



El Camino Health

Summary of Financial Operations

*Fiscal Year 2022 – Period 7
7/1/2021 to 01/31/2022*

Executive Summary - Overall Commentary for Period 7

- Continued solid financial results for Period 7:
 - Continued strong Outpatient procedural activity and sustained growth in emergency department visits
 - When adjusted for volume increase, costs are being managed effectively
 - Adjusted Discharges were unfavorable to budget by 0.3% and 16.7% better than the same period last year
- Total gross charges were favorable to budget by \$28.0M / 7.2% and \$82.2M / 22.5% higher than the same period last year
 - Outpatient charges were favorable by \$19.1M / 11.1% while Inpatient charges were favorable by \$8.2M / 3.9%
- Net patient revenue was favorable to budget by \$12.2M / 12.5% and \$19.6M / 21.8% higher than the same period last year
- Operating margin was favorable to budget by \$4.6M / 64.8% and \$11.8M / 19,066.5% better than the same period last year.
- The impact of the Omicron variant was significant as January's operating margin was \$2.9M / 20.2% lower than the prior 6 month average.
- Operating EBIDA was favorable to budget by \$5.1M / 36.4% and \$12.2M / 172.5% better than the same period last year
- Net income was unfavorable to budget by \$34.7M / (232.1%) and \$19.8M / (84,213.5%) lower than the same period last year. This is attributed the instability in the capital markets, which has resulted in the lower than expected investment income.

Operational / Financial Results: Period 7 – January 2022 (as of 01/31/2022)

PERIOD 7 - RESULTS

(\$ thousands)

	Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's	S&P	Performance to Rating Agency Medians
								'A1'	'AA'	
Activity / Volume	ADC	280	266	13	5.0%	269	11	4.1%	--	--
	Total Acute Discharges	1,708	1,766	(58)	(3.3%)	1,649	59	3.6%	--	--
	Adjusted Discharges	3,200	3,209	(9)	(0.3)	2,741	459	16.7%	--	--
	Emergency Room Visits	6,010	4,839	1,171	24.2%	3,859	2,151	55.7%	--	--
	OP Procedural Cases	12,951	10,476	2,475	23.6%	13,466	(515)	(3.8%)	---	---
	Gross Charges (\$)	417,996	389,995	28,001	7.2%	335,788	82,208	24.5%	--	--
Operations	Total FTEs	3,120	3,080	40	1.3%	2,896	224	7.7%	--	--
	Productive Hrs. / APD	29.5	31.0	(1.6)	(5.1%)	32.5	(3.1)	(9.5%)	--	--
	Cost Per CMI AD	17,688	17,952	(264)	(1.5%)	19,682	(1,993)	(10.1%)	---	---
	Net Days in A/R	49.6	49.0	0.6	1.2%	50.1	(0.5)	(1.1%)	47.7	49.7
Financial Performance	Net Patient Revenue (\$)	109,378	97,219	12,159	12.5%	89,795	19,583	21.8%	138,547	82,105
	Total Operating Revenue (\$)	112,741	101,296	11,444	11.3%	94,222	18,519	19.7%	152,743	109,602
	Operating Margin (\$)	11,756	7,132	4,625	64.8%	(62)	11,818	19066.5%	1,915	3,836
	Operating EBIDA (\$)	19,223	14,090	5,133	36.4%	7,055	12,168	172.5%	11,188	10,741
	Net Income (\$)	(19,783)	14,972	(34,754)	(232.1%)	(23)	(19,759)	(84213.5%)	8,124	7,343
	Operating Margin (%)	10.4%	7.0%	3.4%	48.1%	(0.1%)	10.5%	15951.1%	1.9%	3.5%
	Operating EBIDA (%)	17.1%	13.9%	3.1%	22.6%	7.5%	9.6%	127.7%	8.3%	9.8%
	DCOH (days)	314	325	(11)	(3.5%)	343	(30)	(8.6%)	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 01/31/2022)

YTD FY2022 - RESULTS

(\$ thousands)

	Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's 'A1'	S&P 'AA'	Performance to Rating Agency Medians
Activity / Volume	ADC	267	251	17	6.6%	244	23	9.5%	--	--
	Total Acute Discharges	12,200	11,717	483	4.1%	10,979	1,221	11.1%	--	--
	Adjusted Discharges	23,913	21,682	2,231	10.3%	20,288	3,625	17.9%	--	--
	Emergency Room Visits	39,377	30,277	9,100	30.1%	28,981	10,396	35.9%	--	--
	OP Procedural Cases	90,376	71,923	18,453	25.7%	90,600	(224)	(0.2%)	--	--
	Gross Charges (\$)	2,929,324	2,641,430	287,894	10.9%	2,441,571	487,753	20.0%	--	--
Operations	Total FTEs	3,032	3,054	(22)	(0.7%)	2,803	229	8.2%	--	--
	Productive Hrs. / APD	28.8	31.8	(3.0)	(9.5%)	31.1	(2.4)	(7.6%)	--	--
	Cost Per CMI AD	16,491	17,952	(1,460)	(8.1%)	17,260	(768)	(4.5%)	---	---
	Net Days in A/R	49.6	49.0	0.6	1.2%	50.1	(0.5)	(1.1%)	47.7	49.7
Financial Performance	Net Patient Revenue (\$)	747,333	667,261	80,072	12.0%	622,784	124,549	20.0%	969,831	574,732
	Total Operating Revenue (\$)	772,790	693,772	79,018	11.4%	650,542	122,248	18.8%	1,063,365	767,215
	Operating Margin (\$)	100,143	46,684	53,460	114.5%	35,822	64,321	179.6%	13,404	26,853
	Operating EBIDA (\$)	152,318	95,976	56,342	58.7%	85,321	66,997	78.5%	78,318	75,187
	Net Income (\$)	81,158	100,841	(19,683)	(19.5%)	177,489	(96,331)	(54.3%)	56,871	51,403
	Operating Margin (%)	13.0%	6.7%	6.2%	92.6%	5.5%	7.5%	135.3%	1.9%	3.5%
	Operating EBIDA (%)	19.7%	13.8%	5.9%	42.5%	13.1%	6.6%	50.3%	8.3%	9.8%
	DCOH (days)	314	325	(11)	(3.5%)	343	(30)	(8.6%)	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 7 and YTD (as of 01/31/2022)

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	280	266	4.1%	5.0%	244	267	251	9.5%	6.6%
Utilization MV	71%	74%	71%	3.9%	3.7%	64%	71%	66%	11.4%	6.7%
Utilization LG	34%	36%	32%	4.9%	11.2%	32%	33%	31%	1.5%	6.3%
Utilization Combined	59%	62%	59%	4.1%	5.0%	54%	59%	55%	9.5%	6.6%
Adjusted Discharges	2,741	3,200	3,209	16.7%	(0.3%)	20,288	23,913	21,682	17.9%	10.3%
Total Discharges (Exc NB)	1,649	1,708	1,766	3.6%	(3.3%)	10,979	12,200	11,717	11.1%	4.1%
Total Discharges	1,948	2,054	2,130	5.4%	(3.6%)	13,289	14,997	14,403	12.9%	4.1%
Inpatient Case Activity										
MS Discharges	1,165	1,217	1,213	4.5%	0.3%	7,470	8,162	7,747	9.3%	5.4%
Deliveries	329	372	385	13.1%	(3.3%)	2,468	3,005	2,834	21.8%	6.0%
BHS	114	84	122	(26.3%)	(31.4%)	724	768	829	6.1%	(7.3%)
Rehab	41	37	46	(9.8%)	(19.6%)	322	257	307	(20.2%)	(16.3%)
Outpatient Case Activity										
Total Outpatient Cases	16,426	17,807	14,072	8.4%	26.5%	112,057	120,952	94,473	7.9%	28.0%
ED	2,960	4,856	3,596	64.1%	35.0%	21,457	30,576	22,550	42.5%	35.6%
OP Surg	394	557	417	41.4%	33.5%	3,571	4,116	3,156	15.3%	30.4%
Endo	90	209	204	132.2%	2.5%	1,444	1,617	1,485	12.0%	8.9%
Interventional	142	187	174	31.7%	7.5%	1,187	1,352	1,211	13.9%	11.6%
All Other	12,840	11,998	9,680	(6.6%)	23.9%	84,398	83,291	66,071	-1.3%	26.1%
Hospital Payor Mix										
Medicare	51.0%	49.5%	48.6%	(2.8%)	2.0%	48.5%	47.4%	47.6%	(2.2%)	(0.5%)
Medi-Cal	10.7%	8.9%	8.2%	(16.4%)	7.9%	8.2%	8.3%	7.9%	0.5%	4.0%
Commercial	36.8%	39.3%	41.2%	6.9%	(4.7%)	41.1%	42.2%	42.4%	2.7%	(0.4%)
Other	1.6%	2.2%	2.0%	42.0%	8.1%	2.2%	2.1%	2.1%	(3.4%)	2.8%

