



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

**Summary of Financial Operations  
Fiscal Year 2019 – Period 6**

7/1/2018 to 12/31/2018

El Camino Hospital Board of Directors

Iftikhar Hussain, CFO

January 16, 2019

# Financial Overview

## Volume:

- YTD adjusted discharges are favorable to budget 0.9% (217 adjusted discharges) driven by favorable outpatient volume. YTD IP volume remain below budget by 3.0% (297 cases) and below prior year by 5.2% (536 cases) due to lower MCH (deliveries) related to general decline in birth rates and General Medicine related to decline in flu.
- OP cases YTD favorable to budget (306 cases or 0.4%) and below prior year by 0.4% (320 cases). For December, ED Visits are below budget by 6% due to lower level of flu activity than prior year. YTD favorability is driven by Oncology, HVI, Rehab and Imaging activity.

## Financial Performance:

- Operating income is favorable to budget by 19.7% (\$9.6M) YTD and 24.0% (\$18.3M) below prior year.
- Net Patient Revenue is favorable to budget by 2.0% (\$8.6M) YTD and above prior year by 1.0% (\$6.0M) driven primarily from OP volumes.
- YTD Operating Expense is favorable to budget 0.9% (\$3.5M). YTD Salaries & Wages are favorable to budget by 0.7% (\$1.6M). YTD Non Labor expenses are also favorable to budget by 1.2% (\$1.9M).

## Payor Mix:

- YTD, Medicare and Commercial Payor mix is slightly unfavorable to budget, within 1%

## Cost:

- Prod FTEs were favorable to target for December by 4.1% and 1.7% YTD.

**Balance Sheet** – cash position remains strong and revenue cycle operation consistently ahead of targets and benchmarks

## Dashboard - ECH combined as of December 31, 2018

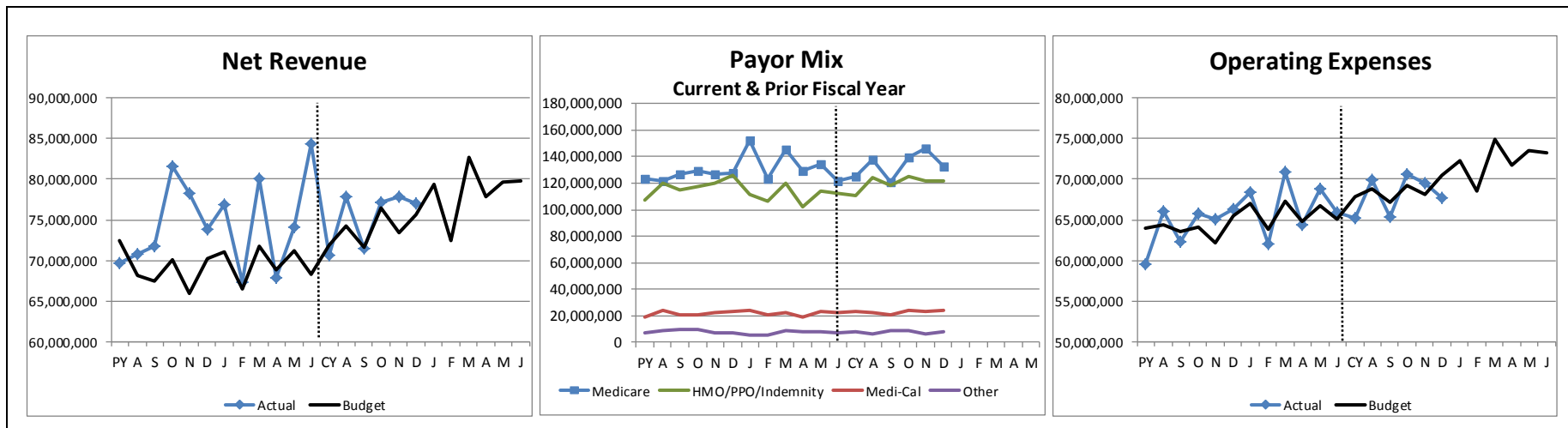
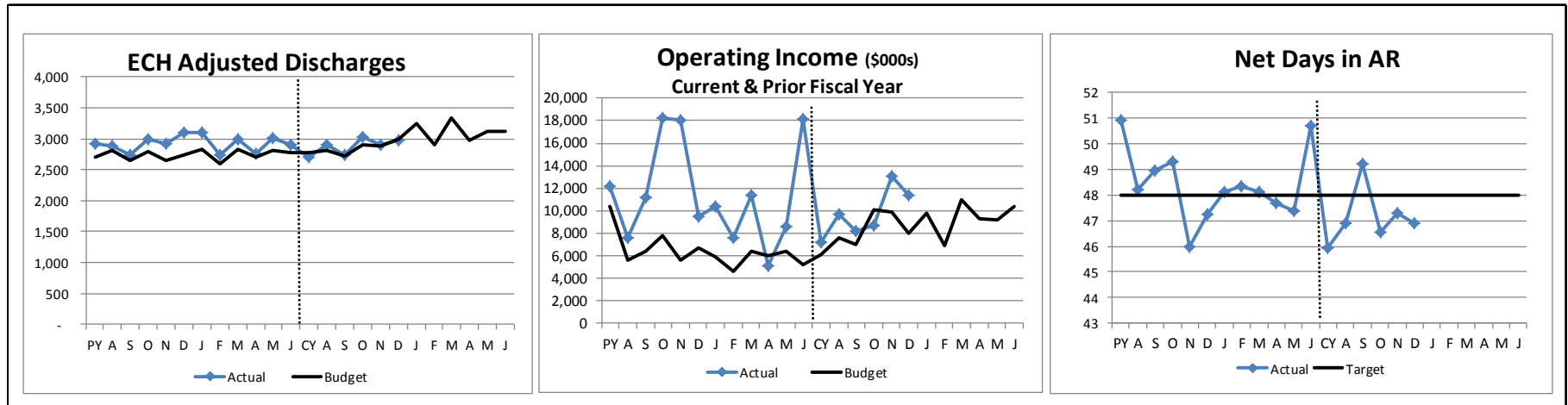
	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
<b>Volume</b>								
Licensed Beds	443	443	443	-	443	443	443	-
ADC	257	242	253	(10)	241	230	237	(7)
Utilization MV	70%	67%	69%	-2%	66%	63%	65%	-2%
Utilization LG	33%	30%	32%	-3%	29%	28%	28%	0%
Utilization Combined	58%	55%	57%	-2%	55%	52%	53%	-2%
Adjusted Discharges	3,164	3,033	3,048	(15)	17,929	17,664	17,447	217
Total Discharges (Excl NNB)	1,822	1,721	1,769	(48)	10,242	9,687	10,005	(318)
<b>Inpatient Cases</b>								
MS Discharges	1,283	1,204	1,247	(43)	7,105	6,713	6,969	(256)
Deliveries	398	377	385	(8)	2,370	2,180	2,298	(118)
BHS	98	102	93	9	550	547	520	28
Rehab	43	38	44	(6)	217	247	218	29
<b>Outpatient Cases</b>								
ED	12,676	12,341	12,625	(284)	74,430	74,126	73,805	321
<b>Procedural Cases</b>								
OP Surg	4,506	4,163	4,438	(275)	24,183	23,503	23,788	(285)
Endo	421	442	418	24	2,382	2,506	2,382	124
Interventional	229	227	231	(4)	1,218	1,294	1,225	69
All Other	153	152	157	(5)	1,014	1,103	1,069	34
	7,367	7,357	7,381	(24)	45,633	45,720	45,341	379
<b>Financial Perf.</b>								
Net Patient Revenues	73,810	77,023	75,586	1,437	445,886	451,907	443,213	8,694
Total Operating Revenue	75,792	79,104	78,468	635	461,692	466,493	460,390	6,103
Operating Expenses	66,333	67,682	70,488	(2,806)	385,046	408,163	411,666	(3,503)
Operating Income \$	9,459	11,421	7,980	3,441	76,646	58,330	48,724	9,606
Operating Margin	12.5%	14.4%	10.2%	4.3%	16.6%	12.5%	10.6%	1.9%
EBITDA \$	14,133	15,787	12,759	3,028	103,478	86,081	77,254	8,827
EBITDA %	18.6%	20.0%	16.3%	3.7%	22.4%	18.5%	16.8%	1.7%
<b>Payor Mix</b>								
Medicare	46.2%	46.4%	46.5%	-0.1%	46.1%	46.8%	46.5%	0.4%
Medi-Cal	6.6%	8.3%	7.9%	0.4%	7.7%	8.1%	7.8%	0.3%
Commercial IP	24.6%	21.5%	22.7%	-1.2%	23.0%	21.4%	22.7%	-1.2%
Commercial OP	21.6%	21.4%	20.3%	1.1%	20.8%	21.3%	20.4%	0.9%
Total Commercial	46.2%	42.9%	43.0%	-0.1%	43.8%	42.7%	43.1%	-0.3%
Other	1.0%	2.4%	2.6%	-0.2%	2.4%	2.4%	2.7%	-0.3%
<b>Cost</b>								
Total FTE	2,595.0	2,695.9	2,713.4	(17)	2,569.2	2,629.5	2,644.9	(15)
Productive Hrs/APD	28.2	30.4	31.1	(1)	30.1	30.9	32.0	(1)
<b>Balance Sheet</b>								
Net Days in AR	50.7	46.9	48.0	(1)	50.7	46.9	48.0	(1.1)
Days Cash	505	491	449	42	505	491	449	42
<b>Affiliates - Net Income (\$'000s)</b>								
Hosp	7,461	(9,325)	8,437	(17,761)	107,688	20,315	51,462	(31,148)
Concern	83	351	98	253	1,028	1,265	475	790
ECSC	(1)	(4)	0	(4)	(19)	(29)	0	(29)
Foundation	373	(887)	109	(996)	1,589	(122)	863	(985)
SVMD	(99)	653	7	646	466	1,348	(242)	1,590

