



El Camino Health

Summary of Financial Operations

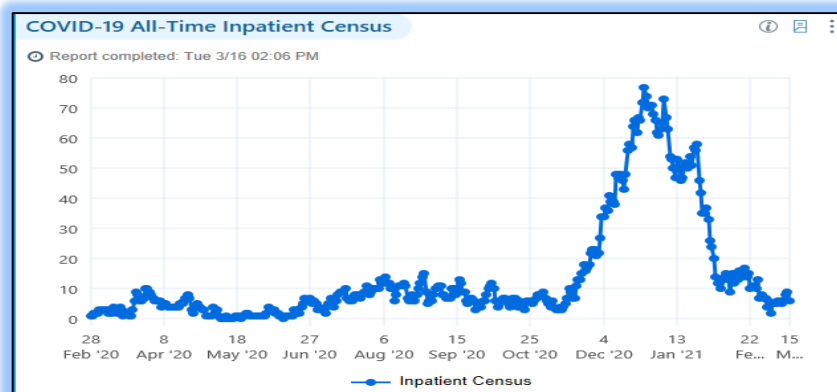
Fiscal Year 2021 – Period 8

7/1/2020 to 02/28/2021

Executive Summary - Overall Commentary for Period 8

- Credit Agency Update: Ratings Affirmed
 - Moody's Investor Services (3/8)
 - Revenue Bonds: 'A1' rating with a Stable outlook
 - General Obligation Bonds: 'Aa1' rating with a 'Stable' outlook
 - Standard & Poor's (3/15)
 - Revenue and General Obligation Bonds: 'AA' rating with a 'Stable' outlook
- Spike of Covid-19 patients has significantly impacted operations and resulted in lower than expected financial results:

ECH - Covid-19 Inpatient Census



- As a result of this increase, the organization incurred an additional \$1.6M in SWB and had to reduce OR block times at the MV campus for the first two weeks of the month which resulted in a loss of revenue of approximately \$5.2M.

Executive Summary - Overall Commentary for Period 8 (continued)

- Total gross charges, a surrogate for volume, were favorable to budget by \$20.5M / 7.0% and \$11.3M / 3.5% lower than the same period last year
- Net patient revenue was favorable to budget by \$10.5M / 14.2% and \$177K and \$1.2M / 1.4% lower than the same period last year
- Operating expenses were \$6.5M / 8.3% unfavorable to budget, which is primarily attributed to higher than expected volume versus budget and the significant increase in Covid-19 patients in February
- Operating margin was favorable to budget by \$3.0M / 1245.2% and \$4.5M / 57.8% lower than the same period last year
- Operating EBIDA was favorable to budget by \$3.8M / 56.4% and \$3.4M / 24.6% lower than the same period last year

Operational / Financial Results: Period 8 – February 2021 (as of 2/28/2021)

PERIOD 8 - RESULTS

(\$ thousands)									Moody's Medians		Performance to 'A1' Medians
		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	'A1'	'Aa3'	
Activity / Volume	ADC	229	237	(8)	-3.3%	259	(31)	-11.8%	---	---	---
	Total Discharges	1,705	1,840	(135)	-7.3%	1,904	(199)	-10.5%	---	---	---
	Adjusted Discharges	2,713	2,758	(44)	-1.6%	3,059	(346)	-11.3%	---	---	---
	Emergency Room	3,663	3,957	(294)	-7.4%	5,309	(1,646)	-31.0%	---	---	---
	OP Procedural Cases	13,213	8,068	5,145	63.8%	9,739	3,474	35.7%	---	---	---
	Gross Charges (\$)	314,620	294,152	20,468	7.0%	325,932	(11,312)	-3.5%	---	---	---
Operations	Total FTEs	2,868	2,795	72	2.6%	2,894	(27)	-0.9%	---	---	---
	Productive Hrs. / APD	33.6	31.2	2.4	7.6%	29.6	3.9	13.2%	---	---	---
	Cost Per Adjusted Discharge	17,528	17,147	381	2.2%	15,887	1,641	10.3%	---	---	---
	Net Days in A/R	51.3	49.0	2.3	4.7%	52.0	(0.7)	-1.3%	47.7	47.1	
Financial Performance	Net Patient Revenue (\$)	85,273	74,702	10,571	14.2%	86,443	(1,170)	-1.4%	106,723	257,000	
	Total Operating Revenue (\$)	88,625	79,050	9,575	12.1%	91,172	(2,546)	-2.8%	116,864	314,648	
	Operating Income (\$)	3,285	243	3,042	1252.4%	7,783	(4,499)	-57.8%	3,948	10,135	
	Operating EBIDA (\$)	10,580	6,763	3,817	56.4%	14,023	(3,443)	-24.6%	11,301	27,969	
	Net Income (\$)	17,633	1,755	15,878	904.6%	(20,641)	38,274	-185.4%	8,219	18,726	
	Operating Margin (%)	3.7%	0.3%	3.4%	1106.3%	8.5%	-4.8%	-56.6%	2.9%	3.6%	
	Operating EBIDA (%)	11.9%	8.6%	3.4%	39.5%	15.4%	-3.4%	-22.4%	9.7%	8.9%	
	DCOH (days)	552	435	116	26.7%	452	100	22.1%	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 2/28/2021)

