



# El Camino Health

## Summary of Financial Operations

*Fiscal Year 2022 – Period 3*

*7/1/2021 to 09/30/2021*

## Executive Summary: Q1 FY2022 Results (as of 9/30/2021)

- Q1 FY2022 results reflect a full recovery from the pandemic.
- Revenue has been particularly strong which is attributed to record volumes across most inpatient / outpatient service lines, strategic pricing initiative implemented on July 1<sup>st</sup> and stable payor mix.
- Higher than expected volumes are resulting in unfavorable to budget trends for total FTEs, salaries / wages and other expenses, but not significant enough to negatively impact margins.
- Despite strong Q1 financial results, we anticipate staffing shortages and higher than expected inflation to negatively impact operating EBIDA margins in the 2-3% range.
- Underperformance by our investment portfolio has resulted in unfavorable to budget net margin.

# Operational / Financial Results: Period 3 – September 2022 (as of 9/30/2021)

(\$ 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
									'A1'	'AA'	Rating Agency Medians
Activity / Volume	ADC	268	234	34	14.5%	246	22	9.1%	---	---	---
	Total Acute Discharges	1,771	1,564	207	13.3%	1,546	225	14.6%	---	---	---
	Adjusted Discharges	3,441	2,958	482	16.3%	2,860	581	20.3%	---	---	---
	Emergency Room Visits	5,777	4,035	1,742	43.2%	4,081	1,696	41.6%	---	---	---
	OP Procedural Cases	12,707	9,831	2,876	29.3%	12,172	535	4.4%	---	---	---
	Gross Charges (\$)	420,182	358,915	61,267	17.1%	357,838	62,344	17.4%	---	---	---
Operations	Total FTEs	3,007	3,068	(61)	(2.0%)	2,763	244	8.8%	---	---	---
	Productive Hrs. / APD	28.7	32.7	(4.0)	(12.2%)	30.8	(2.1)	(6.7%)	---	---	---
	Cost Per CMI AD	16,765	17,952	(1,187)	(6.6%)	17,527	(762)	(4.3%)	---	---	---
	Net Days in A/R	52.6	49.0	3.6	7.4%	52.9	(0.3)	(0.5%)	47.7	49.7	
Financial Performance	Net Patient Revenue (\$)	104,776	92,214	12,562	13.6%	90,009	14,768	16.4%	138,547	82,105	
	Total Operating Revenue (\$)	108,256	95,809	12,446	13.0%	94,005	14,250	15.2%	152,743	109,602	
	<b>Operating Income (\$)</b>	<b>13,970</b>	<b>6,014</b>	<b>7,956</b>	<b>132.3%</b>	<b>6,401</b>	<b>7,569</b>	<b>118.2%</b>	<b>1,915</b>	<b>3,836</b>	
	<b>Operating EBIDA (\$)</b>	<b>21,289</b>	<b>13,076</b>	<b>8,213</b>	<b>62.8%</b>	<b>13,624</b>	<b>7,666</b>	<b>56.3%</b>	<b>11,188</b>	<b>10,741</b>	
	Net Income (\$)	(4,408)	14,047	(18,455)	(131.4%)	(3,156)	(1,252)	39.7%	8,124	7,343	
	<b>Operating Margin (%)</b>	<b>12.9%</b>	<b>6.3%</b>	<b>6.6%</b>	<b>105.6%</b>	<b>6.8%</b>	<b>6.1%</b>	<b>89.5%</b>	<b>1.9%</b>	<b>3.5%</b>	
	<b>Operating EBIDA (%)</b>	<b>19.7%</b>	<b>13.6%</b>	<b>6.0%</b>	<b>44.1%</b>	<b>14.5%</b>	<b>5.2%</b>	<b>35.7%</b>	<b>8.3%</b>	<b>9.8%</b>	
	DCOH (days)	344	325	19	5.8%	332	11	3.4%	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 9/30/2021)

(\$ 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	265	238	27	11.4%	236	28	12.0%	---	---	---
	Total Acute Discharges	5,257	4,799	458	9.5%	4,640	617	13.3%	---	---	---
	Adjusted Discharges	10,325	8,976	1,349	15.0%	8,698	1,627	18.7%	---	---	---
	Emergency Room Visits	16,386	12,467	3,919	31.4%	12,082	4,304	35.6%	---	---	---
	OP Procedural Cases	37,634	30,338	7,296	24.0%	35,980	1,654	4.6%	---	---	---
	Gross Charges (\$)	1,245,092	1,092,965	152,127	13.9%	1,030,188	214,904	20.9%	---	---	---
Operations	Total FTEs	2,980	3,038	(58)	(1.9%)	2,733	247	9.1%	---	---	---
	Productive Hrs. / APD	28.5	32.6	(4.1)	(12.6%)	31.0	(2.5)	(8.1%)	---	---	---
	Cost Per CMI AD	16,146	17,952	(1,806)	(10.1%)	17,147	(1,001)	(5.8%)	---	---	---
	Net Days in A/R	52.6	49.0	3.6	7.4%	52.9	(0.3)	(0.5%)	47.7	49.7	---
Financial Performance	Net Patient Revenue (\$)	311,032	280,288	30,744	11.0%	261,549	49,483	18.9%	415,642	246,314	---
	Total Operating Revenue (\$)	321,373	291,028	30,345	10.4%	274,543	46,830	17.1%	455,728	328,806	---
	<b>Operating Income (\$)</b>	<b>40,002</b>	<b>17,162</b>	<b>22,840</b>	<b>133.1%</b>	<b>15,176</b>	<b>24,826</b>	<b>163.6%</b>	<b>5,745</b>	<b>11,508</b>	---
	<b>Operating EBIDA (\$)</b>	<b>62,041</b>	<b>38,446</b>	<b>23,595</b>	<b>61.4%</b>	<b>35,816</b>	<b>26,225</b>	<b>73.2%</b>	<b>33,565</b>	<b>32,223</b>	---
	Net Income (\$)	31,821	39,322	(7,501)	(19.1%)	61,979	(30,158)	(48.7%)	24,373	22,030	---
	<b>Operating Margin (%)</b>	<b>12.4%</b>	<b>5.9%</b>	<b>6.6%</b>	<b>111.1%</b>	<b>5.5%</b>	<b>6.9%</b>	<b>125.2%</b>	<b>1.9%</b>	<b>3.5%</b>	---
	<b>Operating EBIDA (%)</b>	<b>19.3%</b>	<b>13.2%</b>	<b>6.1%</b>	<b>46.1%</b>	<b>13.0%</b>	<b>6.3%</b>	<b>48.0%</b>	<b>8.3%</b>	<b>9.8%</b>	---
	DCOH (days)	344	325	19	5.8%	332	11	3.4%	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 Utilization Statistics: Q1 FY2022 (as of 09/30/2021)