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

	FY2021								FY2022							YTD FY2022	Rolling 16 Monthly Average	
	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	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
Operating Revenues:																		
Net Patient Revenue	90,554	88,597	92,289	89,795	85,273	97,171	94,903	95,542	112,238	101,774	104,482	104,776	106,632	107,257	113,033	109,378	747,333	99,606
Other Operating Revenue	4,024	3,234	3,079	4,427	3,352	3,537	3,692	5,385	4,706	3,116	3,746	3,479	4,506	3,600	3,648	3,362	25,457	3,806
Total Operating Revenue	94,578	91,831	95,368	94,222	88,625	100,708	98,595	100,927	116,945	104,889	108,228	108,256	111,138	110,857	116,681	112,741	772,790	103,412
Operating Expenses:																		
Salaries, Wages and Benefits	49,061	47,222	48,774	53,636	48,592	52,025	50,616	48,138	48,101	53,000	53,940	53,629	56,001	53,709	55,947	59,347	385,573	51,984
Supplies	13,496	13,641	14,519	13,888	13,587	15,421	14,256	15,241	15,156	15,109	14,569	14,862	14,502	14,941	16,060	16,051	106,093	14,706
Fees & Purchased Services	12,982	14,264	14,035	15,825	14,770	15,139	15,761	15,923	19,915	14,390	14,182	14,800	14,760	15,210	14,955	14,291	102,587	15,075
Other Operating Expenses	3,721	3,512	4,100	3,819	1,097	3,536	3,662	3,496	6,002	3,598	3,577	3,676	3,586	3,842	4,112	3,829	26,219	3,698
Interest	1,429	1,428	1,428	1,428	1,392	1,399	1,400	1,400	1,367	1,419	1,418	1,418	1,418	1,420	1,419	1,421	9,933	1,413
Depreciation	5,798	6,068	5,591	5,689	5,903	4,931	5,606	4,808	5,740	4,727	7,157	5,902	5,798	6,440	6,173	6,046	42,242	5,773
Total Operating Expenses	86,487	86,136	88,446	94,284	85,341	92,450	91,301	89,006	96,281	92,242	94,844	94,286	96,065	95,561	98,665	100,984	672,646	92,649
Operating Margin	8,091	5,695	6,922	(62)	3,285	8,258	7,294	11,921	20,664	12,648	13,384	13,970	15,073	15,297	18,016	11,756	100,143	10,763
Non-Operating Income	(27,499)	64,968	57,357	39	14,349	18,965	29,151	16,666	20,041	(4,099)	14,319	(18,378)	24,361	(21,232)	17,581	(31,539)	(18,986)	10,941
Net Margin	(19,408)	70,663	64,279	(23)	17,633	27,223	36,445	28,588	40,705	8,549	27,703	(4,408)	39,435	(5,935)	35,596	(19,783)	81,158	21,704
Operating EBIDA	15,318	13,192	13,940	7,055	10,580	14,588	14,301	18,130	27,771	18,793	21,959	21,289	22,290	23,156	25,608	19,223	152,318	17,949
Operating Margin (%)	8.6%	6.2%	7.3%	-0.1%	3.7%	8.2%	7.4%	11.8%	17.7%	12.1%	12.4%	12.9%	13.6%	13.8%	15.4%	10.4%	13.0%	10.4%
Operating EBIDA Margin (%)	16.2%	14.4%	14.6%	7.5%	11.9%	14.5%	14.5%	18.0%	23.7%	17.9%	20.3%	19.7%	20.1%	20.9%	21.9%	17.1%	19.7%	17.4%

Financial Overview: Period 7 – January 2022

Period ending 1/31/2022

Financial Performance

- January operating margin was \$11.8M compared to a budget of \$7.1M, resulting in a favorable variance of \$4.6M
- January volumes and revenues continue to be strong as demonstrated by:
 - Favorable variance of gross charges of \$27.3M was driven by Inpatient and Outpatient activity:
 - Inpatient gross charges: Favorable to budget by \$8.2M / 3.9% variance primarily driven by NICU (neonatal intensive care), emergency services, critical care, and corresponding ancillary services
 - Outpatient gross charges: Favorable to budget by \$19.1M / 11.1% variance primarily driven by emergency services, surgery, cath. lab, radiation oncology, and corresponding ancillary services
 - Operating Expenses were unfavorable to budget by \$6.8M / 7.2% driven by the level of patient activity
 - SWB were unfavorable by \$4.9M / 8.9%
 - Supplies were unfavorable by \$1.6M / 11.0%
 - Supply expenses attributed to Covid-19 were \$1.3M in January and \$5.5M YTD
 - All other discretionary non-volume driven expenses were unfavorable to budget by \$300K
- Non Operating Income includes:
 - Unfavorable variance in non-operating revenue is primarily due to unrealized gains on investments

Financial Overview: Period 7 – January 2022 (cont.)

Period ending 1/31/2022

Financial Performance

Hospital Operations:

- Adjusted Discharges (AD): Unfavorable to budget by 9 ADs / 0.3% and above prior year by 459 ADs / 16.7%:
 - Mountain View: Unfavorable to budget by 60 ADs / 2.8% and above prior year by 446 ADs / 21.4%
 - Los Gatos: Favorable to budget by 51 ADs / 7.2% and above prior year by 13 ADs / 1.7%
- Operating Expense Per CMI Adjusted Discharge: \$17,688 which is 1.5% favorable to budget
Note: Excludes depreciation and interest

El Camino Health Medical Network (ECHMN) Operations:

- January's total visits of 16,462 reflect a decrease of 1.1% over the prior month of 16,641. On the other hand, January's visit per day of 785 reflect an increase of 4.5% over the prior month of 751.
- January's total visits were favorable to budget by 4.4%. However, January's YTD total visits were unfavorable to budget by 3%. The YTD budget variance is related to the loss of several OB/GYN providers couples months ago.
- Net Income for the month of January was unfavorable to budget by \$279K or 10.3% while the YTD variance remains favorable by \$29K or 0.2%. Compared to last year, Jan FY2022's Net Income is better by \$22K or 0.7%.

