

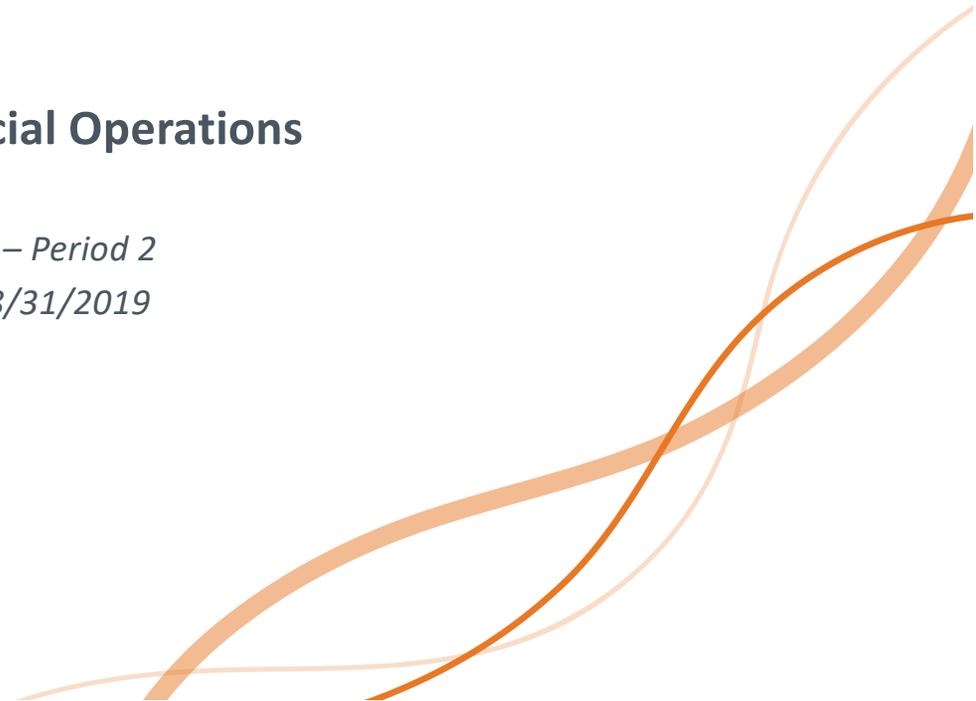


El Camino Health

Summary of Financial Operations

Fiscal Year 2020 – Period 2

7/1/2019 to 08/31/2019



Financial Overview

Financial Performance

- Strong revenues is fueled by volume growth drove \$7.9M operating margin favorable variance. Despite the higher volumes, expenses remained close to budgeted.
 - Operating expense is at budget level
 - Supplies are higher than budget due to procedural volume growth
 - Other Operating Expense favorable due to delay in activation costs for Sobrato & Taube Pavilions
- Revenue cycle operations remain strong with low days in AR and high payments. Cash collections for the year are \$6.3 million higher than target
- Non Operating Income unfavorable variance due to timing of community benefit grants and will normalize over the year

Hospital Volume

- Adjusted Discharges (AD) are 11% to be favorable to budget. The budget growth target was 2.5% which is aggressive compared to historical growth.
 - Mountain View: Favorable to budget by 422 ADs (8.9%) and favorable to prior year by 11.0%
 - Infusion Volumes (up 23%), extended hours, new Oncologist and increased productivity
 - High ER volume
 - Overall procedural volume favorable to budget by 144 cases (3%)
 - Los Gatos: Favorable to budget by 256 ADs 25% and favorable to prior year by 32%
 - Surgeries (up 28%) – Orthopedics (purchase of technology), Urology, Ophthalmology (program moved from Willow ASC while it is closed for licensing)
 - Overall procedural volume favorable to budget by 129 cases (14%)
 - Op Emergency Room favorable to budget by 193 visits (11%)

Payor Mix

- For August, payor mix is at budget – improvement in Urology and Orthopedic payor mix.
- Year to date payor mix is close to budget;

Productivity

- YTD FTEs are in line with targets as management is flexing to meet volumes.