# El Camino Hospital (\$000s)

Period ending 12/31/2018

Period 6 FY 2018	Period 6 FY 2019	Period 6 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
279,885	285,155	295,163	(10,009)	(3.4%)	<b>OPERATING REVENUE</b>					
(206,075)	(208,132)	(219,578)	11,445	5.2%	<b>Gross Revenue</b>	1,650,774	1,704,075	1,714,854	(10,779)	(0.6%)
<b>73,810</b>	<b>77,023</b>	<b>75,586</b>	<b>1,437</b>	<b>1.9%</b>	<b>Deductions</b>	(1,204,889)	(1,252,168)	(1,271,641)	19,473	1.5%
1,982	2,081	2,883	(802)	(27.8%)	<b>Net Patient Revenue</b>	<b>445,886</b>	<b>451,907</b>	<b>443,213</b>	<b>8,694</b>	<b>2.0%</b>
<b>75,792</b>	<b>79,104</b>	<b>78,468</b>	<b>635</b>	<b>0.8%</b>	<b>Other Operating Revenue</b>	15,806	14,586	17,176	(2,590)	(15.1%)
					<b>Total Operating Revenue</b>	<b>461,692</b>	<b>466,493</b>	<b>460,390</b>	<b>6,103</b>	<b>1.3%</b>
					<b>OPERATING EXPENSE</b>					
39,831	42,829	43,232	403	0.9%	<b>Salaries &amp; Wages</b>	233,964	247,041	248,669	1,628	0.7%
11,550	10,120	11,331	1,210	10.7%	<b>Supplies</b>	61,330	65,211	66,588	1,377	2.1%
7,553	8,077	8,813	735	8.3%	<b>Fees &amp; Purchased Services</b>	48,835	53,621	53,092	(529)	(1.0%)
2,726	2,289	2,334	45	1.9%	<b>Other Operating Expense</b>	14,085	14,538	14,786	249	1.7%
456	100	323	223	68.9%	<b>Interest</b>	2,606	2,228	1,940	(288)	(14.8%)
4,218	4,266	4,456	190	4.3%	<b>Depreciation</b>	24,227	25,522	26,589	1,067	4.0%
<b>66,333</b>	<b>67,682</b>	<b>70,488</b>	<b>2,806</b>	<b>4.0%</b>	<b>Total Operating Expense</b>	<b>385,046</b>	<b>408,163</b>	<b>411,666</b>	<b>3,503</b>	<b>0.9%</b>
<b>9,459</b>	<b>11,421</b>	<b>7,980</b>	<b>3,441</b>	<b>43.1%</b>	<b>Net Operating Income/(Loss)</b>	<b>76,646</b>	<b>58,330</b>	<b>48,724</b>	<b>9,606</b>	<b>19.7%</b>
(1,998)	(20,746)	456	(21,202)	(4645.3%)	<b>Non Operating Income</b>	31,042	(38,016)	2,739	(40,754)	(1488.2%)
<b>7,461</b>	<b>(9,325)</b>	<b>8,437</b>	<b>(17,761)</b>	<b>(210.5%)</b>	<b>Net Income(Loss)</b>	<b>107,688</b>	<b>20,315</b>	<b>51,462</b>	<b>(31,148)</b>	<b>(60.5%)</b>
18.6%	20.0%	16.3%	3.7%		<b>EBITDA</b>	22.4%	18.5%	16.8%	1.7%	
12.5%	14.4%	10.2%	4.3%		<b>Operating Margin</b>	16.6%	12.5%	10.6%	1.9%	
9.8%	-11.8%	10.8%	(22.5%)		<b>Net Margin</b>	23.3%	4.4%	11.2%	(6.8%)	

