (Conversion of ICU 2)		0.0	0.0	0.0	0.0	0.0
	1712 LG Cancer Center		5.0	5.0	1.4	4.8	1.2
	Workstation Inventory Replacement		2.0	2.0	0.0	0.0	0.0
	Primary Care Clinic Development (2 @ \$3 Million Ea		6.0	6.0	0.0	5.0	0.0
	Other Strategic Capital FY-19		5.0	5.0	0.0	15.0	0.0
	Willow SC Upgrades ( 35,000 @ \$50)		1.8	1.8	0.0	1.8	0.0
	New 28k MOB (Courthouse Prop)		22.4	22.4	0.0	1.2	0.0
	80 Great Oaks Upgrades		4.5	4.5	0.0	0.0	0.0
	Primary Care Clinic (TI's Only) FY 17 (828 Wincheste		3.6	3.6	0.0	0.3	0.0
	All Other Projects		9.2	8.6	118.4	7.8	2.9
<b>GRAND TOTAL</b>			<b>765.8</b>	<b>738.3</b>	<b>493.2</b>	<b>279.5</b>	<b>132.1</b>
				<b>769.2</b>	<b>520.4</b>	<b>300.8</b>	<b>153.3</b>

El Camino Hospital Capital Spending (in thousands) FY 2014 – FY 2018

Category	2014	2015	2016	2017	2018	Category	2014	2015	2016	2017	2018
<b>EPIC</b>	<b>6,838</b>	<b>29,849</b>	<b>20,798</b>	<b>2,755</b>	<b>1,114</b>	<b>Facilities Projects CIP cont.</b>					
<b>IT Hardware/Software Equipment</b>	<b>2,788</b>	<b>4,660</b>	<b>6,483</b>	<b>2,659</b>	<b>1,108</b>	1415 - Signage & Wayfinding	-	-	106	58	136
<b>Medical/Non Medical Equipment</b>	<b>12,891</b>	<b>13,340</b>	<b>17,133</b>	<b>9,556</b>	<b>15,780</b>	1416 - MV Campus Digital Directories	-	-	34	23	95
<b>Non CIP Land, Land I, BLDG, Additions</b>	<b>22,292</b>	<b>-</b>	<b>4,189</b>	<b>-</b>	<b>2,070</b>	1423 - MV MOB TI Allowance	-	-	588	369	-
<b>Facilities Projects CIP</b>						1425 - IMOB Preparation Project - Old Main	-	-	711	1,860	215
<b>Mountain View Campus Master Plan Projects</b>						1429 - 2500 Hospital Dr Bldg 8 TI	-	101	-	-	-
1245 - Behavioral Health Bldg Replace	1,257	3,775	1,389	10,323	28,676	1430 - Women's Hospital Expansion	-	-	-	464	2,763
1413 - North Drive Parking Structure Exp	-	167	1,266	18,120	4,670	1432 - 205 South Dr BHS TI	-	8	15	-	52
1414 - Integrated MOB	-	2,009	8,875	32,805	75,319	1501 - Women's Hospital NPC Comp	-	4	-	223	320
1422 - CUP Upgrade	-	-	896	1,245	5,428	1502 - Cabling & Wireless Upgrades	-	-	1,261	367	984
<b>Sub-Total Mountain View Campus Master Plan</b>	<b>1,257</b>	<b>5,950</b>	<b>12,426</b>	<b>62,493</b>	<b>114,093</b>	1503 - Willow Pavillion Tomosynthesis	-	-	53	257	31
<b>Mountain View Capital Projects</b>						1504 - Equipment Support Infrastructure	-	61	311	-	60
9900 - Unassigned Costs	470	3,717	-	-	-	1523 - Melchor Pavillion Suite 309 TI	-	-	10	59	392
0906 - Slot Build-Out	1,576	15,101	1,251	294	-	1525 - New Main Lab Upgrades	-	-	-	464	1,739
1109 - New Main Upgrades	393	2	-	-	-	1526 - CONCERN TI	-	-	37	99	10