Key Statistics	Month to Date			Variance (%)	
	PY	CY	Budget	CY vs PY	CY vs Budget
ADC	246	268	234	9.1%	14.5%
Utilization MV	64%	71%	62%	10.8%	15.5%
Utilization LG	32%	32%	29%	1.5%	10.1%
Utilization Combined	54%	59%	52%	9.1%	14.5%
Adjusted Discharges	2,860	3,441	2,958	20.3%	16.3%
Total Discharges (Exc NB)	1,546	1,771	1,564	14.6%	13.3%
Total Discharges	1,873	2,215	1,940	18.3%	14.2%
<b>Inpatient Activity</b>					
MS Discharges	1,040	1,160	1,020	11.5%	13.8%
Deliveries	357	464	399	30.0%	16.3%
BHS	93	120	109	29.0%	10.2%
Rehab	51	32	36	(37.3%)	(11.1%)
<b>Outpatient Activity</b>					
Total Outpatient Cases	15,123	17,048	12,858	12.7%	32.6%
ED	2,951	4,341	3,027	47.1%	43.4%
OP Surg	500	572	435	14.4%	31.4%
Endo	214	221	187	3.3%	18.2%
Interventional	178	177	168	(0.6%)	5.4%
All Other	11,280	11,737	9,040	4.1%	29.8%
<b>Hospital Payor Mix</b>					
Medicare	48.4%	45.6%	47.4%	(5.8%)	(4.0%)
Medi-Cal	7.5%	8.7%	7.9%	16.5%	9.3%
Commercial	41.9%	43.9%	42.5%	4.6%	3.0%
Other	2.2%	1.8%	2.1%	(15.9%)	(15.9%)

	Year to Date			Variance (%)	
	PY	CY	Budget	CY vs PY	CY vs Budget
	236	265	238	12.0%	11.4%
	61%	70%	63%	14.1%	11.2%
	32%	33%	29%	3.2%	12.9%
	52%	58%	52%	12.0%	11.5%
	8,698	10,325	8,976	18.7%	15.0%
	4,640	5,257	4,799	13.3%	9.5%
	5,704	6,491	5,926	13.8%	9.5%
	3,056	3,485	3,147	14.0%	10.7%
	1,140	1,322	1,194	16.0%	10.7%
	296	332	337	12.2%	(1.6%)
	145	116	120	(20.0%)	(3.3%)
	45,210	50,523	39,696	11.8%	27.3%
	9,230	12,889	9,358	39.6%	37.7%
	1,506	1,763	1,283	17.1%	37.4%
	699	731	614	4.6%	19.1%
	529	575	523	8.7%	9.9%
	33,246	34,565	27,919	4.0%	23.8%
	47.9%	47.2%	47.5%	(1.4%)	(0.6%)
	7.2%	8.3%	7.9%	15.3%	5.4%
	42.5%	42.3%	42.5%	(0.5%)	(0.5%)
	2.4%	2.1%	2.1%	(9.7%)	1.3%