Dashboard - as of August 31, 2019

*Beginning with the June FY 19 report, the Dashboard and the financial report has been updated to show the ECH consolidated results instead of just the Hospitals. The descriptions of the metrics indicate whether the data is hospital only.

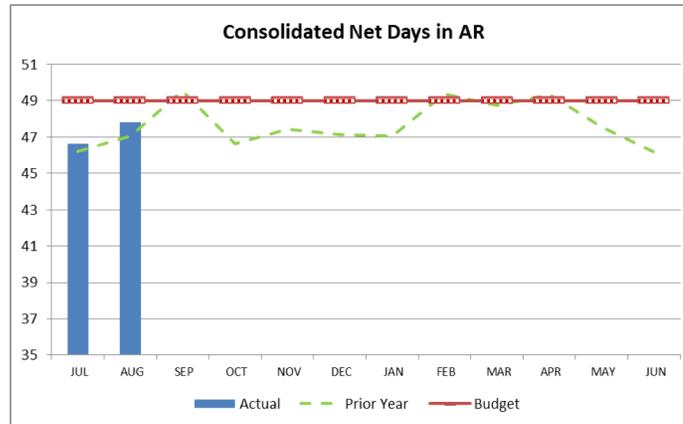
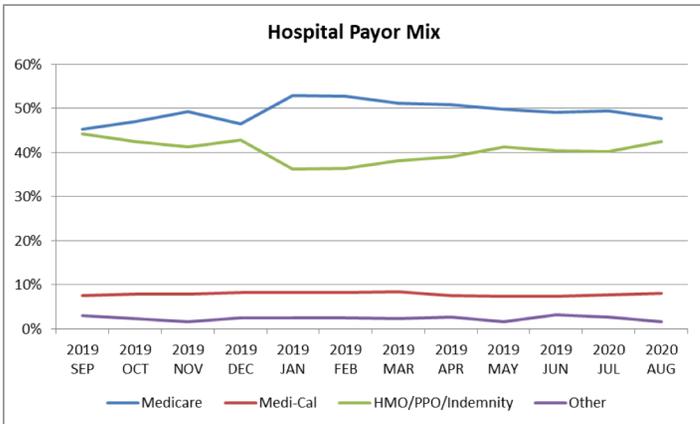
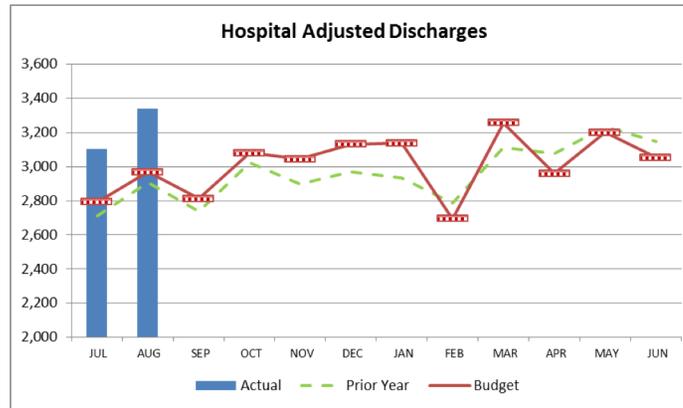
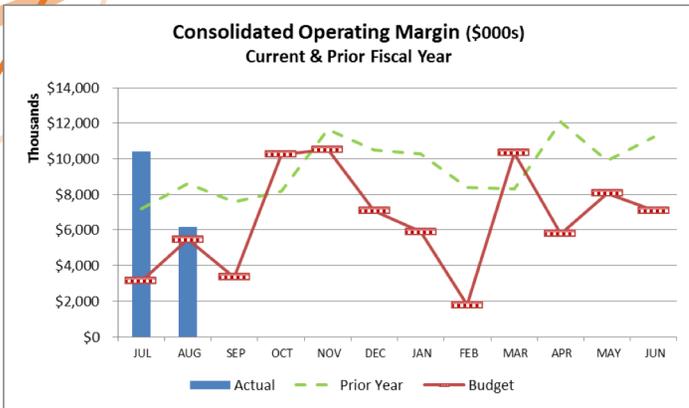
	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
Consolidated Financial Perf.								
Total Operating Revenue	80,660	87,322	86,861	461	154,636	176,940	168,863	8,077
Operating Margin \$	8,614	6,152	5,479	672	15,789	16,549	8,609	7,940
Operating Margin %	10.7%	7.0%	6.3%	0.7%	10.2%	9.4%	5.1%	4.3%
EBIDA %	16.2%	12.4%	12.0%	0.4%	15.9%	14.7%	11.0%	3.7%
Hospital Volume								
Licensed Beds	443	443	443	-	443	443	443	-
ADC	225	219	231	(12)	220	453	227	226
Utilization MV	61%	60%	63%	(2.8%)	60%	61%	61%	0.1%
Utilization LG	29%	28%	30%	(2.5%)	28%	30%	30%	(0.5%)
Utilization Combined	51%	49%	52%	(2.7%)	50%	51%	51%	(0.1%)
Total Discharges (Excl NNB)	1,578	1,691	1,618	73	3,054	3,375	3,151	224
Hospital Payor Mix								
Medicare	47.3%	47.8%	47.5%	0.3%	46.4%	48.6%	47.8%	0.8%
Medi-Cal	7.6%	8.1%	7.9%	0.2%	8.4%	7.9%	8.1%	(0.2%)
Total Commercial	42.9%	42.6%	42.2%	0.3%	42.7%	41.4%	41.7%	(0.3%)
Other	2.2%	1.6%	2.4%	(0.8%)	2.5%	2.1%	2.4%	(0.3%)
Hospital Cost								
Total FTE	2,596.0	2,733.7	2,747.7	14.0	2,580.4	2,740.5	2,749.1	8.6
Productive Hrs/APD	31.0	31.5	32.4	0.8	31.2	31.4	32.7	1.4
Consolidated Balance Sheet								
Net Days in AR	47.0	47.8	49.0	1.2	46.6	47.2	49.0	1.8
Days Cash	512	473	435	38	512	473	435	38