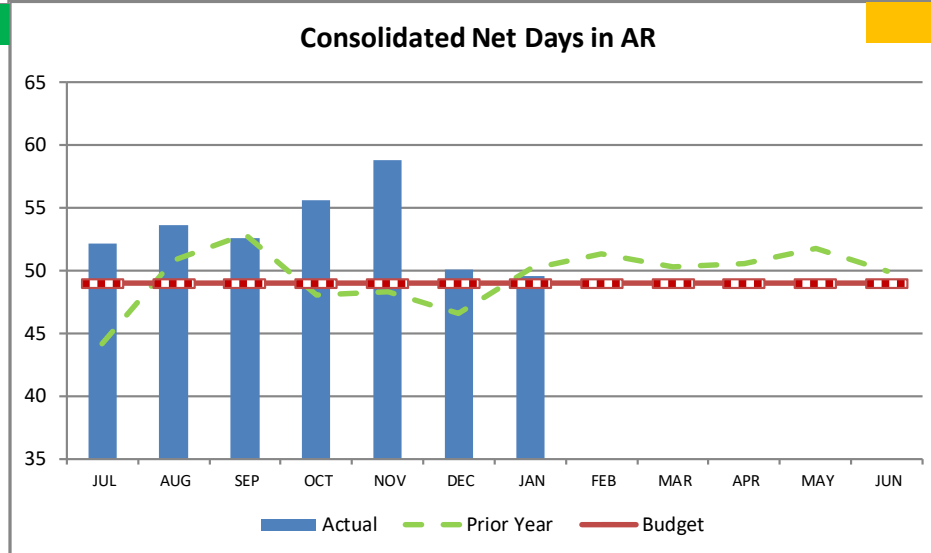
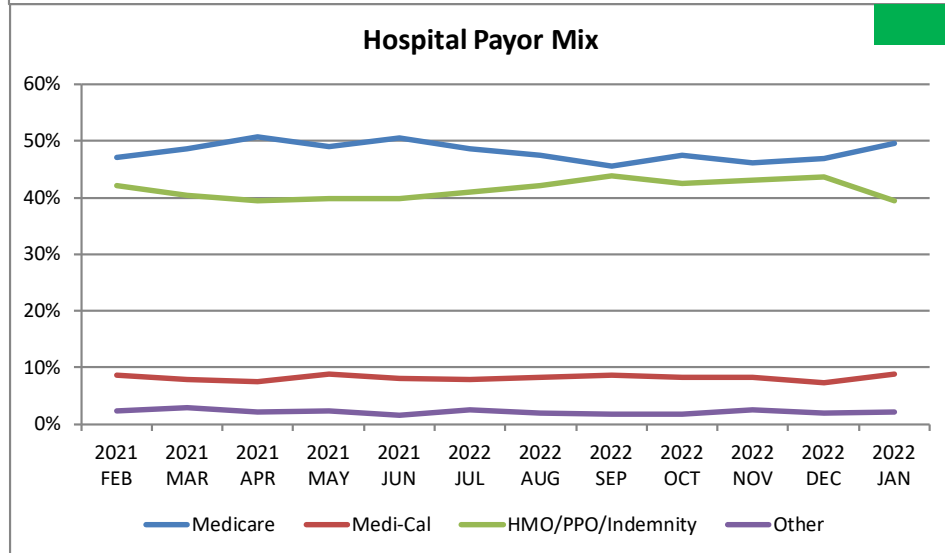
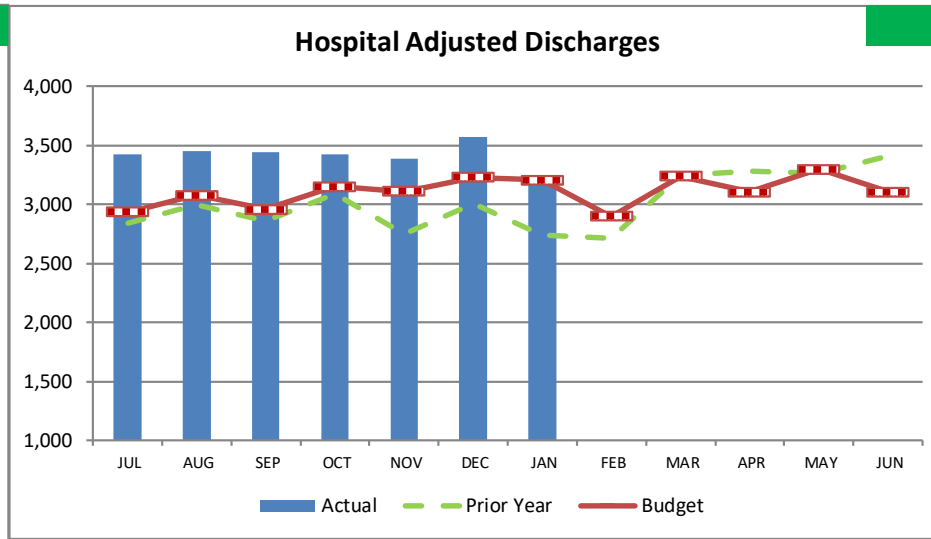
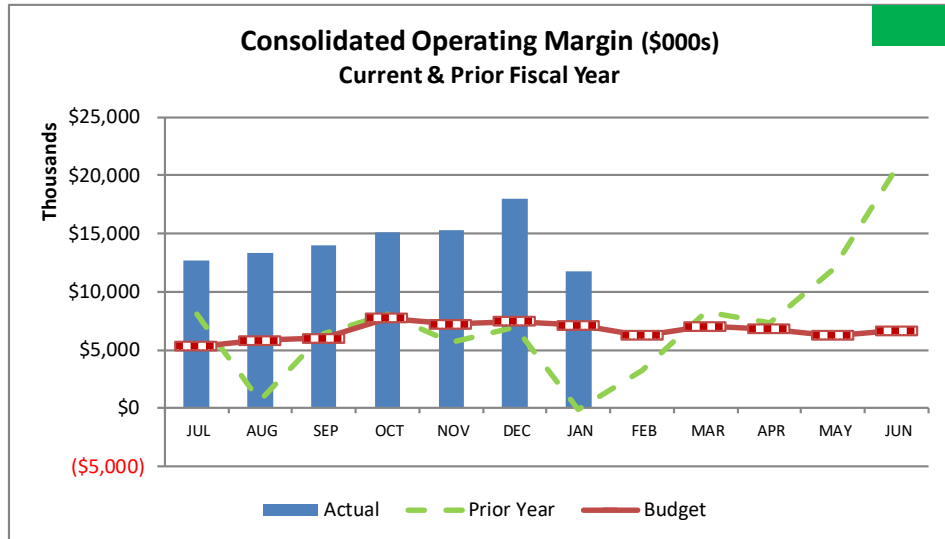
Financial Overview: YTD FY2022 (as of 1/31/2022)