YTD FY2021 - RESULTS

(\$ thousands)

	Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	
Activity / Volume	ADC	242	203	40	19.5%	240	3	1.1%
	Total Discharges	14,985	13,846	1,139	8.2%	16,347	(1,362)	-8.3%
	Adjusted Discharges	22,993	20,697	2,295	11.1%	25,578	(2,585)	-10.1%
	Emergency Room	32,644	28,168	4,476	15.9%	42,085	(9,441)	-22.4%
	OP Procedural Cases	103,890	62,089	41,801	67.3%	77,404	26,486	34.2%
	Gross Charges (\$)	2,756,191	2,197,973	558,217	25.4%	2,603,852	152,338	5.9%
Operations	Total FTEs	2,811	2,836	(25)	-0.9%	2,802	10	0.3%
	Productive Hrs. / APD	31.4	34.4	(3.0)	-8.8%	30.8	0.6	2.0%
	Cost Per Adjusted Discharge	17,295	18,534	(1,239)	-6.7%	15,806	1,489	9.4%
	Net Days in A/R	51.3	49.0	2.3	4.7%	52.0	(0.7)	-1.3%
Financial Performance	Net Patient Revenue (\$)	708,057	570,803	137,255	24.0%	683,988	24,069	3.5%
	Total Operating Revenue (\$)	739,167	607,998	131,169	21.6%	720,831	18,336	2.5%
	Operating Income (\$)	39,107	(32,128)	71,234	221.7%	61,440	(22,333)	-36.3%
	Operating EBIDA (\$)	95,900	21,613	74,288	343.7%	101,595	(5,694)	-5.6%
	Net Income (\$)	195,122	(9,957)	205,080	2059.6%	85,901	109,221	127.1%
	Operating Margin (%)	5.3%	-5.3%	10.6%	200.1%	8.5%	-3.2%	-37.9%
	Operating EBIDA (%)	13.0%	3.6%	9.4%	265.0%	14.1%	-1.1%	-7.9%
	DCOH (days)	552	435	116	26.7%	452	100	22.1%

Moody's Medians		Performance to 'A1' Medians
'A1'	'Aa3'	
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---	---	---
---	---	---
---	---	---
---	---	---
---	---	---
---	---	---
47.7	47.1	
853,780	2,055,999	
934,912	2,517,185	
31,587	81,076	
90,404	223,749	
65,748	149,807	
2.9%	3.6%	
9.7%	8.9%	
254	264	

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2020. Dollar amounts have been adjusted to reflect 8 month totals.

Executive Dashboard (as of 02/28/2021)