# Income Statement: Rolling 12 Monthly Trend (\$000s)

	FY2021									FY2022			YTD FY2022	Rolling 12 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		
<b>Operating Revenues:</b>														
Gross Revenue	366,453	341,648	367,494	335,788	314,620	387,620	375,480	381,888	408,078	406,295	418,615	420,182	1,245,092	377,013
Deductions from Revenue	(275,898)	(253,051)	(275,206)	(245,993)	(229,347)	(290,449)	(280,577)	(286,346)	(295,840)	(304,521)	(314,132)	(315,406)	(934,059)	(280,564)
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	311,032	96,450
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	10,340	3,815
<b>Total Operating Revenue</b>	<b>94,578</b>	<b>91,831</b>	<b>95,368</b>	<b>94,222</b>	<b>88,625</b>	<b>100,708</b>	<b>98,595</b>	<b>100,927</b>	<b>116,945</b>	<b>104,889</b>	<b>108,228</b>	<b>108,256</b>	<b>321,373</b>	<b>100,264</b>
<b>Operating Expenses:</b>														
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	160,569	50,561
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	44,540	14,479
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	43,372	15,165
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	10,851	3,650
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	4,254	1,411
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	17,785	5,660
<b>Total Operating Expenses</b>	<b>86,487</b>	<b>86,136</b>	<b>88,446</b>	<b>94,284</b>	<b>85,341</b>	<b>92,450</b>	<b>91,301</b>	<b>89,006</b>	<b>96,281</b>	<b>92,242</b>	<b>94,844</b>	<b>94,286</b>	<b>281,371</b>	<b>90,925</b>
<b>Operating Margin</b>	<b>8,091</b>	<b>5,695</b>	<b>6,922</b>	<b>(62)</b>	<b>3,285</b>	<b>8,258</b>	<b>7,294</b>	<b>11,921</b>	<b>20,664</b>	<b>12,648</b>	<b>13,384</b>	<b>13,970</b>	<b>40,002</b>	<b>9,339</b>
Non-Operating Income	(27,499)	64,968	57,357	39	14,349	18,965	29,151	16,666	20,041	(4,099)	14,296	(18,378)	(8,181)	15,488
<b>Net Margin</b>	<b>(19,408)</b>	<b>70,663</b>	<b>64,279</b>	<b>(23)</b>	<b>17,633</b>	<b>27,223</b>	<b>36,445</b>	<b>28,588</b>	<b>40,705</b>	<b>8,549</b>	<b>27,680</b>	<b>(4,408)</b>	<b>31,821</b>	<b>24,827</b>
<b>Operating EBIDA</b>	<b>15,318</b>	<b>13,192</b>	<b>13,940</b>	<b>7,055</b>	<b>10,580</b>	<b>14,588</b>	<b>14,301</b>	<b>18,130</b>	<b>27,771</b>	<b>18,793</b>	<b>21,959</b>	<b>21,289</b>	<b>62,041</b>	<b>16,410</b>
Operating Margin (%)										12.1%	12.4%	12.9%	12.4%	9.3%
Operating EBIDA Margin (%)										17.9%	20.3%	19.7%	19.3%	16.4%

# Financial Overview: Period 3 – September 2022

Period ending 9/30/2021

## Financial Performance

- September operating income was \$14.0M compared to a budget of \$6.0M, resulting in a favorable variance of \$8.0M
- September volumes and revenues continue to be stronger than budget as demonstrated by:
  - Adjusted discharges were favorable to budget by 482 cases / 16.3% and 581 cases / 20.3% above the same period last year
  - Favorable variance of gross charges of \$61.3M was driven by both Inpatient and Outpatient activity activity:
    - Inpatient gross charges: Favorable to budget by \$25.7M / 13.8% variance primarily driven by maternal/child services, emergency services, critical care, and corresponding ancillary services
    - Outpatient gross charges: Favorable to budget by \$33.6M / 20.3% variance primarily driven by emergency services, surgery, cath. lab, and corresponding ancillary services
  - Operating Expenses were unfavorable to budget by \$4.5M / 5.0% driven by the level of patient activity
    - SWB were unfavorable by \$3.8M / 7.7%
    - Supplies were favorable by \$605K / 4.2%
    - All other discretionary non-volume driven expenses were favorable to budget by \$0.1M
    - Additional expenses attributed to Covid-19 were \$665K in September and \$1.7M YTD
- Non Operating Income includes:
  - Unfavorable variance in non-operating revenue is primarily due to unrealized losses on investments

# Financial Overview: Period 3 – September 2022 (cont.)

Period ending 9/30/2021

## Financial Performance

### Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 482 ADs / 16.3% and above prior year by 581 ADs / 20.3%:
  - Mountain View: Favorable to budget by 327 ADs / 14.4% and above prior year by 376 ADs / 17.0%
  - Los Gatos: Favorable to budget by 155 ADs / 20.2% and above prior year by 205 ADs / 34.6%
- Operating Expense Per CMI Adjusted Discharge: \$16,765 which is 6.6% favorable to budget  
Note: Excludes depreciation and interest

### El Camino Health Medical Network (ECHMN) Operations:

- September's total visits of 19,121 or 843 visits per day reflect a decrease of 10.3% and 8.5% over the prior month's total visits of 21,326 or 921 visits per day. However, this decrease was budgeted based on historical monthly trends and the variance in visits per day was only 0.5% less than budgeted.
- Septembers' total visits were slightly unfavorable to budget by 1.4% but remain favorable to budget for the fiscal year by 2.1%. The unaffordability in September was mainly attributable to the transition in management of the three Urgent Care sites that were previously managed by a third party.
- Net income for the month of September was favorable to budget by \$93K or 3.4% bringing the YTD variance to a favorable \$268K or 3.3%. Compared to September and YTD FY 2021, ECHMN's net income is favorable \$292K and \$1.0M, respectively.