# Monthly Financial Trends



## El Camino Hospital Investment Committee Scorecard September 30, 2018

Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY19 Year-end Budget	Expectation Per Asset Allocation
<b>Investment Performance</b>									
		3Q 2018		Fiscal Year-to-date		5y 11m Since Inception (annualized)			2018
Surplus cash balance*		\$994.7	--	--	--	--	--	\$886.6	--
Surplus cash return	■	2.3%	2.0%	2.3%	2.0%	5.8%	5.5%	3.2%	5.3%
Cash balance plan balance (millions)		\$274.7	--	--	--	--	--	\$276.9	--
Cash balance plan return	■	2.8%	2.5%	2.8%	2.5%	8.3%	7.4%	6.0%	5.7%
403(b) plan balance (millions)		\$481.7	--	--	--	--	--	--	--
<b>Risk vs. Return</b>									
		3-year				5y 11m Since Inception (annualized)			2018
Surplus cash Sharpe ratio	■	1.59	1.52	--	--	1.34	1.27	--	0.43
Net of fee return	■	7.5%	7.1%	--	--	5.8%	5.5%	--	5.3%
Standard deviation	■	4.1%	4.0%	--	--	4.0%	4.0%	--	6.7%
Cash balance Sharpe ratio	■	1.64	1.55	--	--	1.45	1.34	--	0.40
Net of fee return	■	9.4%	8.5%	--	--	8.3%	7.4%	--	5.7%
Standard deviation	■	5.1%	4.8%	--	--	5.3%	5.1%	--	8.1%
<b>Asset Allocation</b>									
		3Q 2018							
Surplus cash absolute variances to target	■	6.2%	< 10%	--	--	--	--	--	--
Cash balance absolute variances to target	■	6.2%	< 10%	--	--	--	--	--	--
<b>Manager Compliance</b>									
		3Q 2018							
Surplus cash manager flags	■	20	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags	■	23	< 27 Green < 34 Yellow	--	--	--	--	--	--

\*Excludes debt reserve funds (~\$160 mm), District assets (~\$31 mm), and balance sheet cash not in investable portfolio (~\$94 mm).  
Includes Foundation (~\$28 mm) and Concern (~\$13 mm) assets. Budget adds back in current Foundation and Concern assets and backs out current debt reserve funds.



# Balance Sheet (in thousands)

ASSETS			LIABILITIES AND FUND BALANCE		
	Audited			Audited	
	December 31, 2018	June 30, 2018		December 31, 2018	June 30, 2018
<b>CURRENT ASSETS</b>			<b>CURRENT LIABILITIES</b>		
Cash	120,014	118,992	(5) Accounts Payable	40,028	49,925
Short Term Investments	141,540	150,664	(6) Salaries and Related Liabilities	30,715	26,727
Patient Accounts Receivable, net	118,342	124,427	Accrued PTO	23,877	24,532
Other Accounts and Notes Receivable	2,555	3,402	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	2,284	2,090	Third Party Settlements	10,580	10,068
(1) Inventories and Prepays	78,462	75,594	Intercompany Payables	165	125
<b>Total Current Assets</b>	<b>463,198</b>	<b>475,171</b>	Malpractice Reserves	1,831	1,831
<b>BOARD DESIGNATED ASSETS</b>			Bonds Payable - Current	3,850	3,850
Plant & Equipment Fund	158,460	153,784	(7) Bond Interest Payable	11,117	12,975
(2) Women's Hospital Expansion	15,472	9,298	Other Liabilities	8,031	8,909
(3) Operational Reserve Fund	139,057	127,908	<b>Total Current Liabilities</b>	<b>132,494</b>	<b>141,242</b>
Community Benefit Fund	18,732	18,675	<b>LONG TERM LIABILITIES</b>		
Workers Compensation Reserve Fund	21,232	20,263	Post Retirement Benefits	29,512	29,212
Postretirement Health/Life Reserve Fund	29,512	29,212	Worker's Comp Reserve	18,932	17,963
PTO Liability Fund	23,877	24,532	Other L/T Obligation (Asbestos)	3,917	3,859
Malpractice Reserve Fund	1,831	1,831	Other L/T Liabilities (IT/Medl Leases)	-	-
Catastrophic Reserves Fund	17,258	18,322	Bond Payable	518,076	517,781
<b>Total Board Designated Assets</b>	<b>425,431</b>	<b>403,826</b>	<b>Total Long Term Liabilities</b>	<b>570,437</b>	<b>568,815</b>
(4) FUNDS HELD BY TRUSTEE	128,230	197,620	<b>DEFERRED REVENUE-UNRESTRICTED</b>	663	528
<b>LONG TERM INVESTMENTS</b>	<b>334,002</b>	<b>345,684</b>	<b>DEFERRED INFLOW OF RESOURCES</b>	22,835	22,835
<b>INVESTMENTS IN AFFILIATES</b>	<b>33,147</b>	<b>32,412</b>	<b>FUND BALANCE/CAPITAL ACCOUNTS</b>		
<b>PROPERTY AND EQUIPMENT</b>			Unrestricted	1,246,855	1,243,529
Fixed Assets at Cost	1,284,344	1,261,854	Board Designated	425,431	403,825
Less: Accumulated Depreciation	(598,914)	(577,959)	Restricted	0	0
Construction in Progress	308,401	220,991	(8) <b>Total Fund Bal &amp; Capital Accts</b>	<b>1,672,286</b>	<b>1,647,355</b>
<b>Property, Plant &amp; Equipment - Net</b>	<b>993,831</b>	<b>904,886</b>	<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>2,398,716</b>	<b>2,380,776</b>
<b>DEFERRED OUTFLOWS</b>	20,877	21,177			
<b>RESTRICTED ASSETS - CASH</b>	0	0			
<b>TOTAL ASSETS</b>	<b>2,398,716</b>	<b>2,380,776</b>			