	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
Consolidated Financial Perf.								
Total Operating Revenue	91,172	88,625	79,050	9,575	720,831	739,167	607,998	131,169
Operating Expenses	83,388	85,341	78,807	(6,534)	659,391	700,060	640,126	(59,934)
Operating Margin \$	7,783	3,285	243	3,042	61,440	39,107	(32,128)	71,234
Operating Margin %	8.5%	3.7%	0.3%	3.4%	8.5%	5.3%	(5.3%)	10.6%
EBIDA \$	14,023	10,580	6,763	3,817	101,595	95,900	21,613	74,288
EBIDA %	15.4%	11.9%	8.6%	3.4%	14.1%	13.0%	3.6%	9.4%
Hospital Volume								
Licensed Beds	443	454	454	-	443	454	454	-
ADC	259	229	237	(8)	240	242	203	39
Utilization MV	71%	60%	62%	(2.3%)	66%	63%	53%	10.2%
Utilization LG	33%	29%	30%	(0.5%)	30%	32%	27%	5.1%
Utilization Combined	59%	50%	52%	(1.7%)	54%	53%	45%	8.6%
Adjusted Discharges	3,061	2,715	2,759	(44)	25,601	23,014	20,706	2,308
Total Discharges (Excl NNB)	1,609	1,433	1,491	(58)	13,566	12,419	11,149	1,270
Total Discharges	1,904	1,707	1,840	(133)	16,347	14,994	13,846	1,148
Inpatient Cases								
MS Discharges	1,139	1,010	933	77	9,441	8,480	6,932	1,548
Deliveries	312	294	369	(75)	2,945	2,762	2,849	(87)
BHS	101	109	145	(36)	817	834	1,018	(184)
Rehab	57	20	44	(24)	363	343	349	(6)
Outpatient Cases								
ED	4,081	2,645	3,001	(356)	33,004	24,111	21,193	2,918
Procedural Cases								
OP Surg	545	441	347	94	3,998	4,012	2,680	1,332
Endo	185	190	159	31	1,809	1,634	1,155	479
Interventional	180	152	127	25	1,441	1,341	852	489
All Other	8,829	12,430	7,434	4,996	70,156	96,903	57,402	39,501
Hospital Payor Mix								
Medicare	50.8%	47.1%	48.7%	(1.5%)	49.3%	48.3%	48.5%	(0.2%)
Medi-Cal	7.0%	8.6%	7.5%	1.1%	7.4%	8.3%	7.5%	0.8%
Commercial IP	19.0%	20.1%	20.4%	(0.3%)	19.2%	19.8%	20.5%	(0.7%)
Commercial OP	21.5%	21.9%	21.1%	0.9%	21.8%	21.4%	21.1%	0.2%
Total Commercial	40.5%	42.0%	41.5%	0.5%	41.0%	41.2%	41.6%	(0.4%)
Other	1.7%	2.3%	2.4%	(0.1%)	2.3%	2.2%	2.4%	(0.2%)
Hospital Cost								
Total FTE ¹	2,894.4	2,867.7	2,795.4	(72.3)	2,801.7	2,811.3	2,836.3	25.0
Productive Hrs/APD	29.6	33.6	31.2	(2.4)	30.8	31.4	34.4	3.0
Consolidated Balance Sheet								
Net Days in AR	52.0	51.3	49.0	(2.3)	52.0	51.3	49.0	(2.3)
Days Cash	452	552	435	116	452	552	435	116

Financial Overview: Period 8 - February 2021

Period ending 2/28/2021

Financial Performance

- February operating income was \$3.2M compared to a budgeted \$243K, resulting in a favorable variance of \$1M. The primary drivers are favorable outpatient activity and payer mix.
- February volumes were challenged, but revenues continue to be stronger than budget as demonstrated by:
 - IP discharges were unfavorable to budget by 60 cases / 4% and 179 cases / 11.1% lower than the same period last year while Adjusted Discharges (OP impact included) were unfavorable to budget by 44 cases / 1.6% and 346 cases / 11.3% lower than same period last year
 - Favorable variance gross charges of \$21.3M due primarily to inpatient services:
 - Inpatient gross charges: Favorable to budget by \$14M / 11% variance primarily driven by c
 - Cath lab, Operating Room, and Laboratory Services
 - Operating Expenses were unfavorable to budget by \$6.5M / 8.3%, primarily due to patient activity, increased use / cost of PPE associated with Covid-19 and other Covid-19 associated expenses
 - SWB were unfavorable by \$5.2M / 12%
 - Supplies were unfavorable by \$1.7M / 22%
 - All other discretionary non-volume driven expenses were favorable to budget by \$400K
 - Additional expenses attributed to Covid-19 have been \$1.2M per month for the first eight months of FY2021
- Non Operating Income includes:
 - Favorable variance of \$12.8M primarily due to unrealized gains on investments

Financial Overview: Period 8 – February 2021 (cont.)