# Financial Overview: YTD FY2022 (as of 9/30/2021)

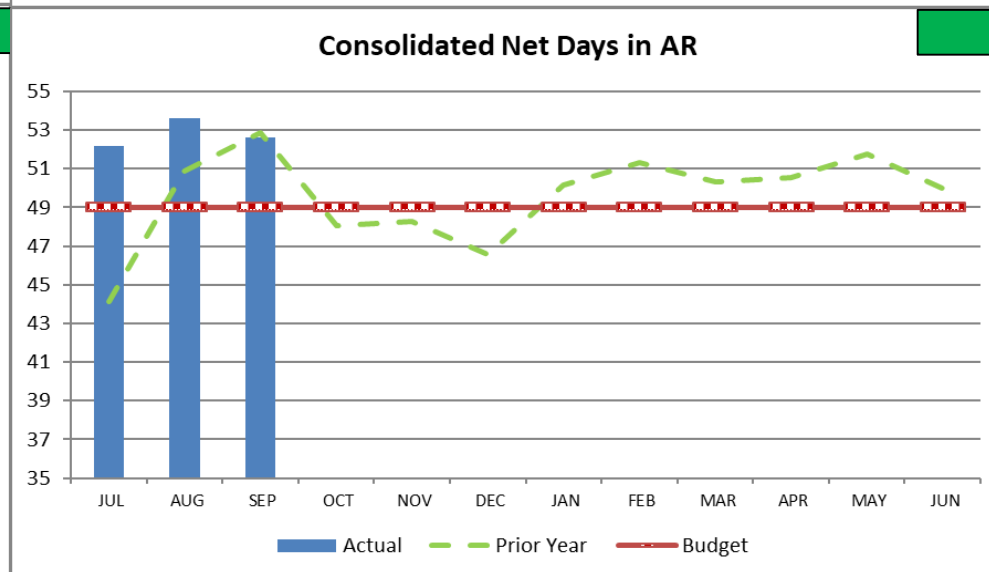
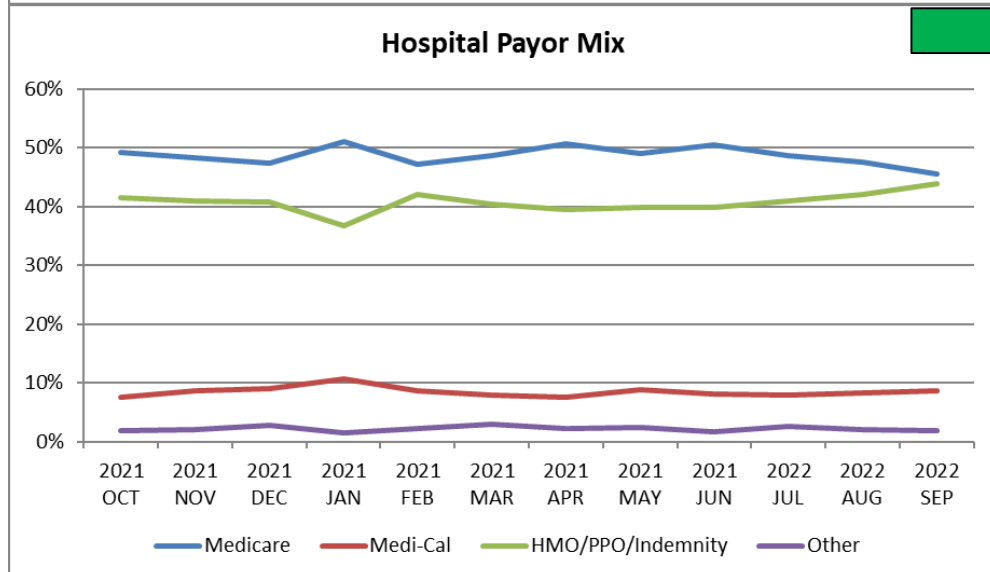
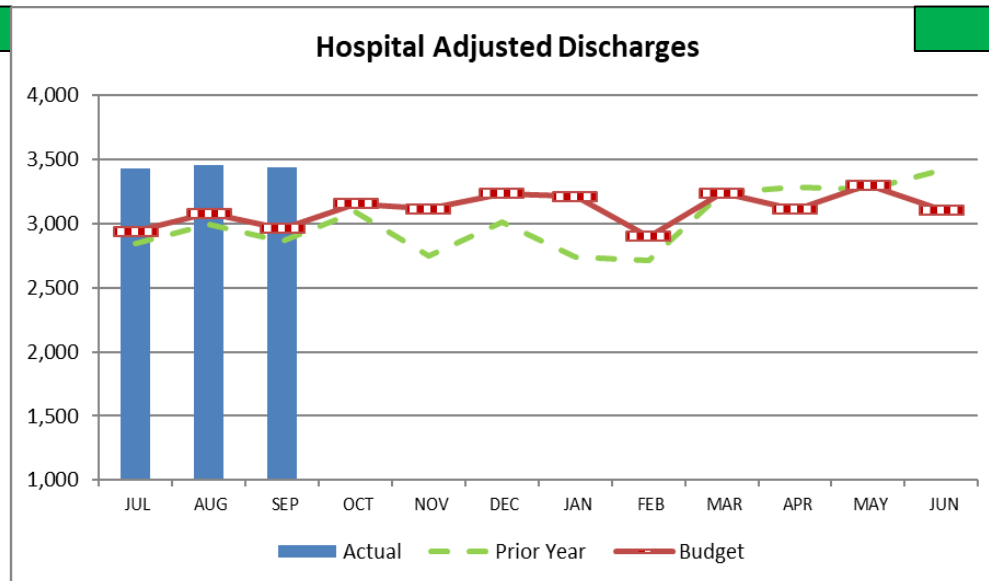
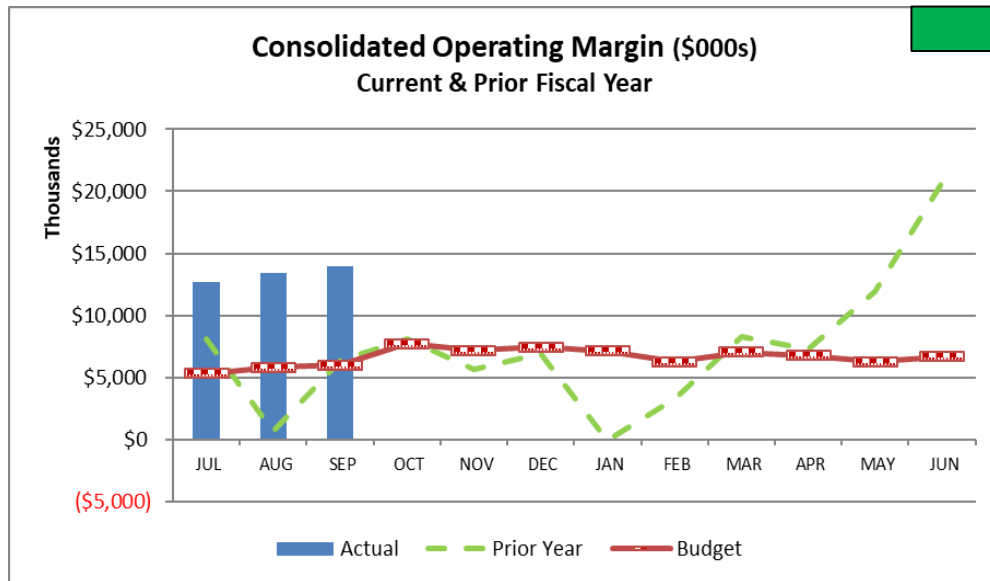
## Consolidated Financial Performance

