



El Camino Health

Summary of Financial Operations

Fiscal Year 2021 – Period 9

7/1/2020 to 03/31/2021

Executive Summary - Overall Commentary for Period 9

- Strong operating / financial results for Period 9 were attributed to the following:
 - Significant decrease of Covid-19 patients
 - Rebound in procedural volumes due to pent up demand from January and February
 - Focus on management of OT / premium pay, ALOS and variable expenses
 - Stable payor mix
- Total gross charges, a surrogate for volume, were favorable to budget by \$87.3M / 29.1% and \$105.9M / 37.6% higher than the same period last year
- Net patient revenue was favorable to budget by \$17.3M / 21.6% and \$24.1M / 32.9% higher than the same period last year
- Operating expenses were \$9.3M / 11.2% unfavorable to budget, which is primarily attributed to higher than expected volume versus budget and significant number of procedural cases performed in March
- Operating margin was favorable to budget by \$7.1M / 619.3% and \$17.9M / 185.5% higher than the same period last year
- Operating EBIDA was favorable to budget by \$6.9M / 90.9% and \$18.4M / 478.9% higher than the same period last year

Operational / Financial Results: Period 9 – March 2021 (as of 3/31/2021)

PERIOD 9 - RESULTS

(\$ thousands)									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	231	217	15	6.7%	218	13	6.1%	---	---	---
	Total Discharges	1,939	1,867	72	3.9%	1,810	129	7.1%	---	---	---
	Adjusted Discharges	3,244	2,802	442	15.8%	2,584	660	25.5%	---	---	---
	Emergency Room Visits	4,271	4,077	194	4.8%	4,624	(353)	-7.6%	---	---	---
	OP Procedural Cases	15,665	8,139	7,526	92.5%	7,318	8,347	114.1%	---	---	---
	Gross Charges (\$)	387,620	300,318	87,302	29.1%	281,723	105,897	37.6%	---	---	---
Operations	Total FTEs	2,875	2,855	20	0.7%	2,827	48	1.7%	---	---	---
	Productive Hrs. / APD	31.8	33.4	(1.6)	-4.7%	38.1	(6.3)	-16.5%	---	---	---
	Cost Per Adjusted Discharge	16,509	17,901	(1,392)	-7.8%	20,136	(3,627)	-18.0%	---	---	---
	Net Days in A/R	50.9	49.0	1.9	3.8%	49.1	1.7	3.5%	47.7	47.1	
Financial Performance	Net Patient Revenue (\$)	97,171	79,886	17,285	21.6%	73,105	24,066	32.9%	106,723	257,000	
	Total Operating Revenue (\$)	100,708	84,265	16,444	19.5%	77,345	23,364	30.2%	116,864	314,648	
	Operating Margin (\$)	8,258	1,148	7,110	619.3%	(9,658)	17,917	185.5%	3,948	10,135	
	Operating EBIDA (\$)	14,588	7,641	6,947	90.9%	(3,850)	18,438	478.9%	11,301	27,969	
	Net Margin (\$)	27,223	4,482	22,742	507.4%	(81,470)	108,694	133.4%	8,219	18,726	
	Operating Margin (%)	8.2%	1.4%	6.8%	501.9%	-12.5%	20.7%	165.7%	2.9%	3.6%	
	Operating EBIDA Margin (%)	14.5%	9.1%	5.4%	59.7%	-5.0%	19.5%	391.0%	9.7%	8.9%	
	DCOH (days)	566	435	130	29.9%	432	134	31.0%	254	264	

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

Operational / Financial Results: YTD FY2021 (as of 3/31/2021)