Consolidated Financial Performance

- YTD FY2022 operating margin is \$100.1M compared to the budget of \$46.7M
 - Operating expense is \$672.6M / 3.9% unfavorable to budget
 - Operating expense per CMI adjusted discharge: \$16,491 which is 8.1% favorable to budget. This continues to demonstrate effective management of variable expenses and the impact of initiatives implemented by management.
- Note: Excludes depreciation and interest expense**
- Year-over-year operating margin is \$64.3M higher than the same period last year, which is primarily due to the strength in volumes as exhibited by year over year growth in:
 - Outpatient Surgeries: 15.3% primarily driven by Heart/Vascular, Orthopedic, and Gyn. surgery activity.
 - Emergency Room Visits: 41.6%
 - Deliveries - Maternal Child services: 22.1%
 - YTD FY2022 net margin of \$81.2M is unfavorable to budget by \$19.7M and \$96.3M lower than YTD FY2021. Year-over-year non-operating income is lower by \$160.7M which is primarily driven by investment income.

APPENDIX

YTD FY2022 Financial KPIs – Monthly Trends



Investment Scorecard (as of 12/31/2021)

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY22 Budget	Expectation Per Asset Allocation
Investment Performance		CY 4Q 2021 / FY 2Q 2022		Fiscal Year-to-Date 2022		9y 2m Since Inception (annualized)		FY 2022	2019
Surplus cash balance*		\$1,481.1	--	--	--	--	--	--	--
Surplus cash return	Green	1.6%	2.4%	1.7%	2.3%	6.7%	6.6%	4.0%	5.6%
Cash balance plan balance (millions)		\$363.1	--	--	--	--	--	--	--
Cash balance plan return	Green	2.1%	3.2%	2.5%	3.1%	9.0%	8.2%	6.0%	6.0%
403(b) plan balance (millions)		\$768.1	--	--	--	--	--	--	--
Risk vs. Return		3-year			9y 2m Since Inception (annualized)				2019
Surplus cash Sharpe ratio	Green	1.21	1.28	--	--	0.98	1.00	--	0.34
Net of fee return	Green	11.4%	11.6%	--	--	6.7%	6.6%	--	5.6%
Standard deviation	Green	8.3%	8.0%	--	--	6.1%	5.9%	--	8.7%
Cash balance Sharpe ratio	Green	1.22	1.25	--	--	1.05	1.04	--	0.32
Net of fee return	Green	14.3%	13.4%	--	--	9.0%	8.2%	--	6.0%
Standard deviation	Green	10.6%	9.5%	--	--	7.9%	7.2%	--	10.3%
Asset Allocation		CY 4Q 2021 / FY 2Q 2022							
Surplus cash absolute variances to target	Green	5.3%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target	Green	6.9%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Manager Compliance		CY 4Q 2021 / FY 2Q 2022							
Surplus cash manager flags	Green	18	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags	Green	22	< 27 Green < 34 Yellow	--	--	--	--	--	--

*Excludes debt reserve funds, District assets (~\$42 mm), and balance sheet cash not in investable portfolio (~\$173 mm). Includes Foundation (~\$43 mm) and Concern (~\$15 mm) assets.