- YTD FY2022 operating margin of \$40.0M compared to the budget of \$17.2M
- Year-over-year operating margin is \$24.8M higher than the same period last year, which is primarily due to the strength in volumes as exhibited by growth in Adjusted Discharges, Emergency Room Visits, Surgeries, and Maternal Child services. In addition, while revenue has driven improved year over year performance, expense management remains effective.
- Strong volumes continue to be the primary driver of favorable performance to budget
  - Adjusted discharges are 10,325 / 15.0% favorable to budget and 1,627 / 18.7% higher than the same period last year
- Operating expenses are \$281.4M / 2.7% unfavorable to budget
  - Operating expense per CMI adjusted discharge: \$16,146 which is 10.1% favorable to budget. This demonstrates consistent and effective management of variable expenses

**Note: Excludes depreciation and interest expense**

# APPENDIX

# YTD FY2022 Financial KPIs – Monthly Trends



# Investment Scorecard (as of 9/30/2021)

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY21 Budget	Expectation Per Asset Allocation
<b>Investment Performance</b>		CY 3Q 2021 / FY 1Q 2022		Fiscal Year-to-Date 2022		By 11m Since Inception (annualized)		FY 2022	2019
Surplus cash balance*		\$1,455.2	--	--	--	--	--	--	--
Surplus cash return	Green	0.0%	-0.4%	0.0%	-0.4%	6.7%	6.5%	4.0%	5.6%
Cash balance plan balance (millions)		\$356.3	--	--	--	--	--	--	--
Cash balance plan return	Green	0.2%	-0.5%	0.2%	-0.5%	9.0%	8.0%	6.0%	6.0%
403(b) plan balance (millions)		\$731.5	--	--	--	--	--	--	--
<b>Risk vs. Return</b>		3-year				By 11m Since Inception (annualized)			2019
Surplus cash Sharpe ratio	Green	0.82	0.85	--	--	0.98	0.98	--	0.34
Net of fee return	Green	8.5%	8.5%	--	--	6.7%	6.5%	--	5.6%
Standard deviation	Green	8.9%	8.5%	--	--	6.1%	5.9%	--	8.7%
Cash balance Sharpe ratio	Green	0.82	0.81	--	--	1.04	1.01	--	0.32
Net of fee return	Green	10.4%	9.4%	--	--	9.0%	8.0%	--	6.0%
Standard deviation	Green	11.3%	10.2%	--	--	7.9%	7.2%	--	10.3%
<b>Asset Allocation</b>		CY 3Q 2021 / FY 1Q 2022							
Surplus cash absolute variances to target	Green	4.9%	< 10% Green < 20% Yellow	--	--	--	--	--	--
Cash balance absolute variances to target	Green	5.0%	< 10% Green < 20% Yellow	--	--	--	--	--	--
<b>Manager Compliance</b>		CY 3Q 2021 / FY 1Q 2022							
Surplus cash manager flags	Green	20	< 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 (~\$155 mm). Includes Foundation (~\$41 mm) and Concern (~\$15 mm) assets.

# Period 3 and YTD Operating Income, Non-Operating Income and Net Income by Affiliate (as of 9/30/2021)

(\$000s)

	Period 3- Month			Period 3- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>El Camino Hospital Operating Margin</b>						
Mountain View	13,243	6,070	7,173	36,926	17,418	19,508
Los Gatos	3,688	2,938	750	10,911	8,483	2,428
<b>Sub Total - El Camino Hospital, excl. Affiliates</b>	<b>16,931</b>	<b>9,008</b>	<b>7,924</b>	<b>47,837</b>	<b>25,900</b>	<b>21,937</b>
<b>Operating Margin %</b>	<b>16.4%</b>	<b>9.9%</b>		<b>15.6%</b>	<b>9.4%</b>	
<b>El Camino Hospital Non Operating Income</b>						
<b>Sub Total - Non Operating Income</b>	<b>(17,842)</b>	<b>7,846</b>	<b>(25,688)</b>	<b>(7,823)</b>	<b>21,391</b>	<b>(29,213)</b>
<b>El Camino Hospital Net Margin</b>	<b>(911)</b>	<b>16,854</b>	<b>(17,765)</b>	<b>40,015</b>	<b>47,291</b>	<b>(7,276)</b>
<b>ECH Net Margin %</b>	<b>-0.9%</b>	<b>18.5%</b>		<b>13.1%</b>	<b>17.1%</b>	
Concern	(210)	(29)	(181)	533	116	417
Foundation	(610)	(7)	(602)	(885)	25	(910)
El Camino Health Medical Network	(2,677)	(2,770)	93	(7,842)	(8,110)	268
<b>Net Margin Hospital Affiliates</b>	<b>(3,497)</b>	<b>(2,807)</b>	<b>(691)</b>	<b>(8,194)</b>	<b>(7,969)</b>	<b>(225)</b>
<b>Total Net Margin Hospital &amp; Affiliates</b>	<b>(4,408)</b>	<b>14,047</b>	<b>(18,455)</b>	<b>31,821</b>	<b>39,322</b>	<b>(7,501)</b>