YTD FY2021 - 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	241	205	36	17.8%	237	4	1.6%	---	---	---
	Total Discharges	16,930	15,713	1,217	7.7%	18,157	(1,227)	-6.8%	---	---	---
	Adjusted Discharges	26,258	23,508	2,750	11.7%	28,185	(1,927)	-6.8%	---	---	---
	Emergency Room Visits	36,915	32,245	4,670	14.5%	46,709	(9,794)	-21.0%	---	---	---
	OP Procedural Cases	119,491	70,228	49,263	70.1%	84,722	34,769	41.0%	---	---	---
	Gross Charges (\$)	3,143,811	2,498,291	645,520	25.8%	2,885,575	258,236	8.9%	---	---	---
Operations	Total FTEs	2,818	2,841	(23)	-0.8%	2,804	14	0.5%	---	---	---
	Productive Hrs. / APD	31.4	33.4	(2.0)	-5.9%	31.5	(0.0)	-0.2%	---	---	---
	Cost Per Adjusted Discharge	17,198	18,458	(1,260)	-6.8%	16,213	985	6.1%	---	---	---
	Net Days in A/R	50.9	49.0	1.9	3.8%	49.1	1.7	3.5%	47.7	47.1	
Financial Performance	Net Patient Revenue (\$)	805,228	650,689	154,539	23.8%	757,093	48,135	6.4%	960,503	2,312,999	
	Total Operating Revenue (\$)	839,876	692,263	147,612	21.3%	798,176	41,700	5.2%	1,051,776	2,831,833	
	Operating Margin (\$)	47,365	(30,980)	78,345	252.9%	51,782	(4,417)	-8.5%	35,536	91,211	
	Operating EBIDA (\$)	110,488	29,253	81,235	277.7%	97,744	12,744	13.0%	101,705	251,718	
	Net Margin (\$)	222,346	(5,476)	227,821	4160.6%	4,430	217,915	4918.6%	73,967	168,533	
	Operating Margin (%)	5.6%	-4.5%	10.1%	226.0%	6.5%	-0.8%	-13.1%	2.9%	3.6%	
	Operating EBIDA Margin (%)	13.2%	4.2%	8.9%	211.3%	12.2%	0.9%	7.4%	9.7%	8.9%	
	DCOH (days)	566	435	130	29.9%	432	134	31.0%	254	264	

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

Key Statistics: Period 9 and YTD (as of 03/31/2021)

Key Statistics	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	218	231	217	6.1%	6.7%	237	241	205	1.6%	17.8%
Utilization MV	59%	62%	57%	5.8%	8.0%	65%	63%	53%	(2.6%)	18.0%
Utilization LG	30%	27%	27%	(8.8%)	0.5%	30%	31%	27%	4.4%	17.0%
Utilization Combined	49%	51%	48%	3.5%	6.7%	54%	53%	45%	(0.9%)	17.7%
Adjusted Discharges	2,584	3,244	2,802	25.5%	15.8%	28,185	26,258	23,508	(6.8%)	11.7%
Total Discharges (Exc NB)	1,490	1,611	1,515	8.1%	6.4%	15,056	14,027	12,663	(6.8%)	10.8%
Total Discharges	1,810	1,939	1,867	7.1%	3.9%	18,157	16,930	15,713	(6.8%)	7.7%
Inpatient Activity										
MS Discharges	1,015	1,104	952	8.8%	15.9%	10,456	9,583	7,885	(8.3%)	21.5%
Deliveries	333	354	372	6.3%	(4.9%)	3,278	3,116	3,222	(4.9%)	(3.3%)
BHS	100	120	146	20.0%	(17.8%)	917	953	1,164	3.9%	(18.1%)
Rehab	42	33	44	(21.4%)	(24.8%)	405	375	393	(7.4%)	(4.5%)
Outpatient Activity										
Total Outpatient Cases	10,324	18,738	11,241	81.5%	66.7%	120,732	146,673	94,523	21.5%	55.2%
ED	3,006	3,073	3,102	2.2%	(0.9%)	36,010	27,182	24,295	(24.5%)	11.9%
OP Surg	342	614	351	79.5%	74.9%	4,340	4,626	3,031	6.6%	52.6%
Endo	150	252	163	68.0%	54.4%	1,959	1,887	1,318	(3.7%)	43.1%
Interventional	149	194	133	30.2%	45.5%	1,590	1,536	985	(3.4%)	55.9%
All Other	6,677	14,605	7,491	118.7%	95.0%	76,833	111,442	64,894	45.0%	71.7%
Hospital Payor Mix										
Medicare	46.0%	48.7%	48.7%	5.8%	(0.1%)	48.9%	48.3%	48.5%	(1.1%)	(0.3%)
Medi-Cal	8.0%	8.0%	7.5%	-0.7%	5.8%	7.5%	8.2%	7.5%	10.2%	9.3%
Commercial	43.4%	40.4%	41.4%	-6.9%	(2.6%)	41.3%	41.1%	41.6%	-0.4%	(1.2%)
Other	2.6%	3.0%	2.3%	15.4%	21.1%	2.3%	2.3%	2.4%	(1.8%)	(5.4%)

Income Statement: Current Fiscal Year Monthly Trend (\$000s)