## December 2018 El Camino Hospital Comparative Balance Sheet Variances and Footnotes

- (1) The increase is due to annual insurance premiums for D&O, Property and Auto that are paid in July and amortized throughout the fiscal year. Also a quarterly pension funding was paid.
- (2) The increase is due to the District making a transfer from its Capital Appropriation Fund in support of the upcoming renovation to the Women's Hospital.
- (3) The increase is due to annual resetting of the 60 day Operational Reserve based on the new FY2019 budget that has started.
- (4) Decrease is due to draws from the 2015A/2017 Bond Project funds for the on-going IMOB and BHS construction.
- (5) Decrease is due to the yearend accruals that were paid out in July and August.
- (6) Decrease is due a lesser number of days of payroll expenses and payroll taxes for October opposed to a full 14 day pay period that was needed for June 30.
- (7) Semi-annual bond payments of interest and principal were made on the 2015A and 2017 Bonds in August.
- (8) Increase in total Fund Balance is driven by y-t-d net income and that Capital Appropriate Fund transfer by District, discussed in item #2 above.



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

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

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

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

# APPENDIX

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

Period ending 12/31/2018

Period 6 FY 2018	Period 6 FY 2019	Period 6 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
					<b>OPERATING REVENUE</b>					
226,462	231,745	240,649	(8,905)	(3.7%)	Gross Revenue	1,347,954	1,398,938	1,406,914	(7,976)	(0.6%)
(167,977)	(169,502)	(179,463)	9,961	5.6%	Deductions	(982,352)	(1,026,802)	(1,045,433)	18,631	1.8%
<b>58,485</b>	<b>62,243</b>	<b>61,187</b>	<b>1,056</b>	<b>1.7%</b>	Net Patient Revenue	<b>365,602</b>	<b>372,136</b>	<b>361,481</b>	<b>10,654</b>	<b>2.9%</b>
1,777	1,802	2,600	(798)	(30.7%)	Other Operating Revenue	14,790	12,908	15,744	(2,836)	(18.0%)
<b>60,262</b>	<b>64,045</b>	<b>63,786</b>	<b>259</b>	<b>0.4%</b>	Total Operating Revenue	<b>380,392</b>	<b>385,044</b>	<b>377,225</b>	<b>7,818</b>	<b>2.1%</b>
					<b>OPERATING EXPENSE</b>					
33,124	35,496	35,949	453	1.3%	Salaries & Wages	194,662	205,687	208,540	2,853	1.4%
9,253	8,105	9,268	1,163	12.5%	Supplies	49,424	52,868	54,377	1,509	2.8%
6,214	6,727	7,404	677	9.1%	Fees & Purchased Services	40,969	45,196	45,035	(161)	(0.4%)
1,206	787	817	30	3.7%	Other Operating Expense	4,448	5,124	5,476	353	6.4%
456	100	323	223	68.9%	Interest	2,606	2,228	1,940	(288)	(14.8%)
3,524	3,503	3,698	196	5.3%	Depreciation	20,893	21,034	22,140	1,105	5.0%
<b>53,778</b>	<b>54,717</b>	<b>57,458</b>	<b>2,742</b>	<b>4.8%</b>	Total Operating Expense	<b>313,001</b>	<b>332,137</b>	<b>337,508</b>	<b>5,371</b>	<b>1.6%</b>
<b>6,484</b>	<b>9,328</b>	<b>6,328</b>	<b>3,000</b>	<b>47.4%</b>	Net Operating Income/(Loss)	<b>67,392</b>	<b>52,907</b>	<b>39,718</b>	<b>13,189</b>	<b>33.2%</b>
(1,998)	(20,746)	456	(21,202)	(4645.3%)	Non Operating Income	31,087	(38,016)	2,739	(40,754)	(1488.2%)
<b>4,486</b>	<b>(11,418)</b>	<b>6,784</b>	<b>(18,202)</b>	<b>(268.3%)</b>	Net Income(Loss)	<b>98,478</b>	<b>14,891</b>	<b>42,456</b>	<b>(27,565)</b>	<b>(64.9%)</b>
17.4%	20.2%	16.2%	4.0%		EBITDA	23.9%	19.8%	16.9%	2.9%	
10.8%	14.6%	9.9%	4.6%		Operating Margin	17.7%	13.7%	10.5%	3.2%	
7.4%	-17.8%	10.6%	(28.5%)		Net Margin	25.9%	3.9%	11.3%	(7.4%)	