# Consolidated Statement of Operations (\$000s)

Period 3 ending 09/30/2021

Period 3 FY 2021	Period 3 FY 2022	Period 3 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
357,838	420,182	358,915	61,267	17.1%	<b>Gross Revenue</b>	1,030,188	1,245,092	1,092,965	152,127	13.9%
(267,829)	(315,406)	(266,701)	(48,705)	(18.3%)	<b>Deductions</b>	(768,638)	(934,059)	(812,677)	(121,382)	(14.9%)
<b>90,009</b>	<b>104,776</b>	<b>92,214</b>	<b>12,562</b>	<b>13.6%</b>	<b>Net Patient Revenue</b>	<b>261,549</b>	<b>311,032</b>	<b>280,288</b>	<b>30,744</b>	<b>11.0%</b>
3,996	3,479	3,595	(116)	(3.2%)	<b>Other Operating Revenue</b>	12,994	10,340	10,740	(400)	(3.7%)
<b>94,005</b>	<b>108,256</b>	<b>95,809</b>	<b>12,446</b>	<b>13.0%</b>	<b>Total Operating Revenues</b>	<b>274,543</b>	<b>321,373</b>	<b>291,028</b>	<b>30,345</b>	<b>10.4%</b>
					<b>OPERATING EXPENSE</b>					
48,136	53,629	49,813	(3,816)	(7.7%)	<b>Salaries &amp; Wages</b>	142,306	160,569	152,986	(7,583)	(5.0%)
12,798	14,862	14,257	(605)	(4.2%)	<b>Supplies</b>	42,511	44,540	42,636	(1,903)	(4.5%)
14,949	14,800	14,381	(419)	(2.9%)	<b>Fees &amp; Purchased Services</b>	42,233	43,372	43,508	136	0.3%
4,498	3,676	4,282	606	14.2%	<b>Other Operating Expense</b>	11,677	10,851	13,453	2,601	19.3%
1,428	1,418	1,403	(15)	(1.1%)	<b>Interest</b>	4,287	4,254	4,202	(53)	(1.3%)
5,795	5,902	5,659	(242)	(4.3%)	<b>Depreciation</b>	16,354	17,785	17,083	(703)	(4.1%)
<b>87,604</b>	<b>94,286</b>	<b>89,795</b>	<b>(4,491)</b>	<b>(5.0%)</b>	<b>Total Operating Expenses</b>	<b>259,367</b>	<b>281,371</b>	<b>273,867</b>	<b>(7,505)</b>	<b>(2.7%)</b>
<b>6,401</b>	<b>13,970</b>	<b>6,014</b>	<b>7,956</b>	<b>132.3%</b>	<b>Net Operating Margin</b>	<b>15,176</b>	<b>40,002</b>	<b>17,162</b>	<b>22,840</b>	<b>133.1%</b>
(9,557)	(18,378)	8,033	(26,411)	(328.8%)	<b>Non Operating Income</b>	46,803	(8,181)	22,161	(30,341)	(136.9%)
<b>(3,156)</b>	<b>(4,408)</b>	<b>14,047</b>	<b>(18,455)</b>	<b>(131.4%)</b>	<b>Net Margin</b>	<b>61,979</b>	<b>31,821</b>	<b>39,322</b>	<b>(7,501)</b>	<b>(19.1%)</b>
<b>13,624</b>	<b>21,289</b>	<b>13,076</b>	<b>8,213</b>	<b>62.8%</b>	<b>Operating EBIDA</b>	<b>35,816</b>	<b>62,041</b>	<b>38,446</b>	<b>23,595</b>	<b>61.4%</b>
					<b>Operating EBIDA Margin</b>	<b>13.0%</b>	<b>19.3%</b>	<b>13.2%</b>	<b>6.1%</b>	
					<b>Operating Margin</b>	<b>5.5%</b>	<b>12.4%</b>	<b>5.9%</b>	<b>6.6%</b>	
					<b>Net Margin</b>	<b>22.6%</b>	<b>9.9%</b>	<b>13.5%</b>	<b>(3.6%)</b>	