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Period 7 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 01/31/2022)

(\$000s)

	Period 7- Month			Period 7- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	11,702	7,262	4,440	90,373	46,722	43,650
Los Gatos	3,443	2,850	593	29,329	20,799	8,530
Sub Total - El Camino Hospital, excl. Affiliates	15,145	10,112	5,033	119,701	67,521	52,180
Operating Margin %	14.0%	10.4%		16.2%	10.2%	
El Camino Hospital Non Operating Income						
Sub Total - Non Operating Income	(30,983)	7,546	(38,530)	(20,364)	52,116	(72,480)
El Camino Hospital Net Margin	(15,838)	17,659	(33,497)	99,338	119,637	(20,300)
ECH Net Margin %	-14.6%	18.2%		13.4%	18.1%	
Concern	(286)	62	(348)	695	478	217
Foundation	(666)	(35)	(631)	319	(51)	370
El Camino Health Medical Network	(2,992)	(2,713)	(279)	(19,194)	(19,223)	29
Net Margin Hospital Affiliates	(3,944)	(2,687)	(1,258)	(18,180)	(18,796)	616
Total Net Margin Hospital & Affiliates	(19,783)	14,972	(34,754)	81,158	100,841	(19,683)

Consolidated Statement of Operations (\$000s)

Period 7 ending 01/31/2022

Period 7 FY 2021	Period 7 FY 2022	Period 7 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
OPERATING REVENUE										
335,788	417,996	389,995	28,001	7.2%	Gross Revenue	2,441,571	2,929,324	2,641,430	287,894	10.9%
(245,993)	(308,618)	(292,776)	(15,842)	(5.4%)	Deductions	(1,818,787)	(2,181,991)	(1,974,169)	(207,822)	(10.5%)
89,795	109,378	97,219	12,159	12.5%	Net Patient Revenue	622,784	747,333	667,261	80,072	12.0%
4,427	3,362	4,077	(715)	(17.5%)	Other Operating Revenue	27,758	25,457	26,511	(1,054)	(4.0%)
94,222	112,741	101,296	11,444	11.3%	Total Operating Revenues	650,542	772,790	693,772	79,018	11.4%
OPERATING EXPENSE										
53,636	59,347	54,482	(4,865)	(8.9%)	Salaries & Wages	340,999	385,573	364,608	(20,965)	(5.7%)
13,888	16,051	14,460	(1,591)	(11.0%)	Supplies	98,055	106,093	101,657	(4,436)	(4.4%)
15,825	14,291	14,324	32	0.2%	Fees & Purchased Services	99,339	102,587	101,362	(1,225)	(1.2%)
3,819	3,829	3,940	112	2.8%	Other Operating Expense	26,829	26,219	30,169	3,950	13.1%
1,428	1,421	1,403	(18)	(1.3%)	Interest	10,000	9,933	9,812	(121)	(1.2%)
5,689	6,046	5,556	(489)	(8.8%)	Depreciation	39,499	42,242	39,481	(2,761)	(7.0%)
94,284	100,984	94,165	(6,820)	(7.2%)	Total Operating Expenses	614,720	672,646	647,089	(25,558)	(3.9%)
(62)	11,756	7,132	4,625	64.8%	Net Operating Margin	35,822	100,143	46,684	53,460	114.5%
39	(31,539)	7,840	(39,379)	(502.3%)	Non Operating Income	141,667	(18,986)	54,157	(73,143)	(135.1%)
(23)	(19,783)	14,972	(34,754)	(232.1%)	Net Margin	177,489	81,158	100,841	(19,683)	(19.5%)
7,055	19,223	14,090	5,133	36.4%	Operating EBIDA	85,321	152,318	95,976	56,342	58.7%
7.5%	17.1%	13.9%	3.1%		Operating EBIDA Margin	13.1%	19.7%	13.8%	5.9%	
-0.1%	10.4%	7.0%	3.4%		Operating Margin	5.5%	13.0%	6.7%	6.2%	
0.0%	-17.5%	14.8%	(32.3%)		Net Margin	27.3%	10.5%	14.5%	(4.0%)	

El Camino Hospital – Mountain View

Statement of Operations (\$000s)