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

Period ending 12/31/2018

Period 6 FY 2018	Period 6 FY 2019	Period 6 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
<b>OPERATING REVENUE</b>										
53,424	53,410	54,514	(1,104)	(2.0%)	<b>Gross Revenue</b>	302,820	305,137	307,940	(2,803)	(0.9%)
(38,099)	(38,630)	(40,115)	1,485	3.7%	<b>Deductions</b>	(222,536)	(225,366)	(226,208)	842	0.4%
<b>15,325</b>	<b>14,780</b>	<b>14,399</b>	<b>381</b>	<b>2.6%</b>	<b>Net Patient Revenue</b>	<b>80,284</b>	<b>79,771</b>	<b>81,732</b>	<b>(1,961)</b>	<b>(2.4%)</b>
205	279	283	(4)	(1.4%)	<b>Other Operating Revenue</b>	1,016	1,678	1,432	246	17.1%
<b>15,530</b>	<b>15,059</b>	<b>14,682</b>	<b>377</b>	<b>2.6%</b>	<b>Total Operating Revenue</b>	<b>81,299</b>	<b>81,449</b>	<b>83,164</b>	<b>(1,715)</b>	<b>(2.1%)</b>
<b>OPERATING EXPENSE</b>										
6,707	7,334	7,284	(50)	(0.7%)	<b>Salaries &amp; Wages</b>	39,302	41,354	40,129	(1,225)	(3.1%)
2,297	2,016	2,063	47	2.3%	<b>Supplies</b>	11,906	12,343	12,212	(132)	(1.1%)
1,338	1,351	1,409	58	4.1%	<b>Fees &amp; Purchased Services</b>	7,866	8,425	8,057	(369)	(4.6%)
1,519	1,503	1,517	15	1.0%	<b>Other Operating Expense</b>	9,637	9,414	9,310	(104)	(1.1%)
0	0	0	0	0.0%	<b>Interest</b>	0	0	0	0	0.0%
694	763	757	(6)	(0.8%)	<b>Depreciation</b>	3,334	4,488	4,450	(38)	(0.9%)
<b>12,555</b>	<b>12,966</b>	<b>13,030</b>	<b>64</b>	<b>0.5%</b>	<b>Total Operating Expense</b>	<b>72,045</b>	<b>76,026</b>	<b>74,158</b>	<b>(1,868)</b>	<b>(2.5%)</b>
<b>2,975</b>	<b>2,093</b>	<b>1,652</b>	<b>441</b>	<b>26.7%</b>	<b>Net Operating Income/(Loss)</b>	<b>9,254</b>	<b>5,424</b>	<b>9,006</b>	<b>(3,583)</b>	<b>(39.8%)</b>
0	0	0	0	0.0%	<b>Non Operating Income</b>	(45)	0	0	0	0.0%
<b>2,975</b>	<b>2,093</b>	<b>1,652</b>	<b>441</b>	<b>26.7%</b>	<b>Net Income(Loss)</b>	<b>9,210</b>	<b>5,424</b>	<b>9,006</b>	<b>(3,583)</b>	<b>(39.8%)</b>
23.6%	19.0%	16.4%	2.6%		<b>EBITDA</b>	15.5%	12.2%	16.2%	(4.0%)	
19.2%	13.9%	11.3%	2.6%		<b>Operating Margin</b>	11.4%	6.7%	10.8%	(4.2%)	
19.2%	13.9%	11.3%	2.6%		<b>Net Margin</b>	11.3%	6.7%	10.8%	(4.2%)	

## Expense variances - YTD

- Salary variance due to increased ED coverage determined after 6/2018 incident and in combination with decreased ED volumes. Lower volumes in Mother/Baby also contributing to salary variances.
- Supply variance mostly due to minor equipment purchases for LG Observation unit. Will be reversed and capitalized in P7.
- High purchased services due to higher rehab volume (paid per case) and TJC preparation
- Other expense variance due to timing difference that will normalize through the year.

## Non Operating Items and Net Income by Affiliate

\$ in thousands

	Period 6 - Month			Period 6 - FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>El Camino Hospital Income (Loss) from Operations</b>						
Mountain View	9,328	6,328	3,000	52,907	39,718	13,189
Los Gatos	2,093	1,652	441	5,424	9,006	(3,583)
<b>Sub Total - El Camino Hospital, excl. Affiliates</b>	<b>11,421</b>	<b>7,980</b>	<b>3,441</b>	<b>58,330</b>	<b>48,724</b>	<b>9,606</b>
<b>Operating Margin %</b>	<b>14.4%</b>	<b>10.2%</b>		<b>12.5%</b>	<b>10.6%</b>	
<b>El Camino Hospital Non Operating Income</b>						
Investments <sup>2</sup>	(18,731)	2,478	(21,209)	(28,558)	14,866	(43,425)
Swap Adjustments	(848)	(100)	(748)	(617)	(600)	(17)
Community Benefit	(13)	(300)	287	(2,544)	(1,800)	(744)
Pathways	111	0	111	(1,091)	0	(1,091)
Satellite Dialysis	128	(25)	153	332	(150)	482
Community Connect	0	(53)	53	0	(318)	318
SVMD Funding <sup>1</sup>	(1,156)	(1,219)	63	(4,012)	(7,314)	3,302
Other	(356)	(324)	(32)	(1,645)	(1,945)	300
<b>Sub Total - Non Operating Income</b>	<b>(20,746)</b>	<b>456</b>	<b>(21,202)</b>	<b>(38,016)</b>	<b>2,739</b>	<b>(40,754)</b>
<b>El Camino Hospital Net Income (Loss)</b>	<b>(9,325)</b>	<b>8,437</b>	<b>(17,761)</b>	<b>20,315</b>	<b>51,462</b>	<b>(31,148)</b>
<b>ECH Net Margin %</b>	<b>-11.8%</b>	<b>10.8%</b>		<b>4.4%</b>	<b>11.2%</b>	
Concern	351	98	253	1,265	475	790
ECSC	(4)	0	(4)	(29)	0	(29)
Foundation	(887)	109	(996)	(122)	863	(985)
Silicon Valley Medical Development	653	7	646	1,348	(242)	1,590
<b>Net Income Hospital Affiliates</b>	<b>113</b>	<b>214</b>	<b>(100)</b>	<b>2,463</b>	<b>1,096</b>	<b>1,367</b>
<b>Total Net Income Hospital &amp; Affiliates</b>	<b>(9,211)</b>	<b>8,650</b>	<b>(17,862)</b>	<b>22,777</b>	<b>52,558</b>	<b>(29,781)</b>

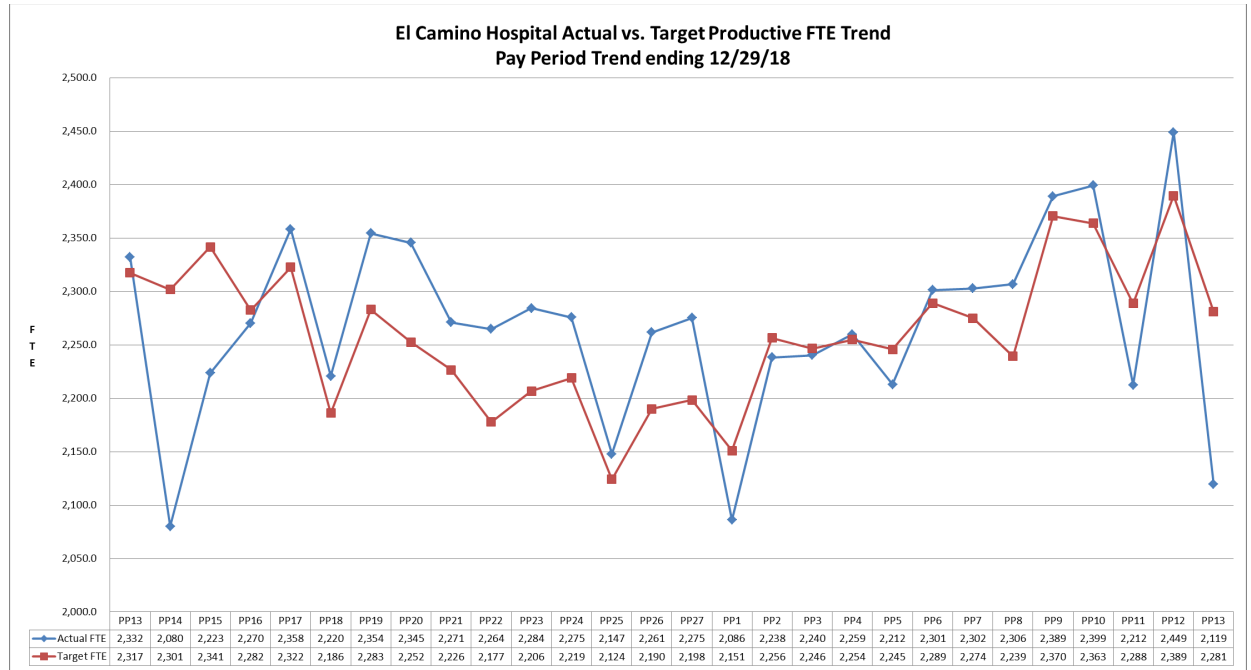
<sup>1</sup>Favorable variances for SVMD and Community Connect are due to delayed implementation