	Period 1 Jul-20	Period 2 Aug-20	Period 3 Sep-20	Period 4 Oct-20	Period 5 Nov-20	Period 6 Dec-20	Period 7 Jan-21	Period 8 Feb-21	Period 9 Mar-21	Period 10 Apr-21	Period 11 May-21	Period 12 Jun-21	YTD FY2021	YTD Monthly Average
Operating Revenues:														
Gross Revenue	333,228	339,121	357,838	366,453	341,648	367,494	335,788	314,620	387,620	-	-	-	3,143,811	349,312
Deductions from Revenue	(247,360)	(253,449)	(267,829)	(275,898)	(253,051)	(275,206)	(245,993)	(229,347)	(290,449)	-	-	-	(2,338,582)	(259,842)
Net Patient Revenue	85,868	85,672	90,009	90,554	88,597	92,289	89,795	85,273	97,171	-	-	-	805,228	89,470
Other Operating Revenue	4,667	4,331	3,996	4,024	3,234	3,079	4,427	3,352	3,537	-	-	-	34,647	3,850
Total Operating Revenue	90,535	90,003	94,005	94,578	91,831	95,368	94,222	88,625	100,708	-	-	-	839,876	93,320
Operating Expenses:														
Salaries, Wages and Benefits	46,431	47,739	48,136	49,061	47,222	48,774	53,636	48,592	52,025	-	-	-	441,616	49,068
Supplies	12,820	16,893	12,798	13,496	13,641	14,519	13,888	13,587	15,421	-	-	-	127,062	14,118
Fees & Purchased Services	12,918	14,366	14,949	12,982	14,264	14,035	15,825	14,770	15,139	-	-	-	129,248	14,361
Other Operating Expenses	3,583	3,596	4,498	3,721	3,512	4,100	3,819	1,097	3,536	-	-	-	31,462	3,496
Interest	1,428	1,431	1,428	1,429	1,428	1,428	1,428	1,392	1,399	-	-	-	12,791	1,421
Depreciation	5,231	5,328	5,795	5,798	6,068	5,591	5,689	5,903	4,931	-	-	-	50,332	5,592
Total Operating Expenses	82,411	89,352	87,604	86,487	86,136	88,446	94,284	85,341	92,450	-	-	-	792,511	88,057
Operating Margin	8,124	651	6,401	8,091	5,695	6,922	(62)	3,285	8,258	-	-	-	47,365	5,263
Non-Operating Income	27,718	28,642	(9,557)	(27,499)	64,968	57,357	39	14,349	18,965	-	-	-	174,981	19,442
Net Margin	35,842	29,293	(3,156)	(19,408)	70,663	64,279	(23)	17,633	27,223	-	-	-	222,346	24,705
Operating EBIDA	14,783	7,410	13,624	15,318	13,192	13,940	7,055	10,580	14,588	-	-	-	110,488	12,276
Operating Margin (%)	9.0%	0.7%	6.8%	8.6%	6.2%	7.3%	-0.1%	3.7%	8.2%				5.6%	
Operating EBIDA Margin (%)	16.3%	8.2%	14.5%	16.2%	14.4%	14.6%	7.5%	11.9%	14.5%				13.2%	

Financial Overview: Period 9 - March 2021

Period ending 3/31/2021

Financial Performance

- March operating income was \$8.3M compared to a budget of \$1.1M, resulting in a favorable variance of \$7.1M. The primary drivers are volume which rebounded from the third wave of the pandemic, pent up demand of surgical cases, stable payer mix and management of variable expenses
- March volumes and revenues continue to be stronger than budget as demonstrated by:
 - Adjusted discharges were favorable to budget by 442 cases / 15.8% and 660 cases / 25.6% above the same period last year
 - Favorable variance of gross charges of \$87.4M was split as follows:
 - Inpatient gross charges: Favorable to budget by \$30M / 19% variance primarily driven by surgery, cath. Lab, NICU and ancillary services
 - Outpatient gross charges: Favorable to budget by \$57M / 43% variance primarily driven by surgery, cath. lab, emergency room, and ancillary services
 - Operating Expenses were unfavorable to budget by \$9.3M / 11.2%, primarily due to patient activity, increased use / cost of PPE associated with Covid-19 and other Covid-19 associated expenses
 - SWB were unfavorable by \$5.4M / 12%
 - Supplies were unfavorable by \$2.9M / 36%
 - All other discretionary non-volume driven expenses were favorable to budget by \$1M
 - Additional expenses attributed to Covid-19 were \$1.6M in March and \$14.2M YTD
- Non Operating Income includes:
 - Favorable variance of \$15.6M primarily due to unrealized gains on investments

Financial Overview: Period 9 – March 2021 (cont.)