Period 7 ending 01/31/2022

Period 7 FY 2021	Period 7 FY 2022	Period 7 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
OPERATING REVENUES										
249,332	316,999	308,386	8,613	2.8%	Gross Revenue	1,871,988	2,216,425	2,054,738	161,687	7.9%
(183,291)	(233,110)	(232,984)	(126)	(0.1%)	Deductions	(1,391,404)	(1,644,086)	(1,542,661)	(101,425)	(6.6%)
66,041	83,889	75,402	8,487	11.3%	Net Patient Revenue	480,584	572,338	512,076	60,262	11.8%
2,249	1,390	2,135	(745)	(34.9%)	Other Operating Revenue	10,733	10,569	12,539	(1,969)	(15.7%)
68,290	85,279	77,537	7,742	10.0%	Total Operating Revenues	491,317	582,908	524,615	58,293	11.1%
OPERATING EXPENSES										
42,250	46,689	43,347	(3,342)	(7.7%)	Salaries & Wages	268,535	304,575	289,030	(15,545)	(5.4%)
10,166	11,484	11,325	(160)	(1.4%)	Supplies	74,461	78,128	77,666	(462)	(0.6%)
8,277	6,510	7,171	661	9.2%	Fees & Purchased Services	47,817	48,889	50,098	1,208	2.4%
2,503	2,806	2,647	(159)	(6.0%)	Other Operating Expense	17,870	18,291	20,135	1,844	9.2%
1,428	1,421	1,403	(18)	(1.3%)	Interest	10,000	9,933	9,812	(121)	(1.2%)
4,527	4,667	4,384	(284)	(6.5%)	Depreciation	31,695	32,718	31,153	(1,565)	(5.0%)
69,151	73,577	70,275	(3,301)	(4.7%)	Total Operating Expenses	450,377	492,535	477,893	(14,642)	(3.1%)
(862)	11,702	7,262	4,440	61.1%	Net Operating Margin	40,940	90,373	46,722	43,650	93.4%
316	(30,983)	7,546	(38,530)	(510.6%)	Non Operating Income	137,408	(20,387)	52,116	(72,503)	(139.1%)
(545)	(19,281)	14,809	(34,090)	(230.2%)	Net Margin	178,348	69,986	98,838	(28,852)	(29.2%)
5,094	17,791	13,049	4,742	36.3%	Operating EBIDA	82,635	133,024	87,687	45,337	51.7%
7.5%	20.9%	16.8%	4.0%		Operating EBIDA Margin	16.8%	22.8%	16.7%	6.1%	
-1.3%	13.7%	9.4%	4.4%		Operating Margin	8.3%	15.5%	8.9%	6.6%	
-0.8%	-22.6%	19.1%	(41.7%)		Net Margin	36.3%	12.0%	18.8%	(6.8%)	

El Camino Hospital – Los Gatos

Statement of Operations (\$000s)

Period 7 ending 01/31/2022

Period 7 FY 2021	Period 7 FY 2022	Period 7 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
77,828	93,047	74,307	18,741	25.2%	Gross Revenue	509,665	648,662	528,926	119,736	22.6%
(56,856)	(70,184)	(55,220)	(14,964)	(27.1%)	Deductions	(386,879)	(494,875)	(395,144)	(99,731)	(25.2%)
20,972	22,864	19,087	3,777	19.8%	Net Patient Revenue	122,787	153,787	133,782	20,005	15.0%
257	287	272	14	5.3%	Other Operating Revenue	2,526	1,979	1,894	85	4.5%
21,229	23,150	19,359	3,791	19.6%	Total Operating Revenue	125,312	155,766	135,677	20,090	14.8%
					OPERATING EXPENSE					
9,355	10,641	9,047	(1,594)	(17.6%)	Salaries & Wages	58,235	66,947	60,601	(6,346)	(10.5%)
3,372	4,134	2,912	(1,223)	(42.0%)	Supplies	20,536	25,632	21,999	(3,633)	(16.5%)
3,324	3,557	3,221	(336)	(10.4%)	Fees & Purchased Services	20,257	24,184	22,491	(1,693)	(7.5%)
333	290	405	115	28.3%	Other Operating Expense	2,646	2,197	3,250	1,053	32.4%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
922	1,086	925	(160)	(17.3%)	Depreciation	6,074	7,478	6,537	(941)	(14.4%)
17,305	19,708	16,509	(3,198)	(19.4%)	Total Operating Expense	107,748	126,438	114,878	(11,560)	(10.1%)
3,924	3,443	2,850	593	20.8%	Net Operating Margin	17,564	29,329	20,799	8,530	41.0%
0	0	0	0	0.0%	Non Operating Income	0	23	0	23	0.0%
3,924	3,443	2,850	593	20.8%	Net Margin	17,564	29,352	20,799	8,553	41.1%
4,846	4,528	3,775	753	20.0%	Operating EBIDA	23,638	36,807	27,336	9,471	34.6%
22.8%	19.6%	19.5%	0.1%		Operating EBIDA Margin	18.9%	23.6%	20.1%	3.5%	
18.5%	14.9%	14.7%	0.1%		Operating Margin	14.0%	18.8%	15.3%	3.5%	
18.5%	14.9%	14.7%	0.1%		Net Margin	14.0%	18.8%	15.3%	3.5%	

El Camino Health Medical Network

Statement of Operations (\$000s)