Consolidated Statement of Operations (\$000s)

Period ending 08/31/2019

Period 2 FY 2019	Period 2 FY 2020	Period 2 Budget 2020	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2019	YTD FY 2020	YTD Budget 2020	Variance Fav (Unfav)	Var%
291,066	317,087	319,154	(2,067)	(0.6%)	OPERATING REVENUE					
(213,218)	(233,586)	(236,288)	2,702	1.1%	Gross Revenue	556,917	631,150	619,394	11,756	1.9%
77,847	83,501	82,866	635	0.8%	Deductions	(408,369)	(462,141)	(458,544)	(3,597)	(0.8%)
2,812	3,821	3,995	(174)	(4.4%)	Net Patient Revenue	148,548	169,009	160,849	8,159	5.1%
80,660	87,322	86,861	461	0.5%	Other Operating Revenue	6,088	7,931	8,014	(83)	(1.0%)
					Total Operating Revenue	154,636	176,940	168,863	8,077	4.8%
					OPERATING EXPENSE					
41,654	46,023	46,494	471	1.0%	Salaries & Wages	82,280	91,104	92,151	1,047	1.1%
12,429	13,096	12,183	(914)	(7.5%)	Supplies	22,419	26,229	23,466	(2,762)	(11.8%)
11,007	13,793	13,134	(659)	(5.0%)	Fees & Purchased Services	20,257	26,714	26,342	(373)	(1.4%)
2,506	3,595	4,604	1,009	21.9%	Other Operating Expense	5,057	6,885	8,391	1,506	17.9%
157	236	495	258	52.2%	Interest	278	469	990	521	52.6%
4,293	4,426	4,473	47	1.0%	Depreciation	8,557	8,991	8,915	(75)	(0.8%)
72,046	81,170	81,382	211	0.3%	Total Operating Expense	138,847	160,391	160,254	(137)	(0.1%)
8,614	6,152	5,479	672	12.3%	Net Operating Margin	15,789	16,549	8,609	7,940	92.2%
10,678	3,629	3,213	416	13.0%	Non Operating Income	20,095	4,935	6,082	(1,148)	(18.9%)
19,292	9,781	8,692	1,089	12.5%	Net Margin	35,883	21,483	14,691	6,792	46.2%
16.2%	12.4%	12.0%	0.4%		EBITDA	15.9%	14.7%	11.0%	3.7%	
10.7%	7.0%	6.3%	0.7%		Operating Margin	10.2%	9.4%	5.1%	4.3%	
23.9%	11.2%	10.0%	1.2%		Net Margin	23.2%	12.1%	8.7%	3.4%	