Period ending 3/31/2021

Financial Performance

Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 442 ADs / 16% and above prior year by 660 ADs / 26%:
 - Mountain View: Favorable to budget by 226 ADs / 10% and above prior year by 394 ADs / 19%
 - Los Gatos: Favorable to budget by 216 ADs / 43% and above prior year by 266 ADs / 57%
- Operating Expense Per CMI Adjusted Discharge: \$16,508 which is 7.8% favorable 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 unfavorable to budget by \$800K / 3.4%, but remains favorable to prior year by \$2.1M / 8.1%

Financial Overview: YTD FY2021 (as of 3/31/2021)

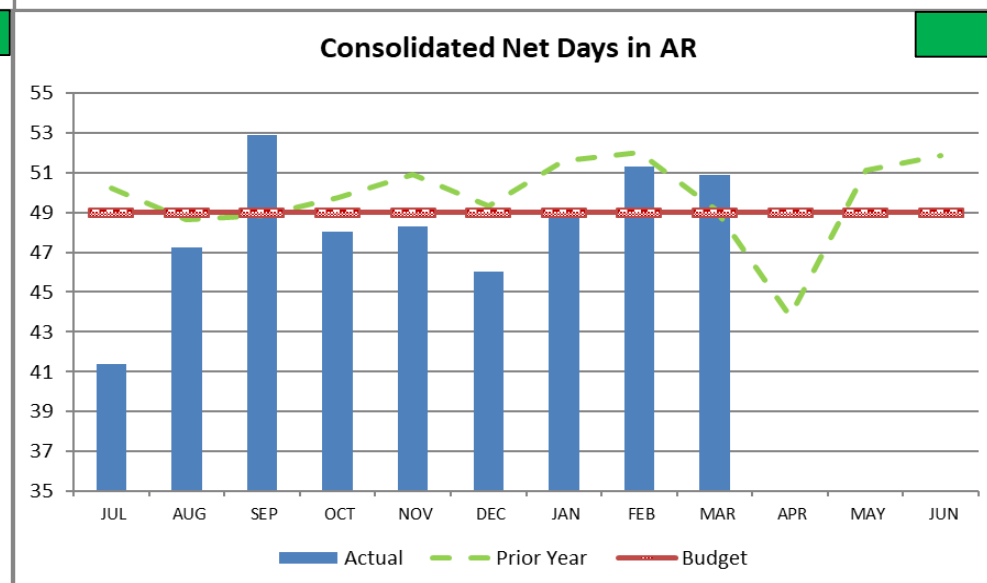
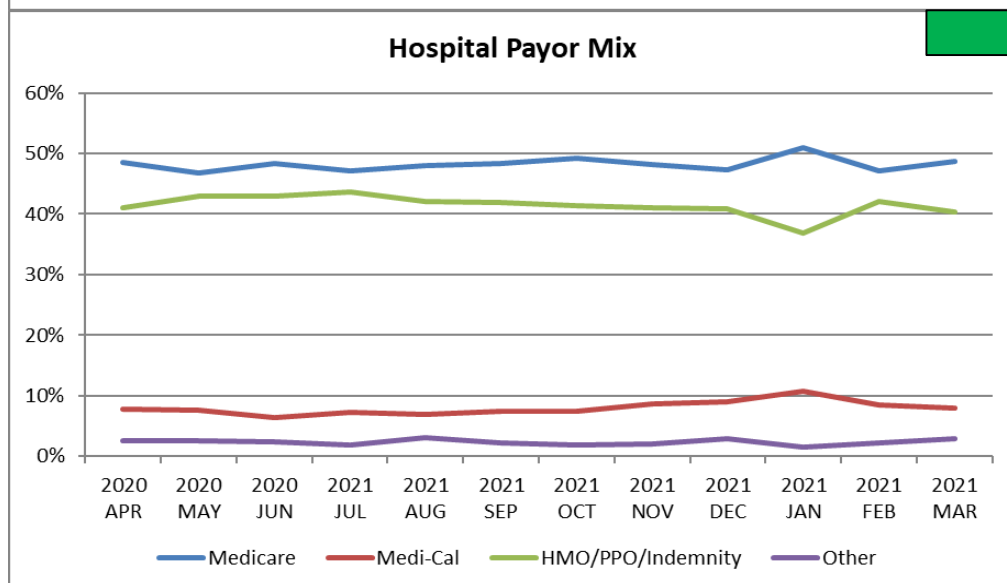
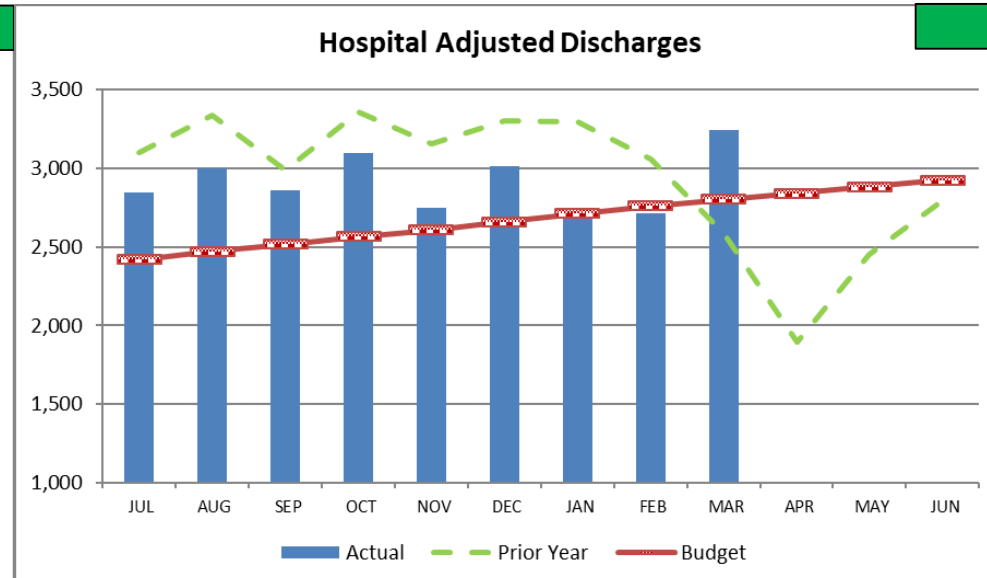
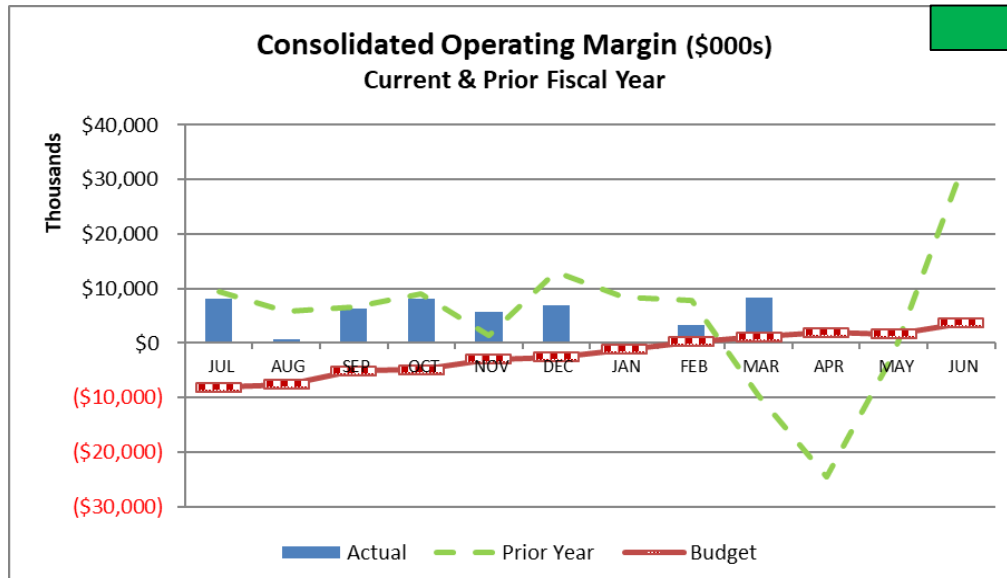
Consolidated Financial Performance