# El Camino Hospital – Mountain View

## Statement of Operations (\$000s)

Period 3 ending 09/30/2021

Period 3 FY 2021	Period 3 FY 2022	Period 3 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
275,631	319,630	277,873	41,757	15.0%	<b>OPERATING REVENUES</b>					
(206,164)	(239,019)	(207,214)	(31,806)	(15.3%)	<b>Gross Revenue</b>	797,771	939,066	847,736	91,330	10.8%
<b>69,467</b>	<b>80,611</b>	<b>70,659</b>	<b>9,951</b>	<b>14.1%</b>	<b>Deductions</b>	(591,726)	(700,528)	(633,226)	(67,303)	(10.6%)
1,238	1,437	1,524	(87)	(5.7%)	<b>Net Patient Revenue</b>	<b>206,045</b>	<b>238,537</b>	<b>214,510</b>	<b>24,027</b>	<b>11.2%</b>
<b>70,706</b>	<b>82,048</b>	<b>72,183</b>	<b>9,864</b>	<b>13.7%</b>	<b>Other Operating Revenue</b>	4,237	3,988	4,534	(546)	(12.0%)
					<b>Total Operating Revenues</b>	<b>210,282</b>	<b>242,525</b>	<b>219,044</b>	<b>23,481</b>	<b>10.7%</b>
					<b>OPERATING EXPENSES</b>					
37,953	42,643	39,468	(3,175)	(8.0%)	<b>Salaries &amp; Wages</b>	111,841	127,191	121,000	(6,192)	(5.1%)
9,660	11,017	10,809	(208)	(1.9%)	<b>Supplies</b>	32,922	33,220	32,418	(803)	(2.5%)
6,881	6,732	7,065	333	4.7%	<b>Fees &amp; Purchased Services</b>	19,323	20,124	21,487	1,362	6.3%
3,019	2,448	2,903	455	15.7%	<b>Other Operating Expense</b>	7,814	7,076	9,032	1,957	21.7%
1,428	1,418	1,403	(15)	(1.1%)	<b>Interest</b>	4,287	4,254	4,202	(53)	(1.3%)
4,763	4,547	4,467	(80)	(1.8%)	<b>Depreciation</b>	13,258	13,733	13,488	(245)	(1.8%)
<b>63,705</b>	<b>68,805</b>	<b>66,114</b>	<b>(2,691)</b>	<b>(4.1%)</b>	<b>Total Operating Expenses</b>	<b>189,445</b>	<b>205,599</b>	<b>201,626</b>	<b>(3,973)</b>	<b>(2.0%)</b>
<b>7,001</b>	<b>13,243</b>	<b>6,070</b>	<b>7,173</b>	<b>118.2%</b>	<b>Net Operating Margin</b>	<b>20,837</b>	<b>36,926</b>	<b>17,418</b>	<b>19,508</b>	<b>112.0%</b>
(9,418)	(17,842)	7,846	(25,688)	(327.4%)	<b>Non Operating Income</b>	45,225	(7,823)	21,391	(29,213)	(136.6%)
<b>(2,417)</b>	<b>(4,599)</b>	<b>13,916</b>	<b>(18,515)</b>	<b>(133.0%)</b>	<b>Net Margin</b>	<b>66,061</b>	<b>29,104</b>	<b>38,808</b>	<b>(9,705)</b>	<b>(25.0%)</b>
<b>13,192</b>	<b>19,208</b>	<b>11,939</b>	<b>7,269</b>	<b>60.9%</b>	<b>Operating EBIDA</b>	<b>38,382</b>	<b>54,913</b>	<b>35,107</b>	<b>19,806</b>	<b>56.4%</b>
					<b>Operating EBIDA Margin</b>	<b>18.3%</b>	<b>22.6%</b>	<b>16.0%</b>	<b>6.6%</b>	
					<b>Operating Margin</b>	<b>9.9%</b>	<b>15.2%</b>	<b>8.0%</b>	<b>7.3%</b>	
					<b>Net Margin</b>	<b>31.4%</b>	<b>12.0%</b>	<b>17.7%</b>	<b>(5.7%)</b>	
18.7%	23.4%	16.5%	6.9%							
9.9%	16.1%	8.4%	7.7%							
-3.4%	-5.6%	19.3%	(24.9%)							