1111 - Mom/Baby Overflow	29	-	-	-	-	<b>Sub-Total Mountain View Projects</b>	<b>7,219</b>	<b>26,744</b>	<b>5,588</b>	<b>5,535</b>	<b>7,948</b>
1204 - Elevator Upgrades	30	-	-	-	-	<b>Los Gatos Capital Projects</b>					
0800 - Womens L&D Expansion	1,531	269	-	-	-	0904 - LG Facilities Upgrade	-	-	-	-	-
1225 - Rehab BLDG Roofing	241	4	-	-	-	0907 - LG Imaging Masterplan	774	1,402	17	-	-
1227 - New Main eICU	21	-	-	-	-	1210 - Los Gatos VOIP	89	-	-	-	-
1230 - Fog Shop	80	-	-	-	-	1116 - LG Ortho Pavillion	24	21	-	-	-
1315 - 205 So. Drive TI's	500	2	-	-	-	1124 - LG Rehab BLDG	458	-	-	-	-
0908 - NPCR3 Seismic Upgrds	1,224	1,328	240	342	961	1307 - LG Upgrades	2,979	3,282	3,511	3,081	4,551
1125 - Will Pav Fire Sprinkler	39	-	-	-	-	1308 - LG Infrastructure	114	-	-	-	-
1216 - New Main Process Imp Office	1	16	-	-	-	1313 - LG Rehab HVAC System/Structural	-	-	1,597	1,904	550
1217 - MV Campus MEP Upgrades FY13	181	274	28	-	-	1219 - LG Spine OR	214	323	633	2,163	447
1224 - Rehab Bldg HVAC Upgrades	202	81	14	6	-	1221 - LG Kitchen Refrig	85	-	-	-	-
1301 - Desktop Virtual	13	-	-	-	-	1248 - LG - CT Upgrades	26	345	197	6,669	1,673
1304 - Rehab Wander Mgmt	87	-	-	-	-	1249 - LG Mobile Imaging	146	-	-	-	-
1310 - Melchor Cancer Center Expansion	44	13	-	-	-	1328 - LG Ortho Canopy FY14	255	209	-	-	-
1318 - Women's Hospital TI	48	48	29	2	-	1345 - LG Lab HVAC	112	-	-	-	-
1327 - Rehab Building Upgrades	-	15	20	-	22	1346 - LG OR 5, 6, and 7 Lights Replace	-	285	53	22	127
1320 - 2500 Hosp Dr Roofing	75	81	-	-	-	1347 - LG Central Sterile Upgrades	-	181	43	66	-
1340 - New Main ED Exam Room TVs	8	193	-	-	-	1421 - LG MOB Improvements	-	198	65	303	356
1341 - New Main Admin	32	103	-	-	-	1508 - LG NICU 4 Bed Expansion	-	-	-	207	-
1344 - New Main AV Upgrd	243	-	-	-	-	1600 - 825 Pollard - Aspire Phase II	-	-	-	80	10
1400 - Oak Pav Cancer Center	-	5,208	666	52	156	1603 - LG MOB Improvements	-	-	-	285	4,593
1403 - Hosp Drive BLDG 11 TI's	86	103	-	-	-	<b>Sub-Total Los Gatos Projects</b>	<b>5,276</b>	<b>6,246</b>	<b>6,116</b>	<b>14,780</b>	<b>12,306</b>
1404 - Park Pav HVAC	64	7	-	-	-	1550 - Land Acquisition	-	-	24,007	-	-
1405 - 1 - South Accessibility Upgrades	-	-	168	95	-	1701 - 828 S Winchester Clinic TI	-	-	-	145	3,018
1408 - New Main Accessibility Upgrades	-	7	46	501	12	<b>Sub-Total Other Strategic Projects</b>	<b>-</b>	<b>-</b>	<b>24,007</b>	<b>145</b>	<b>3,018</b>
						<b>Subtotal Facilities Projects CIP</b>	<b>13,753</b>	<b>38,940</b>	<b>48,137</b>	<b>82,953</b>	<b>137,364</b>
						<b>Grand Total</b>	<b>58,561</b>	<b>86,789</b>	<b>96,740</b>	<b>97,923</b>	<b>157,435</b>