- YTD FY2021 net operating margin of \$47.4M compared to the budget of -\$31.0M
- Year-over-year operating margin is \$4.4M lower than the same period last year, which is primarily due to an increase in depreciation and interest expense of \$17M 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 2,736 /12% favorable to budget and 1,913 / 6.8% lower than the same period last year
- Operating expenses are \$69.3M / 9.6% unfavorable to budget
 - Unfavorability driven higher than budgeted volumes and expenses associated with Covid-19 pandemic
 - Operating expense per CMI adjusted discharge of \$17,292 is 10% favorable to budget which demonstrates consistent management of variable expenses

Note: Excludes depreciation and interest expense

APPENDIX

YTD FY2021 Financial KPIs – Monthly Trends



Consolidated Statement of Operations (\$000s)

Period 9 ending 03/31/2021

Period 9 FY 2020	Period 9 FY 2021	Period 9 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
281,723	387,620	300,318	87,302	29.1%	Gross Revenue	2,885,575	3,143,811	2,498,291	645,520	25.8%
(208,618)	(290,449)	(220,432)	(70,018)	(31.8%)	Deductions	(2,128,482)	(2,338,582)	(1,847,602)	(490,980)	(26.6%)
73,105	97,171	79,886	17,285	21.6%	Net Patient Revenue	757,093	805,228	650,689	154,539	23.8%
4,240	3,537	4,379	(841)	(19.2%)	Other Operating Revenue	41,082	34,647	41,574	(6,927)	(16.7%)
77,345	100,708	84,265	16,444	19.5%	Total Operating Revenues	798,176	839,876	692,263	147,612	21.3%
					OPERATING EXPENSE					
48,720	52,025	46,617	(5,408)	(11.6%)	Salaries & Wages	418,542	441,616	400,287	(41,329)	(10.3%)
14,730	15,421	11,766	(3,655)	(31.1%)	Supplies	120,970	127,062	100,015	(27,047)	(27.0%)
13,704	15,139	14,570	(569)	(3.9%)	Fees & Purchased Services	126,788	129,248	129,586	338	0.3%
4,042	3,536	3,671	135	3.7%	Other Operating Expense	34,132	31,462	33,122	1,660	5.0%
992	1,399	916	(484)	(52.8%)	Interest	5,218	12,791	8,311	(4,480)	(53.9%)
4,817	4,931	5,577	647	11.6%	Depreciation	40,744	50,332	51,922	1,590	3.1%
87,003	92,450	83,117	(9,333)	(11.2%)	Total Operating Expenses	746,394	792,511	723,243	(69,268)	(9.6%)
(9,658)	8,258	1,148	7,110	619.3%	Net Operating Margin	51,782	47,365	(30,980)	78,345	(252.9%)
(71,812)	18,965	3,334	15,632	468.9%	Non Operating Income	(47,351)	174,981	25,504	149,477	586.1%
(81,470)	27,223	4,482	22,742	507.4%	Net Margin	4,430	222,346	(5,476)	227,821	(4160.6%)
(3,850)	14,588	7,641	6,947	90.9%	Operating EBIDA	97,744	110,488	29,253	81,235	277.7%
					Operating EBIDA Margin	12.2%	13.2%	4.2%	8.9%	
					Operating Margin	6.5%	5.6%	-4.5%	10.1%	
					Net Margin	0.6%	26.5%	-0.8%	27.3%	

Consolidated Balance Sheet (as of 03/31/2021)

(\$000s)

ASSETS	Audited		LIABILITIES AND FUND BALANCE	Audited	
	March 31, 2021	June 30, 2020		March 31, 2021	June 30, 2020
CURRENT ASSETS			CURRENT LIABILITIES		
Cash	197,255	228,464	Accounts Payable	29,390	35,323
Short Term Investments	275,289	221,604	Salaries and Related Liabilities	38,274	35,209
Patient Accounts Receivable, net	152,190	128,564	Accrued PTO	32,251	28,124
Other Accounts and Notes Receivable	(817)	13,811	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	35,428	72,592	Third Party Settlements	13,418	10,956
Inventories and Prepaids	25,310	101,267	Intercompany Payables	35,494	70,292
Total Current Assets	684,655	766,303	Malpractice Reserves	1,560	1,560
			Bonds Payable - Current	9,430	9,020
BOARD DESIGNATED ASSETS			Bond Interest Payable	3,317	8,463
Foundation Board Designated	18,989	15,364	Other Liabilities	11,444	3,222
Plant & Equipment Fund	230,810	166,859	Total Current Liabilities	176,877	204,469
Women's Hospital Expansion	30,401	22,563			
Operational Reserve Fund	159,902	148,917	LONG TERM LIABILITIES		
Community Benefit Fund	19,459	17,916	Post Retirement Benefits	31,547	30,731
Workers Compensation Reserve Fund	16,482	16,482	Worker's Comp Reserve	16,482	16,482
Postretirement Health/Life Reserve Fund	31,365	30,731	Other L/T Obligation (Asbestos)	6,100	4,094
PTO Liability Fund	30,394	27,515	Bond Payable	485,447	513,602
Malpractice Reserve Fund	1,965	1,919	Total Long Term Liabilities	539,575	564,908
Catastrophic Reserves Fund	23,802	17,667			
Total Board Designated Assets	563,568	465,933	DEFERRED REVENUE-UNRESTRICTED	77,200	77,133
			DEFERRED INFLOW OF RESOURCES	31,009	30,700
FUNDS HELD BY TRUSTEE	8,589	23,478	FUND BALANCE/CAPITAL ACCOUNTS		
			Unrestricted	1,994,341	1,771,854
LONG TERM INVESTMENTS	470,027	372,175	Board Designated	194,031	188,457
			Restricted	31,060	28,631
CHARITABLE GIFT ANNUITY INVESTMENTS	712	680	Total Fund Bal & Capital Accts	2,219,432	1,988,942
			TOTAL LIABILITIES AND FUND BALANCE	3,044,093	2,866,153
INVESTMENTS IN AFFILIATES	33,443	29,065			
PROPERTY AND EQUIPMENT					
Fixed Assets at Cost	1,769,269	1,342,012			
Less: Accumulated Depreciation	(726,689)	(676,535)			
Construction in Progress	102,389	489,848			
Property, Plant & Equipment - Net	1,144,969	1,155,326			
DEFERRED OUTFLOWS	21,275	21,416			
RESTRICTED ASSETS	29,191	28,547			
OTHER ASSETS	87,665	3,231			
TOTAL ASSETS	3,044,093	2,866,153			