Period ending 2/28/2021

Financial Performance

Hospital Operations:

- Adjusted Discharges (AD): Unfavorable to budget by 44 ADs / 1.6% and below prior year by 346 ADs / 11%:
 - Mountain View: Unfavorable to budget by 97 ADs / 4.5% and below prior year by 358 ADs/ 14.6%
 - Los Gatos: Favorable to budget by 56 ADs / 10% and above than prior year by 8 ADs / 1%
- Operating Expense Per CMI Adjusted Discharge: \$17,527 which is 2.2% unfavorable to budget
Note: Excludes depreciation and interest

El Camino Health Medical Network (ECHMN) Operations:

- February's total visits of 26,454 was 16% above prior month and 25.2% favorable to budget and included 7,972 COVID vaccination visits
- Net Income was unfavorable to budget by \$760K in February, but was \$661K favorable to February of 2020
- YTD February ECHMN Net Income is slightly unfavorable to budget by \$800K / 3.4%, but remains favorable to prior year by \$2.1M / 8.1%

Financial Overview: YTD FY2021 (as of 2/28/2021)

Consolidated Financial Performance

- YTD FY2021 net operating margin of \$39.1M compared to the budget of -\$32.1M
- Year-over-year operating margin is \$22.3M lower than the same period last year, which is primarily due to an increase in depreciation and interest of \$16.7M 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 2,295 /11% favorable to budget and 2,585 / 10.1% lower than the same period last year
- Operating expenses are \$59.9M / 9.4% unfavorable to budget
 - Unfavorability driven higher than budgeted volumes and expenses associated with Covid-19 pandemic
 - Operating expense per CMI adjusted discharge of \$17,295 is 6% favorable to budget which demonstrates consistent management of variable expenses

Note: Excludes depreciation and interest expense

Consolidated Statement of Operations (\$000s)

Period ending 02/28/2021

Period 8 FY 2020	Period 8 FY 2021	Period 8 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
325,932	314,620	294,152	20,468	7.0%	Gross Revenue	2,603,852	2,756,191	2,197,973	558,217	25.4%
(239,489)	(229,347)	(219,450)	(9,897)	(4.5%)	Deductions	(1,919,864)	(2,048,133)	(1,627,171)	(420,963)	(25.9%)
86,443	85,273	74,702	10,571	14.2%	Net Patient Revenue	683,988	708,057	570,803	137,255	24.0%
4,729	3,352	4,348	(996)	(22.9%)	Other Operating Revenue	36,843	31,110	37,196	(6,086)	(16.4%)
91,172	88,625	79,050	9,575	12.1%	Total Operating Revenue	720,831	739,167	607,998	131,169	21.6%
					OPERATING EXPENSE					
46,497	48,592	43,397	(5,195)	(12.0%)	Salaries & Wages	369,822	389,591	353,670	(35,921)	(10.2%)
12,903	13,587	11,392	(2,195)	(19.3%)	Supplies	106,240	111,641	88,249	(23,392)	(26.5%)
14,080	14,770	13,927	(843)	(6.1%)	Fees & Purchased Services	113,084	114,109	115,015	907	0.8%
3,669	1,097	3,571	2,474	69.3%	Other Operating Expense	30,090	27,926	29,451	1,526	5.2%
1,458	1,392	916	(477)	(52.1%)	Interest	4,227	11,392	7,396	(3,997)	(54.0%)
4,781	5,903	5,605	(298)	(5.3%)	Depreciation	35,928	45,402	46,345	943	2.0%
83,388	85,341	78,807	(6,534)	(8.3%)	Total Operating Expense	659,391	700,060	640,126	(59,934)	(9.4%)
7,783	3,285	243	3,042	1252.4%	Net Operating Margin	61,440	39,107	(32,128)	71,234	(221.7%)
(28,424)	14,349	1,512	12,836	848.7%	Non Operating Income	24,461	156,016	22,170	133,845	603.7%
(20,641)	17,633	1,755	15,878	904.6%	Net Margin	85,901	195,122	(9,957)	205,080	(2059.6%)
14,023	10,580	6,763	3,817	56.4%	Operating EBIDA	101,595	95,900	21,613	74,288	343.7%
15.4%	11.9%	8.6%	3.4%		Operating EBIDA Margin	14.1%	13.0%	3.6%	9.4%	
8.5%	3.7%	0.3%	3.4%		Operating Margin	8.5%	5.3%	-5.3%	10.6%	
-22.6%	19.9%	2.2%	17.7%		Net Margin	11.9%	26.4%	-1.6%	28.0%	