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

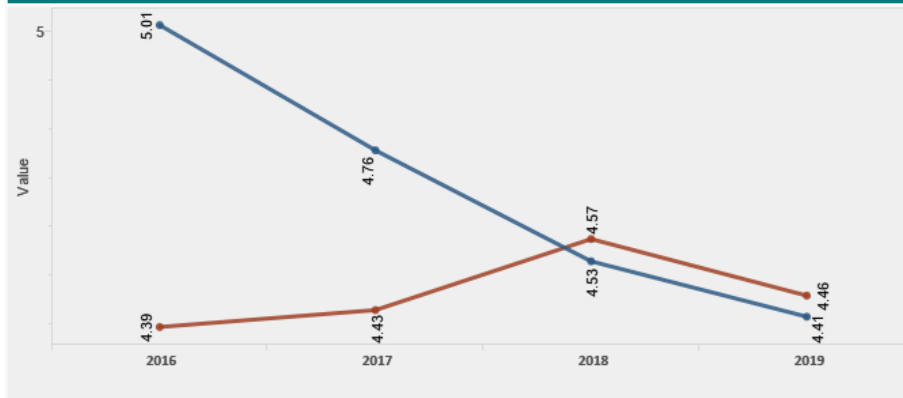
# Productivity and Medicare Length of Stay

At or below FTE target for the first six pay periods of the year. Uptick end of Sept due to mandatory training for all employees. YTD we are on budget (adjusted for volume)

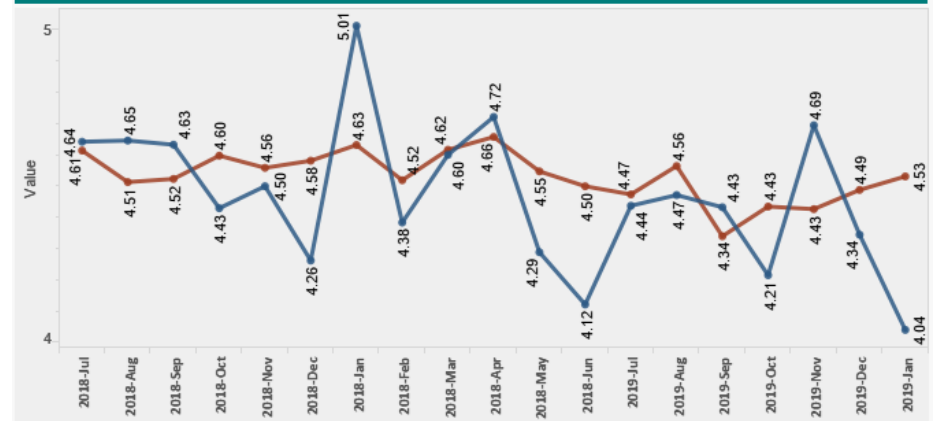
ALOS vs Milliman well-managed benchmark. Trend shows steady improvement with FY 2019 below benchmark (blue). Increase in benchmark beginning in FY 2017 due to Clinical Documentation Improvement (CDI)



## AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



## AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



## El Camino Hospital Volume Annual Trends

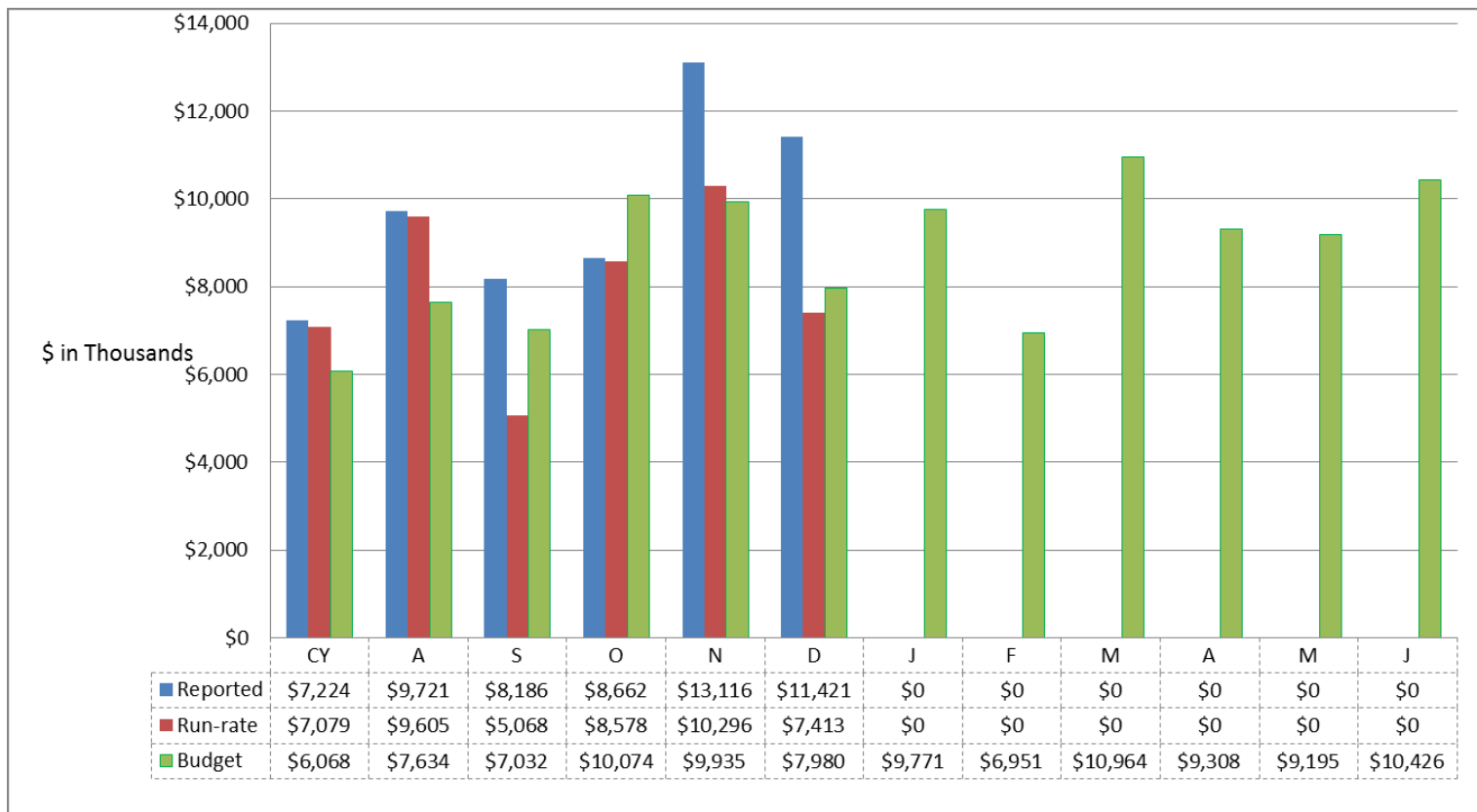
VOLUME BY SERVICE LINE		ANNUAL TREND					FY19 Bud vs FY18		MONTH					YEAR					
		2014	2015	2016	2017	2018	2019(b)	Cases	Percent	PY	CY	Bud	Bud Var	PY Var	PY	CY	Bud	Bud Var	PY Var
IP	Behavioral Health	1,012	1,052	928	924	1,098	1,062	-36	-3.2%	101	105	95	10	4	560	575	528	47	15
	General Medicine & ..	4,165	4,592	4,459	4,961	5,286	5,325	39	0.7%	482	426	455	-29	-56	2,583	2,351	2,419	-68	-232
	General Surgery	1,243	1,150	1,311	1,318	1,305	1,344	39	3.0%	106	118	109	9	12	642	703	665	38	61
	GYN	390	313	293	270	243	255	12	4.9%	25	22	21	1	-3	128	112	113	-1	-16
	Heart and Vascular	1,859	1,998	2,001	2,203	2,372	2,445	73	3.1%	206	201	198	3	-5	1,161	1,081	1,125	-44	-80
	MCH	6,695	6,371	5,953	5,822	5,719	5,764	45	0.8%	501	472	485	-13	-29	2,959	2,738	2,863	-125	-221
	Neurosciences	667	672	677	688	870	907	37	4.3%	83	105	82	23	22	438	434	480	-46	-4
	Oncology	606	564	652	594	633	726	93	14.7%	65	57	65	-8	-8	335	348	340	8	13
	Orthopedics	1,695	1,773	1,746	1,690	1,705	1,819	114	6.7%	159	135	160	-25	-24	888	834	913	-79	-54
	Rehab Services	547	555	500	461	441	436	-5	-1.1%	43	38	44	-6	-5	217	247	218	29	30
	Spine Surgery	377	429	417	474	375	465	90	24.0%	34	24	35	-11	-10	220	156	230	-74	-64
	Urology	172	169	234	257	254	274	20	7.9%	20	22	20	2	2	121	137	121	16	16
	Total		19,428	19,638	19,171	19,662	20,301	20,823	522	2.6%	1,825	1,725	1,771	-46	-100	10,252	9,716	10,013	-297
OP	Behavioral Health	911	886	2,394	3,260	3,151	3,417	266	8.4%	236	216	224	-8	-20	1,627	1,372	1,558	-186	-255
	Dialysis	1,060	154	6			0					0					0		
	Emergency	46,005	49,077	48,587	48,625	49,418	49,122	-296	-0.6%	4,506	4,159	4,438	-279	-347	24,183	23,499	23,788	-289	-684
	General Medicine & ..	6,633	6,634	7,196	7,129	7,300	7,457	157	2.2%	621	657	599	58	36	3,655	3,904	3,630	274	249
	General Surgery	1,840	1,854	1,799	1,836	2,004	2,068	64	3.2%	178	159	196	-37	-19	973	990	991	-1	17
	GYN	1,221	1,308	1,018	1,080	1,097	1,171	74	6.7%	101	144	93	51	43	577	717	559	158	140
	Heart and Vascular	2,575	2,719	3,796	4,361	4,363	4,410	47	1.1%	338	339	336	3	1	2,112	2,298	2,164	134	186
	Imaging Services	19,549	20,077	17,808	17,249	18,504	18,744	240	1.3%	1,566	1,598	1,540	58	32	9,332	9,744	9,154	590	412
	Laboratory Services	30,595	29,710	29,004	29,153	28,570	29,071	501	1.8%	2,343	2,127	2,349	-222	-216	14,379	13,760	14,334	-574	-619
	MCH	5,038	4,830	5,092	5,577	5,644	5,928	284	5.0%	444	467	446	21	23	2,845	2,727	2,827	-100	-118
	Neurosciences	110	61	127	125	115	155	40	34.8%	15	8	16	-8	-7	67	38	83	-45	-29
	Oncology	4,002	4,174	14,329	18,541	19,278	22,037	2,759	14.3%	1,593	1,669	1,621	48	76	9,636	9,966	9,886	80	330
	Orthopedics	866	776	584	615	642	714	72	11.2%	51	57	58	-1	6	309	341	355	-14	32
	Outpatient Clinics	1,817	1,706	1,681	1,288	1,884	1,517	-367	-19.5%	107	129	112	17	22	1,087	873	759	115	-214
	Rehab Services	1,732	1,747	3,953	4,518	4,926	4,900	-26	-0.5%	384	406	382	24	22	2,407	2,617	2,393	224	210
	Sleep Center	160	223	498	368	211	300	89	42.2%	15	15	29	-14	0	78	118	150	-32	40
	Spine Surgery	325	401	309	324	310	326	16	5.2%	33	27	32	-5	-6	168	150	165	-15	-18
Urology	1,758	1,773	1,740	1,898	2,052	2,058	6	0.3%	145	151	151	0	6	995	996	1,010	-14	1	
Total		126,197	128,110	139,921	145,947	149,469	153,395	3,926	2.6%	12,676	12,328	12,625	-297	-348	74,430	74,110	73,804	306	-320