# El Camino Hospital – Los Gatos

## Statement of Operations (\$000s)

Period 3 ending 09/30/2021

Period 3 FY 2021	Period 3 FY 2022	Period 3 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
72,668	90,575	72,994	17,580	24.1%	Gross Revenue	207,037	276,517	219,380	57,136	26.0%
(55,665)	(69,755)	(54,409)	(15,345)	(28.2%)	Deductions	(159,897)	(214,109)	(163,188)	(50,921)	(31.2%)
<b>17,003</b>	<b>20,820</b>	<b>18,585</b>	<b>2,235</b>	<b>12.0%</b>	Net Patient Revenue	<b>47,140</b>	<b>62,408</b>	<b>56,192</b>	<b>6,215</b>	<b>11.1%</b>
423	274	270	4	1.6%	Other Operating Revenue	1,218	837	807	30	3.7%
<b>17,426</b>	<b>21,094</b>	<b>18,855</b>	<b>2,239</b>	<b>11.9%</b>	Total Operating Revenue	<b>48,358</b>	<b>63,245</b>	<b>57,000</b>	<b>6,245</b>	<b>11.0%</b>
					<b>OPERATING EXPENSE</b>					
8,028	8,843	8,290	(553)	(6.7%)	Salaries & Wages	24,247	27,498	25,340	(2,158)	(8.5%)
2,564	3,576	3,153	(423)	(13.4%)	Supplies	8,046	10,504	9,334	(1,169)	(12.5%)
2,743	3,582	3,134	(448)	(14.3%)	Fees & Purchased Services	8,495	10,246	9,524	(722)	(7.6%)
576	347	404	57	14.1%	Other Operating Expense	1,122	910	1,493	584	39.1%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
818	1,059	937	(122)	(13.0%)	Depreciation	2,456	3,176	2,826	(351)	(12.4%)
<b>14,728</b>	<b>17,406</b>	<b>15,917</b>	<b>(1,489)</b>	<b>(9.4%)</b>	Total Operating Expense	<b>44,366</b>	<b>52,334</b>	<b>48,517</b>	<b>(3,817)</b>	<b>(7.9%)</b>
<b>2,698</b>	<b>3,688</b>	<b>2,938</b>	<b>750</b>	<b>25.5%</b>	Net Operating Margin	<b>3,992</b>	<b>10,911</b>	<b>8,483</b>	<b>2,428</b>	<b>28.6%</b>
0	0	0	0	0.0%	Non Operating Income	0	0	0	0	0.0%
<b>2,698</b>	<b>3,688</b>	<b>2,938</b>	<b>750</b>	<b>25.5%</b>	Net Margin	<b>3,992</b>	<b>10,911</b>	<b>8,483</b>	<b>2,428</b>	<b>28.6%</b>
<b>3,516</b>	<b>4,747</b>	<b>3,875</b>	<b>872</b>	<b>22.5%</b>	Operating EBIDA	<b>6,448</b>	<b>14,088</b>	<b>11,308</b>	<b>2,779</b>	<b>24.6%</b>
					<b>Operating EBIDA Margin</b>	<b>13.3%</b>	<b>22.3%</b>	<b>19.8%</b>	<b>2.4%</b>	
					<b>Operating Margin</b>	<b>8.3%</b>	<b>17.3%</b>	<b>14.9%</b>	<b>2.4%</b>	
					<b>Net Margin</b>	<b>8.3%</b>	<b>17.3%</b>	<b>14.9%</b>	<b>2.4%</b>	



# El Camino Health Medical Network Statement of Operations (\$000s)

Period 3 ending 09/30/2021

Period 3 FY 2021	Period 3 FY 2022	Period 3 Budget 2022	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2021	YTD FY 2022	YTD Budget 2022	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUES</b>					
9,539	9,977	8,048	1,930	24.0%	<b>Gross Revenue</b>	25,380	29,510	25,849	3,660	14.2%
(6,001)	(6,632)	(5,078)	(1,554)	(30.6%)	<b>Deductions</b>	(17,015)	(19,422)	(16,263)	(3,159)	(19.4%)
<b>3,538</b>	<b>3,346</b>	<b>2,970</b>	<b>376</b>	<b>12.7%</b>	<b>Net Patient Revenue</b>	<b>8,364</b>	<b>10,087</b>	<b>9,586</b>	<b>502</b>	<b>5.2%</b>
1,660	912	1,001	(89)	(8.8%)	<b>Other Operating Revenue</b>	5,403	2,685	2,999	(314)	(10.5%)
<b>5,198</b>	<b>4,258</b>	<b>3,971</b>	<b>287</b>	<b>7.2%</b>	<b>Total Operating Revenues</b>	<b>13,767</b>	<b>12,772</b>	<b>12,585</b>	<b>187</b>	<b>1.5%</b>
					<b>OPERATING EXPENSES</b>					
1,724	1,696	1,583	(113)	(7.1%)	<b>Salaries &amp; Wages</b>	4,882	4,607	5,219	612	11.7%
571	263	285	22	7.6%	<b>Supplies</b>	1,474	790	854	64	7.4%
4,836	3,847	3,707	(140)	(3.8%)	<b>Fees &amp; Purchased Services</b>	13,103	11,668	11,121	(547)	(4.9%)
836	846	926	80	8.7%	<b>Other Operating Expense</b>	2,563	2,710	2,778	69	2.5%
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
200	284	241	(43)	(17.9%)	<b>Depreciation</b>	601	839	723	(117)	(16.2%)
<b>8,167</b>	<b>6,936</b>	<b>6,741</b>	<b>(194)</b>	<b>(2.9%)</b>	<b>Total Operating Expenses</b>	<b>22,623</b>	<b>20,615</b>	<b>20,695</b>	<b>80</b>	<b>0.4%</b>
<b>(2,969)</b>	<b>(2,677)</b>	<b>(2,770)</b>	<b>93</b>	<b>(3.4%)</b>	<b>Net Operating Margin</b>	<b>(8,856)</b>	<b>(7,842)</b>	<b>(8,110)</b>	<b>268</b>	<b>(3.3%)</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	0	0	0	0	0.0%
<b>(2,969)</b>	<b>(2,677)</b>	<b>(2,770)</b>	<b>93</b>	<b>(3.4%)</b>	<b>Net Margin</b>	<b>(8,856)</b>	<b>(7,842)</b>	<b>(8,110)</b>	<b>268</b>	<b>(3.3%)</b>
<b>(2,769)</b>	<b>(2,393)</b>	<b>(2,529)</b>	<b>136</b>	<b>(5.4%)</b>	<b>Operating EBIDA</b>	<b>(8,254)</b>	<b>(7,003)</b>	<b>(7,387)</b>	<b>384</b>	<b>(5.2%)</b>
					<b>Operating EBIDA Margin</b>	<b>-60.0%</b>	<b>-54.8%</b>	<b>-58.7%</b>	<b>3.9%</b>	
					<b>Operating Margin</b>	<b>-64.3%</b>	<b>-61.4%</b>	<b>-64.4%</b>	<b>3.0%</b>	
					<b>Net Margin</b>	<b>-64.3%</b>	<b>-61.4%</b>	<b>-64.4%</b>	<b>3.0%</b>	