Consolidated Balance Sheet (as of 02/28/2021)

(\$ thousands) ASSETS

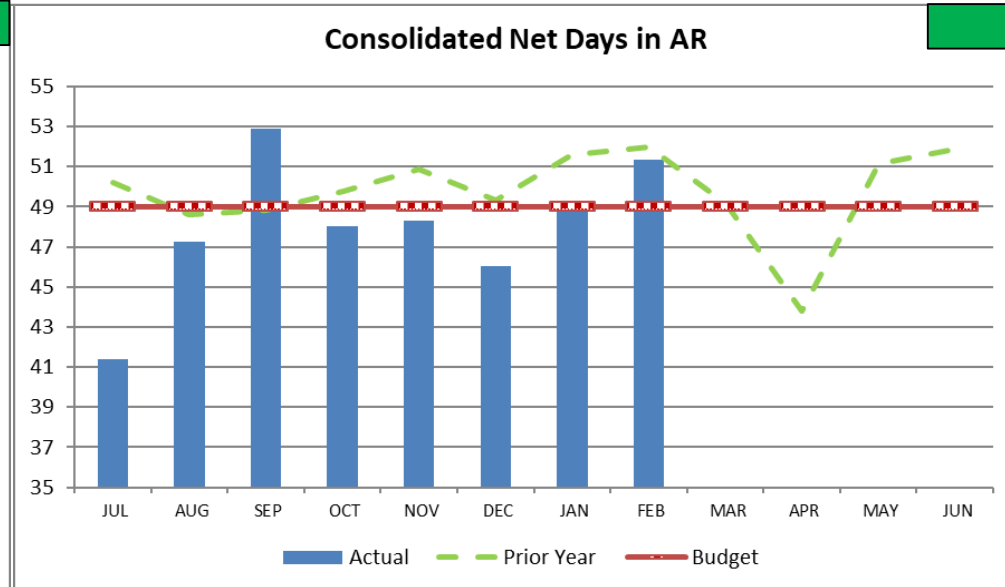
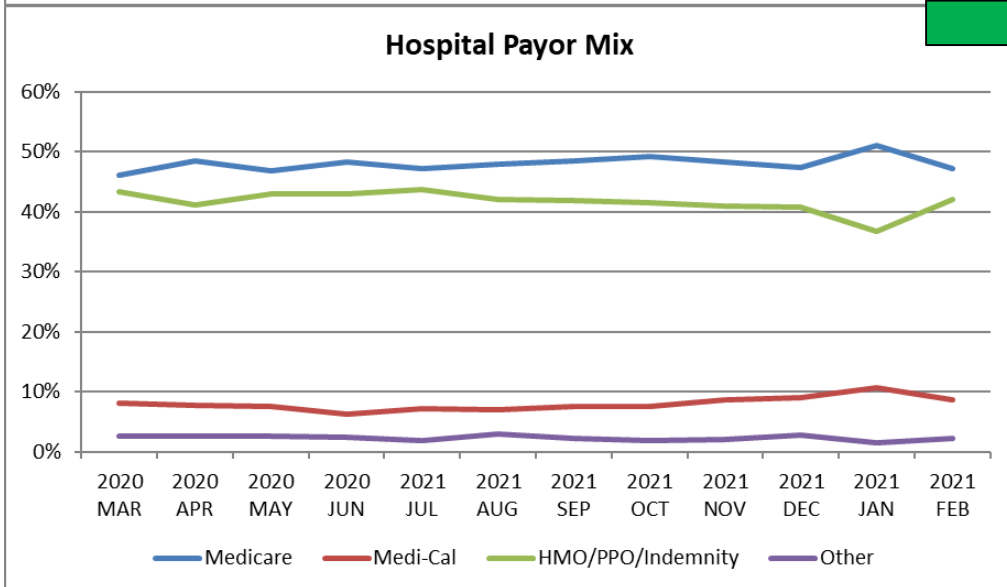
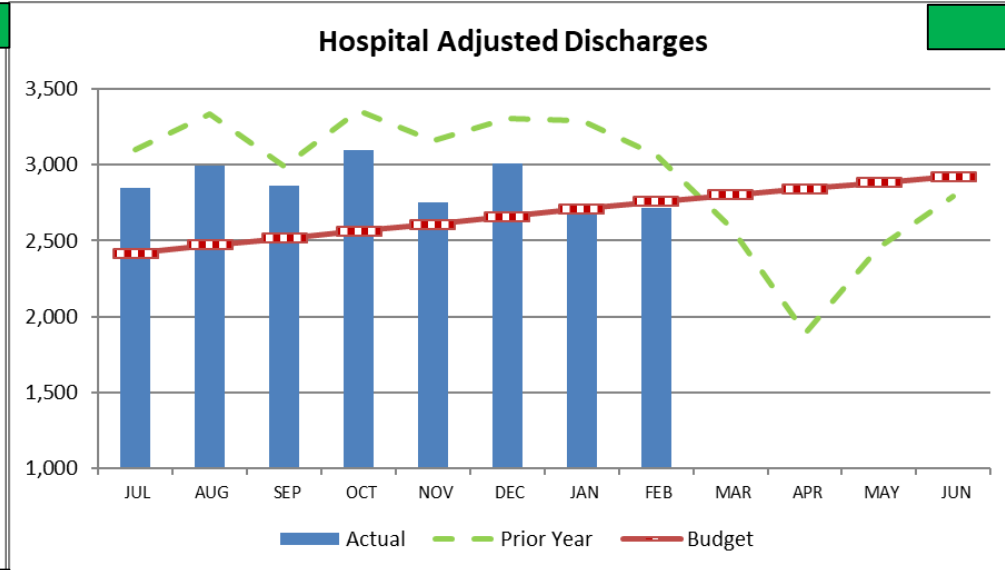
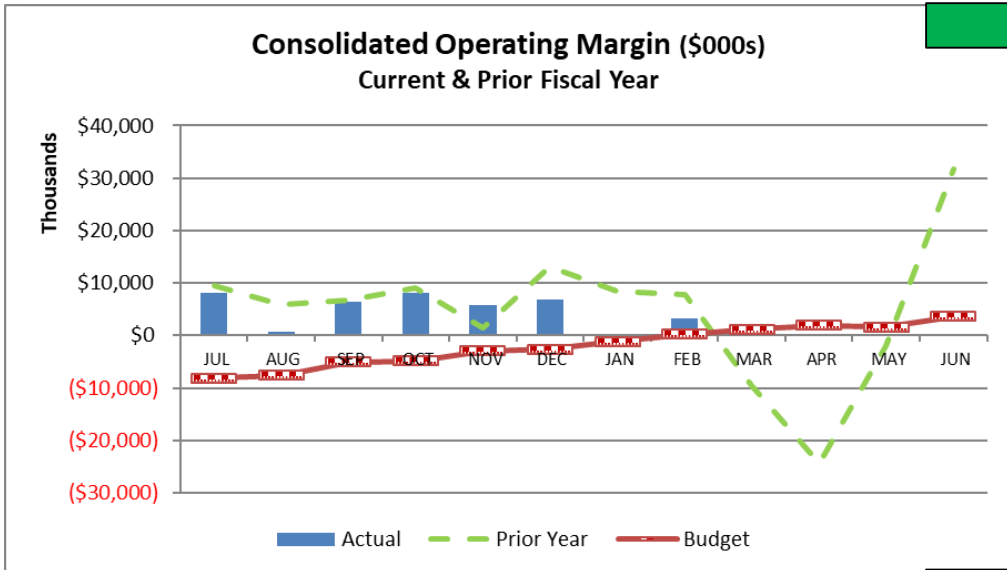
	Audited	
	February 28, 2021	June 30, 2020
CURRENT ASSETS		
Cash	170,588	228,464
Short Term Investments	277,226	221,604
Patient Accounts Receivable, net	152,444	128,564
Other Accounts and Notes Receivable	1,136	13,811
Intercompany Receivables	28,719	72,592
Inventories and Prepays	26,558	101,267
Total Current Assets	656,671	766,303
BOARD DESIGNATED ASSETS		
Foundation Board Designated	18,082	15,364
Plant & Equipment Fund	224,270	166,859
Women's Hospital Expansion	30,401	22,563
Operational Reserve Fund	160,838	148,917
Community Benefit Fund	18,413	17,916
Workers Compensation Reserve Fund	16,482	16,482
Postretirement Health/Life Reserve Fund	31,456	30,731
PTO Liability Fund	30,333	27,515
Malpractice Reserve Fund	1,975	1,919
Catastrophic Reserves Fund	22,325	17,667
Total Board Designated Assets	554,576	465,933
FUNDS HELD BY TRUSTEE	8,828	23,478
LONG TERM INVESTMENTS	459,006	372,175
CHARITABLE GIFT ANNUITY INVESTMENTS	716	680
INVESTMENTS IN AFFILIATES	33,795	29,065
PROPERTY AND EQUIPMENT		
Fixed Assets at Cost	1,369,794	1,342,012
Less: Accumulated Depreciation	(721,794)	(676,535)
Construction in Progress	497,702	489,848
Property, Plant & Equipment - Net	1,145,701	1,155,326
DEFERRED OUTFLOWS	21,325	21,416
RESTRICTED ASSETS	29,235	28,547
OTHER ASSETS	88,406	3,231
TOTAL ASSETS	2,998,259	2,866,153