Medicare data excludes Medicare HMOs  
MOUNTAIN VIEW | LOS GATOS



## ECH Operating Margin

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



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

Revenue Adjustments	J	A	S	O	N	D	YTD
Mcare Settltm/Appeal/Tent Settltm/PIP	141	112	92	76	137	443	1,000
IGT Supplemental	-	-	-	-	2,672	-	2,672
AB 915	-	-	2,875	-	-	-	2,875
RAC Release	-	-	161	-	-	(305)	(144)
Credit Balance Quarterly Review	-	-	(19)	-	-	3,858	3,839
Various Adjustments under \$250k	4	5	(13)	8	11	12	27
<b>Total</b>	<b>145</b>	<b>116</b>	<b>3,118</b>	<b>84</b>	<b>2,820</b>	<b>4,313</b>	<b>10,291</b>

## Capital Spend Trend & FY 19 Budget

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

### Facilities

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

# El Camino Hospital

## Capital Spending (in millions)

Category	Detail	Approved	Total Estimated Cost of Project	Total Authorized Active	Spent from Inception	FY19 Budget	FY 19 Proj Spend	Variance Projected vs Budget*	FY 19 YTD Spent
<b>IT Hardware, Software, Equipment &amp; Imaging</b>				19.7	2.5	19.7	19.7	0.0	2.5
<b>Medical &amp; Non Medical Equipment FY 18</b>					5.6	9.4	0.0	0.0	3.3
<b>Medical &amp; Non Medical Equipment FY 19</b>					11.2	3.3	11.2	0.0	3.3
<b>Facility Projects</b>									
	1245 Behavioral Health Bldg	FY16	96.1	96.1	59.7	45.0	41.7	-3.3	13.7
	1413 North Drive Parking Expansion	FY15	24.5	24.5	24.3	0.0	0.7	0.7	0.0
	1414 Integrated MOB	FY15	302.1	302.1	183.7	150.0	123.3	-26.7	63.3
	1422 CUP Upgrade	FY16	9.0	9.0	7.9	0.8	1.4	0.6	0.3
	1430 Women's Hospital Expansion	FY16	135.0	135.0	5.0	10.0	4.8	-5.2	1.8
	Demo Old Main & Related Site Work		30.0	30.0	0.0	2.0	0.6	-1.4	0.0
	1502 Cabling & Wireless Upgrades	FY16	0.0	0.0	2.8	0.0	0.0	0.0	0.0
	1525 New Main Lab Upgrades		3.1	3.1	2.6	0.3	0.0	-0.3	0.4
	1515 ED Remodel Triage/Psych Observation	FY16	5.0	5.0	0.0	4.6	0.3	-4.3	0.0
	1503 Willow Pavilion Tomosynthesis	FY16	1.0	0.0	0.4	1.0	0.0	-1.0	0.0
	1602 JW House (Patient Family Residence)		6.5	6.5	0.3	6.0	0.1	-5.9	0.0
	Site Signage and Other Improvements		1.3	0.0	0.0	1.0	0.3	-0.7	0.0
	Nurse Call System Upgrades		2.4	0.0	0.0	2.4	0.2	-2.2	0.0
	1707 Imaging Equipment Replacement ( 5 or 6 rooms)		20.7	0.3	0.0	6.0	6.0	0.0	0.0
	1708 IR/ Cath Lab Equipment Replacement		19.4	19.4	0.0	5.0	1.0	-4.0	0.6
	Flooring Replacement		1.6	1.6	0.0	1.5	0.4	-1.1	0.0
	1219 LG Spine OR	FY13	0.0	0.0	4.0	0.0	0.0	0.0	0.2
	1313 LG Rehab HVAC System & Structural	FY16	0.0	0.0	4.1	0.0	0.0	0.0	0.0
	1248 LG Imaging Phase II (CT & Gen Rad)	FY16	9.0	9.0	9.0	0.0	0.0	0.0	0.1
	1307 LG Upgrades	FY13	19.3	19.3	18.7	0.8	0.0	-0.8	0.9
	1507 LG IR Upgrades		1.3	0.0	0.0	1.3	1.3	0.1	0.0
	1603 LG MOB Improvements (17)		5.0	5.0	5.0	0.5	0.0	-0.5	0.0
	1711 Emergency Sanitary & Water Storage		1.5	1.5	0.2	1.3	1.5	0.3	0.0
	LG Modular MRI & Awning		3.9	3.9	0.1	3.5	0.6	-2.9	0.1
	LG Nurse Call System Upgrade		0.8	0.0	0.0	0.5	0.4	-0.1	0.0
	LG Observation Unit (Conversion of ICU 2)		0.0	0.0	0.0	0.0	0.0	0.0	0.0
	1712 LG Cancer Center		5.0	5.0	0.3	4.8	3.7	-1.1	0.1
	Workstation Inventory Replacement		2.0	2.0	0.0	0.0	0.0	0.0	0.0
	Primary Care Clinic Development (2 @ \$3 Million Ea		6.0	6.0	0.0	5.0	4.0	-1.0	0.0
	Other Strategic Capital FY-19		5.0	5.0	0.0	15.0	9.0	-6.0	0.0
	Willow SC Upgrades ( 35,000 @ \$50)		1.8	1.8	0.0	1.8	0.0	-1.8	0.0
	New 28k MOB (Courthouse Prop)		22.4	22.4	0.0	1.2	0.2	-1.0	0.0
	80 Great Oaks Upgrades		4.5	4.5	0.0	0.0	0.0	0.0	0.0
	Primary Care Clinic (TI's Only) FY 17 (828 Wincheste		3.6	3.6	0.0	0.3	0.0	-0.3	0.0
	All Other Projects		7.2	6.6	70.3	7.8	3.9	-3.9	0.8
<b>GRAND TOTAL</b>			<b>755.9</b>	<b>728.4</b>	<b>398.2</b>	<b>279.5</b>	<b>205.5</b>	<b>-74.0</b>	<b>82.4</b>

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

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