Monthly Financial Trends



- Operating Margin – strong start for the year driven by higher volume
- We budgeted 2.5% growth but actual volume in the first two months was 15% higher than prior year
- Payor mix is at budget.
- Revenue cycle operation continues to perform better than targets

INVESTMENT SCORECARD AS OF JUNE 30, 2019

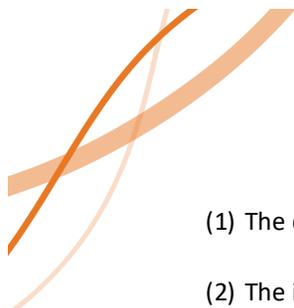
Key Performance Indicator	Status	El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	FY19 Year End Budget	Expectation Per Asset Allocation
Investment Performance		2Q 2019		Fiscal Year-to-date		6y 8m Since Inception (annualized)		2019	
Surplus cash balance*		\$1,028.7	--	--	--	--	--	\$892.9	--
Surplus cash return		2.9%	2.8%	5.4%	5.7%	5.6%	5.5%	3.2%	5.6%
Cash balance plan balance (millions)		\$277.6	--	--	--	--	--	\$276.9	--
Cash balance plan return		3.1%	3.0%	6.0%	5.9%	7.8%	7.0%	6.0%	6.0%
403(b) plan balance (millions)		\$514.1	--	--	--	--	--	--	--
Risk vs. Return		3-year		6y 8m Since Inception (annualized)		2019			
Surplus cash Sharpe ratio		1.06	1.04	--	--	1.02	1.01	--	0.34
Net of fee return		7.2%	6.8%	--	--	5.6%	5.5%	--	5.6%
Standard deviation		5.4%	5.2%	--	--	4.9%	4.8%	--	8.7%
Cash balance Sharpe ratio		1.09	1.03	--	--	1.12	1.06	--	0.32
Net of fee return		8.8%	7.8%	--	--	7.8%	7.0%	--	6.0%
Standard deviation		6.7%	6.2%	--	--	6.3%	6.0%	--	10.3%
Asset Allocation		2Q 2019							
Surplus cash absolute variances to target		7.1%	< 10%	--	--	--	--	--	--
Cash balance absolute variances to target		6.9%	< 10%	--	--	--	--	--	--
Manager Compliance		2Q 2019							
Surplus cash manager flags		17	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags		23	< 27 Green < 34 Yellow	--	+	--	--	--	--

*Excludes debt reserve funds (~\$83 mm), District assets (~\$41 mm), and balance sheet cash not in investable portfolio (~\$128 mm). Includes Foundation (~\$31 mm) and Concern (~\$14 mm) assets. Budget adds back in current Foundation and Concern assets and backs out current debt reserve funds.