LIABILITIES AND FUND BALANCE

	Audited	
	February 28, 2021	June 30, 2020
CURRENT LIABILITIES		
Accounts Payable	27,837	35,323
Salaries and Related Liabilities	30,325	35,209
Accrued PTO	30,960	28,124
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	13,300	10,956
Intercompany Payables	28,890	70,292
Malpractice Reserves	1,560	1,560
Bonds Payable - Current	9,430	9,020
Bond Interest Payable	1,659	8,463
Other Liabilities	11,328	3,222
Total Current Liabilities	157,587	204,469
LONG TERM LIABILITIES		
Post Retirement Benefits	31,456	30,731
Worker's Comp Reserve	16,482	16,482
Other L/T Obligation (Asbestos)	6,118	4,094
Bond Payable	486,242	513,602
Total Long Term Liabilities	540,298	564,908
DEFERRED REVENUE-UNRESTRICTED	76,983	77,133
DEFERRED INFLOW OF RESOURCES	31,009	30,700
FUND BALANCE/CAPITAL ACCOUNTS		
Unrestricted	1,967,157	1,771,854
Board Designated	194,108	188,457
Restricted	31,117	28,631
Total Fund Bal & Capital Accts	2,192,382	1,988,942
TOTAL LIABILITIES AND FUND BALANCE	2,998,259	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 2/28/2021)

(\$ in thousands)

	Period 8- Month			Period 8- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	443	678	(235)	41,383	(18,135)	59,518
Los Gatos	5,777	2,006	3,771	23,341	11,571	11,770
Sub Total - El Camino Hospital, excl. Affilates	6,220	2,685	3,536	64,724	(6,565)	71,289
Operating Margin %	7.5%	3.7%		9.2%	-1.2%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	13,099	1,207	11,892	150,506	19,744	130,762
El Camino Hospital Net Margin	19,319	3,892	15,427	215,230	13,180	202,051
ECH Net Margin %	23.2%	5.3%		30.7%	2.3%	
Concern	21	54	(32)	288	248	40
ECSC	0	0	0	(3)	0	(3)
Foundation	1,276	33	1,243	3,795	3	3,792
El Camino Health Medical Network	(2,983)	(2,223)	(760)	(24,188)	(23,388)	(800)
Net Margin Hospital Affiliates	(1,686)	(2,137)	451	(20,108)	(23,137)	3,029
Total Net Margin Hospital & Affiliates	17,633	1,755	15,878	195,122	(9,957)	205,080