Period 9 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 3/31/2021)

(\$000s)

	Period 9- Month			Period 9- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	11,118	2,345	8,773	52,501	(15,790)	68,291
Los Gatos	295	1,475	(1,180)	23,636	13,046	10,590
Sub Total - El Camino Hospital, excl. Affilates	11,413	3,820	7,593	76,137	(2,744)	78,881
Operating Margin %	11.9%	4.9%		9.6%	-0.4%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	18,149	3,028	15,120	168,655	22,773	145,882
El Camino Hospital Net Margin	29,562	6,849	22,713	244,792	20,029	224,763
ECH Net Margin %	30.9%	8.8%		30.8%	3.1%	
Concern	(208)	24	(232)	80	272	(192)
ECSC	(0)	0	(0)	(3)	0	(3)
Foundation	782	21	762	4,577	24	4,553
El Camino Health Medical Network	(2,912)	(2,412)	(500)	(27,100)	(25,800)	(1,301)
Net Margin Hospital Affiliates	(2,338)	(2,367)	29	(22,446)	(25,504)	3,058
Total Net Margin Hospital & Affiliates	27,223	4,482	22,742	222,346	(5,476)	227,821

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

Period 9 ending 03/31/2021

Period 9 FY 2020	Period 9 FY 2021	Period 9 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUES					
221,188	295,187	231,520	63,668	27.5%	Gross Revenue	2,291,335	2,405,617	1,906,378	499,239	26.2%
(163,466)	(218,703)	(169,993)	(48,710)	(28.7%)	Deductions	(1,684,539)	(1,787,641)	(1,412,220)	(375,422)	(26.6%)
57,722	76,484	61,526	14,958	24.3%	Net Patient Revenue	606,797	617,975	494,158	123,817	25.1%
1,437	1,639	1,509	130	8.6%	Other Operating Revenue	16,016	13,452	15,327	(1,875)	(12.2%)
59,159	78,123	63,035	15,088	23.9%	Total Operating Revenues	622,813	631,428	509,485	121,942	23.9%
					OPERATING EXPENSES					
38,559	40,838	37,154	(3,683)	(9.9%)	Salaries & Wages	331,353	347,768	317,102	(30,666)	(9.7%)
11,579	11,295	8,853	(2,442)	(27.6%)	Supplies	96,102	95,855	74,946	(20,910)	(27.9%)
6,641	7,483	6,834	(649)	(9.5%)	Fees & Purchased Services	61,634	62,525	61,015	(1,510)	(2.5%)
2,930	2,263	2,434	171	7.0%	Other Operating Expense	24,090	19,999	21,799	1,800	8.3%
992	1,399	916	(484)	(52.8%)	Interest	5,218	12,791	8,311	(4,480)	(53.9%)
3,453	3,727	4,499	772	17.2%	Depreciation	32,389	39,988	42,102	2,115	5.0%
64,154	67,005	60,690	(6,315)	(10.4%)	Total Operating Expenses	550,786	578,926	525,275	(53,651)	(10.2%)
(4,995)	11,118	2,345	8,773	374.0%	Net Operating Margin	72,027	52,501	(15,790)	68,291	(432.5%)
(67,835)	18,149	3,028	15,120	499.3%	Non Operating Income	(48,412)	168,655	22,773	145,882	640.6%
(72,830)	29,267	5,374	23,893	444.6%	Net Margin	23,615	221,156	6,983	214,173	3067.1%
(550)	16,244	7,760	8,484	109.3%	Operating EBIDA	109,634	105,280	34,624	70,657	204.1%
					Operating EBIDA Margin	17.6%	16.7%	6.8%	9.9%	
-0.9%	20.8%	12.3%	8.5%		Operating Margin	11.6%	8.3%	-3.1%	11.4%	
-8.4%	14.2%	3.7%	10.5%		Net Margin	3.8%	35.0%	1.4%	33.7%	
-123.1%	37.5%	8.5%	28.9%							