Period 7 ending 01/31/2022

Period 7 FY 2021	Period 7 FY 2022	Period 7 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
OPERATING REVENUES										
8,628	7,950	7,302	648	8.9%	Gross Revenue	59,917	64,237	57,766	6,471	11.2%
(5,846)	(5,324)	(4,572)	(752)	(16.5%)	Deductions	(40,504)	(43,029)	(36,363)	(6,666)	(18.3%)
2,782	2,626	2,730	(105)	(3.8%)	Net Patient Revenue	19,413	21,207	21,402	(195)	(0.9%)
1,122	984	869	114	13.2%	Other Operating Revenue	9,196	6,701	6,479	222	3.4%
3,904	3,610	3,600	10	0.3%	Total Operating Revenues	28,609	27,908	27,881	27	0.1%
OPERATING EXPENSES										
1,623	1,573	1,591	18	1.1%	Salaries & Wages	11,238	11,001	11,587	586	5.1%
348	429	214	(216)	(100.9%)	Supplies	2,969	2,274	1,921	(352)	(18.3%)
3,727	3,640	3,437	(203)	(5.9%)	Fees & Purchased Services	28,228	26,412	25,475	(938)	(3.7%)
950	677	839	162	19.3%	Other Operating Expense	5,967	5,322	6,438	1,115	17.3%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
226	281	232	(49)	(20.9%)	Depreciation	1,641	1,961	1,683	(278)	(16.5%)
6,874	6,600	6,313	(287)	(4.5%)	Total Operating Expenses	50,042	46,971	47,104	133	0.3%
(2,970)	(2,991)	(2,713)	(277)	(10.2%)	Net Operating Margin	(21,434)	(19,063)	(19,223)	161	0.8%
0	(1)	0	(1)	0.0%	Non Operating Income	229	(132)	0	(132)	0.0%
(2,970)	(2,992)	(2,713)	(279)	(10.3%)	Net Margin	(21,205)	(19,194)	(19,223)	29	0.2%
(2,744)	(2,710)	(2,481)	(229)	(9.2%)	Operating EBIDA	(19,793)	(17,101)	(17,540)	439	2.5%
-70.3%	-75.1%	-68.9%	(6.2%)		Operating EBIDA Margin	-69.2%	-61.3%	-62.9%	1.6%	
-76.1%	-82.9%	-75.4%	(7.5%)		Operating Margin	-74.9%	-68.3%	-68.9%	0.6%	
-76.1%	-82.9%	-75.4%	(7.5%)		Net Margin	-74.1%	-68.8%	-68.9%	0.2%	

Consolidated Balance Sheet (as of 01/31/2022)

(\$000s)

ASSETS	Audited		LIABILITIES AND FUND BALANCE	Audited	
	January 31, 2022	June 30, 2021		January 31, 2022	June 30, 2021
CURRENT ASSETS			CURRENT LIABILITIES		
Cash	142,741	151,641	Accounts Payable	37,582	39,762
Short Term Investments	221,032	284,262	Salaries and Related Liabilities	31,833	50,039
Patient Accounts Receivable, net	181,677	166,283	Accrued PTO	32,588	33,197
Other Accounts and Notes Receivable	6,517	9,540	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	13,111	15,116	Third Party Settlements	14,191	12,990
Inventories and Prepays	30,632	23,079	Intercompany Payables	10,666	14,704
Total Current Assets	595,710	649,921	Malpractice Reserves	1,665	1,670
BOARD DESIGNATED ASSETS			Bonds Payable - Current	9,905	9,430
Foundation Board Designated	22,933	20,932	Bond Interest Payable	-	8,293
Plant & Equipment Fund	301,560	258,191	Other Liabilities	10,469	16,953
Women's Hospital Expansion	39,250	30,401	Total Current Liabilities	151,199	189,338
Operational Reserve Fund	182,907	123,838	LONG TERM LIABILITIES		
Community Benefit Fund	18,165	18,412	Post Retirement Benefits	31,201	30,658
Workers Compensation Reserve Fund	17,002	16,482	Worker's Comp Reserve	17,002	17,002
Postretirement Health/Life Reserve Fund	31,201	30,658	Other L/T Obligation (Asbestos)	6,385	6,227
PTO Liability Fund	31,936	32,498	Bond Payable	472,117	479,621
Malpractice Reserve Fund	2,000	1,977	Total Long Term Liabilities	526,706	533,509
Catastrophic Reserves Fund	26,641	24,874	DEFERRED REVENUE-UNRESTRICTED	36,635	67,576
Total Board Designated Assets	673,596	558,264	DEFERRED INFLOW OF RESOURCES	45,862	28,009
FUNDS HELD BY TRUSTEE	0	5,694	FUND BALANCE/CAPITAL ACCOUNTS		
LONG TERM INVESTMENTS	538,015	603,211	Unrestricted	2,186,590	2,097,010
CHARITABLE GIFT ANNUITY INVESTMENTS	950	728	Board Designated	201,081	193,782
INVESTMENTS IN AFFILIATES	34,943	34,170	Restricted	32,096	31,082
PROPERTY AND EQUIPMENT			Total Fund Bal & Capital Accts	2,419,767	2,321,874
Fixed Assets at Cost	1,877,901	1,799,463	TOTAL LIABILITIES AND FUND BALANCE	3,180,169	3,140,306
Less: Accumulated Depreciation	(786,312)	(742,921)			
Construction in Progress	81,293	94,236			
Property, Plant & Equipment - Net	1,172,882	1,150,778			
DEFERRED OUTFLOWS	23,938	21,444			
RESTRICTED ASSETS	29,278	29,332			
OTHER ASSETS	110,856	86,764			
TOTAL ASSETS	3,180,169	3,140,306			