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

Period ending 02/28/2021

Period 8 FY 2020	Period 8 FY 2021	Period 8 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
259,677	238,441	226,781	11,660	5.1%	Gross Revenue	2,070,147	2,110,429	1,674,858	435,571	26.0%
(188,013)	(177,534)	(169,992)	(7,543)	(4.4%)	Deductions	(1,521,073)	(1,568,939)	(1,242,226)	(326,712)	(26.3%)
71,664	60,906	56,790	4,117	7.2%	Net Patient Revenue	549,075	541,491	432,632	108,859	25.2%
1,494	1,081	1,501	(420)	(28.0%)	Other Operating Revenue	14,579	11,814	13,818	(2,004)	(14.5%)
73,158	61,988	58,291	3,697	6.3%	Total Operating Revenue	563,654	553,304	446,450	106,855	23.9%
					OPERATING EXPENSE					
36,982	38,395	34,593	(3,802)	(11.0%)	Salaries & Wages	292,794	306,930	279,947	(26,983)	(9.6%)
10,083	10,099	8,585	(1,514)	(17.6%)	Supplies	84,523	84,560	66,093	(18,467)	(27.9%)
6,926	7,225	6,646	(579)	(8.7%)	Fees & Purchased Services	54,993	55,042	54,181	(861)	(1.6%)
2,560	(134)	2,347	2,481	105.7%	Other Operating Expense	21,160	17,736	19,365	1,629	8.4%
1,458	1,392	916	(477)	(52.1%)	Interest	4,227	11,392	7,396	(3,997)	(54.0%)
3,725	4,567	4,526	(41)	(0.9%)	Depreciation	28,935	36,261	37,604	1,343	3.6%
61,734	61,544	57,612	(3,932)	(6.8%)	Total Operating Expense	486,632	511,921	464,585	(47,336)	(10.2%)
11,424	443	678	(235)	(34.7%)	Net Operating Margin	77,022	41,383	(18,135)	59,518	(328.2%)
(28,834)	13,099	1,207	11,892	985.1%	Non Operating Income	19,423	150,506	19,744	130,762	662.3%
(17,411)	13,542	1,885	11,656	618.2%	Net Margin	96,445	191,889	1,609	190,280	11825.3%
16,607	6,402	6,119	282	4.6%	Operating EBIDA	110,184	89,036	26,864	62,173	231.4%
					Operating EBIDA Margin	19.5%	16.1%	6.0%	10.1%	
					Operating Margin	13.7%	7.5%	-4.1%	11.5%	
					Net Margin	17.1%	34.7%	0.4%	34.3%	
22.7%	10.3%	10.5%	(0.2%)							
15.6%	0.7%	1.2%	(0.4%)							
-23.8%	21.8%	3.2%	18.6%							

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

Period ending 02/28/2021

Period 8 FY 2020	Period 8 FY 2021	Period 8 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
59,023	67,718	57,996	9,722	16.8%	Gross Revenue	475,192	577,384	455,439	121,945	26.8%
(45,714)	(46,631)	(43,162)	(3,469)	(8.0%)	Deductions	(356,906)	(433,509)	(339,341)	(94,168)	(27.8%)
13,310	21,088	14,834	6,254	42.2%	Net Patient Revenue	118,286	143,874	116,098	27,776	23.9%
377	257	271	(14)	(5.2%)	Other Operating Revenue	3,063	2,783	2,170	613	28.2%
13,687	21,345	15,105	6,240	41.3%	Total Operating Revenue	121,349	146,657	118,268	28,389	24.0%
					OPERATING EXPENSE					
7,479	8,033	6,864	(1,168)	(17.0%)	Salaries & Wages	59,974	66,268	56,624	(9,644)	(17.0%)
2,360	3,058	2,394	(664)	(27.7%)	Supplies	18,261	23,594	18,711	(4,883)	(26.1%)
2,711	2,958	2,639	(319)	(12.1%)	Fees & Purchased Services	21,885	23,215	21,332	(1,883)	(8.8%)
359	422	386	(36)	(9.4%)	Other Operating Expense	2,700	3,068	3,399	331	9.7%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
769	1,097	815	(282)	(34.6%)	Depreciation	6,326	7,171	6,632	(539)	(8.1%)
13,679	15,568	13,099	(2,469)	(18.8%)	Total Operating Expense	109,146	123,316	106,697	(16,619)	(15.6%)
8	5,777	2,006	3,771	187.9%	Net Operating Margin	12,203	23,341	11,571	11,770	101.7%
0	0	0	0	0.0%	Non Operating Income	0	0	0	0	0.0%
8	5,777	2,006	3,771	187.9%	Net Margin	12,203	23,341	11,571	11,770	101.7%
777	6,874	2,822	4,052	143.6%	Operating EBIDA	18,529	30,512	18,202	12,309	67.6%
					Operating EBIDA Margin	15.3%	20.8%	15.4%	5.4%	
					Operating Margin	10.1%	15.9%	9.8%	6.1%	
					Net Margin	10.1%	15.9%	9.8%	6.1%	