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

Period 9 ending 03/31/2021

Period 9 FY 2020	Period 9 FY 2021	Period 9 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
53,647	81,801	58,033	23,768	41.0%	OPERATING REVENUE					
(40,173)	(64,564)	(43,190)	(21,374)	(49.5%)	Gross Revenue	528,839	659,184	513,472	145,712	28.4%
13,474	17,237	14,843	2,394	16.1%	Deductions	(397,079)	(498,073)	(382,531)	(115,542)	(30.2%)
370	273	273	0	0.1%	Net Patient Revenue	131,761	161,111	130,941	30,170	23.0%
13,844	17,510	15,116	2,394	15.8%	Other Operating Revenue	3,433	3,056	2,443	613	25.1%
					Total Operating Revenue	135,194	164,167	133,384	30,783	23.1%
					OPERATING EXPENSE					
7,870	8,772	7,320	(1,452)	(19.8%)	Salaries & Wages	67,845	75,040	63,944	(11,096)	(17.4%)
2,736	3,637	2,429	(1,208)	(49.7%)	Supplies	20,996	27,231	21,140	(6,091)	(28.8%)
2,738	3,458	2,679	(779)	(29.1%)	Fees & Purchased Services	24,623	26,673	24,011	(2,662)	(11.1%)
353	388	398	10	2.4%	Other Operating Expense	3,054	3,456	3,797	340	9.0%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
776	960	815	(145)	(17.8%)	Depreciation	7,102	8,131	7,446	(684)	(9.2%)
14,474	17,215	13,641	(3,574)	(26.2%)	Total Operating Expense	123,620	140,531	120,338	(20,193)	(16.8%)
(629)	295	1,475	(1,180)	(80.0%)	Net Operating Margin	11,574	23,636	13,046	10,590	81.2%
0	0	0	0	0.0%	Non Operating Income	0	0	0	0	0.0%
(629)	295	1,475	(1,180)	(80.0%)	Net Margin	11,574	23,636	13,046	10,590	81.2%
147	1,255	2,290	(1,035)	(45.2%)	Operating EBIDA	18,676	31,767	20,492	11,274	55.0%
					Operating EBIDA Margin	13.8%	19.4%	15.4%	4.0%	
					Operating Margin	8.6%	14.4%	9.8%	4.6%	
					Net Margin	8.6%	14.4%	9.8%	4.6%	

El Camino Health Medical Network (\$000s)

Period 9 ending 03/31/2021

Period 9 FY 2020	Period 9 FY 2021	Period 9 Budget 2021	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2020	YTD FY 2021	YTD Budget 2021	Variance Fav (Unfav)	Var%
					OPERATING REVENUES					
6,888	10,632	10,765	(133)	(1.2%)	Gross Revenue	65,401	79,010	78,441	568	0.7%
(4,979)	(7,182)	(7,248)	65	0.9%	Deductions	(46,865)	(52,868)	(52,851)	(16)	(0.0%)
1,909	3,450	3,517	(67)	(1.9%)	Net Patient Revenue	18,536	26,142	25,590	552	2.2%
1,775	806	1,873	(1,066)	(56.9%)	Other Operating Revenue	15,241	10,972	17,290	(6,318)	(36.5%)
3,684	4,256	5,390	(1,134)	(21.0%)	Total Operating Revenues	33,777	37,114	42,879	(5,766)	(13.4%)
					OPERATING EXPENSES					
1,784	1,930	1,622	(308)	(19.0%)	Salaries & Wages	15,222	14,925	14,681	(243)	(1.7%)
409	488	472	(16)	(3.3%)	Supplies	3,782	3,877	3,828	(48)	(1.3%)
3,911	3,706	4,677	971	20.8%	Fees & Purchased Services	37,238	35,984	40,919	4,935	12.1%
644	813	769	(45)	(5.8%)	Other Operating Expense	6,284	7,559	6,900	(659)	(9.6%)
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
585	231	261	30	11.5%	Depreciation	1,231	2,098	2,351	253	10.8%
7,332	7,169	7,802	634	8.1%	Total Operating Expenses	63,756	64,443	68,679	4,237	6.2%
(3,648)	(2,912)	(2,412)	(500)	20.7%	Net Operating Margin	(29,979)	(27,329)	(25,800)	(1,529)	5.9%
0	0	0	0	0.0%	Non Operating Income	0	229	0	229	0.0%
(3,648)	(2,912)	(2,412)	(500)	20.7%	Net Margin	(29,979)	(27,100)	(25,800)	(1,301)	5.0%
(3,063)	(2,681)	(2,151)	(530)	24.7%	Operating EBIDA	(28,748)	(25,231)	(23,449)	(1,782)	7.6%
					Operating EBIDA Margin	-85.1%	-68.0%	-54.7%	(13.3%)	
					Operating Margin	-88.8%	-73.6%	-60.2%	(13.5%)	
					Net Margin	-88.8%	-73.0%	-60.2%	(12.9%)	

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.