Consolidated Balance Sheet

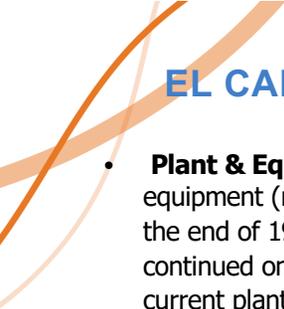
(in thousands)

	ASSETS		LIABILITIES AND FUND BALANCE	
	August 31, 2019	Audited June 30, 2019	August 31, 2019	Audited June 30, 2019
CURRENT ASSETS			CURRENT LIABILITIES	
(1) Cash	112,290	124,912	Accounts Payable	38,319
(2) Short Term Investments	192,199	177,165	(5) Salaries and Related Liabilities	26,586
Patient Accounts Receivable, net	132,359	132,198	Accrued PTO	26,799
Other Accounts and Notes Receivable	5,664	5,058	Worker's Comp Reserve	2,300
Intercompany Receivables	5,552	8,549	Third Party Settlements	11,549
Inventories and Prepaids	64,418	64,093	Intercompany Payables	5,479
Total Current Assets	512,482	511,976	Malpractice Reserves	1,800
			(6) Bonds Payable - Current	8,630
BOARD DESIGNATED ASSETS			Bond Interest Payable	5,246
Foundation Board Designated	16,848	16,895	Other Liabilities	9,884
Plant & Equipment Fund	174,382	171,304	Total Current Liabilities	136,591
Women's Hospital Expansion	22,298	15,472		
(3) Operational Reserve Fund	144,294	139,057	LONG TERM LIABILITIES	
Community Benefit Fund	17,994	18,260	Post Retirement Benefits	29,508
Workers Compensation Reserve Fund	21,152	20,732	Worker's Comp Reserve	18,852
Postretirement Health/Life Reserve Fund	29,508	29,480	Other L/T Obligation (Asbestos)	3,994
PTO Liability Fund	26,405	26,149	Other L/T Liabilities (IT/Medl Leases)	-
Malpractice Reserve Fund	1,831	1,831	(7) Bond Payable	504,946
Catastrophic Reserves Fund	19,676	19,678	Total Long Term Liabilities	557,301
Total Board Designated Assets	474,387	458,857		
			DEFERRED REVENUE-UNRESTRICTED	1,232
(4) FUNDS HELD BY TRUSTEE	67,679	83,073	DEFERRED INFLOW OF RESOURCES	13,715
LONG TERM INVESTMENTS	356,623	375,729	FUND BALANCE/CAPITAL ACCOUNTS	
			Unrestricted	1,378,308
CHARITABLE GIFT ANNUITY INVESTMENTS	599	602	Board Designated	474,370
			Restricted	25,078
INVESTMENTS IN AFFILIATES	34,073	38,532	Capital	100
			Retained Earnings	16,343
PROPERTY AND EQUIPMENT			Total Fund Bal & Capital Accts	1,894,200
Fixed Assets at Cost	1,322,533	1,317,599		
Less: Accumulated Depreciation	(631,865)	(622,877)	TOTAL LIABILITIES AND FUND BALANCE	2,603,039
Construction in Progress	406,588	375,094		2,597,775
Property, Plant & Equipment - Net	1,097,256	1,069,816		
DEFERRED OUTFLOWS	33,776	33,876		
RESTRICTED ASSETS	25,139	24,279		
OTHER ASSETS	1,026	1,036		
TOTAL ASSETS	2,603,039	2,597,775		



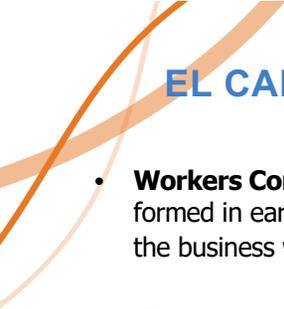
August 2019 El Camino Hospital Comparative Balance Sheet Variances and Footnotes

- (1) The decrease is due to funding of our construction projects and a quarterly pension payment.
- (2) The increase is due to the shift from long term investment to short term investments. S-Term has increased by \$15M and L-Term has declined by \$19M
- (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 and semi-annual 2015/2017 bond payment
- (5) Decrease is due to the days accrued for payroll declined by 8 days compared to June 2019.
- (6) Semi-annual bond payments of interest and principal were made on the 2015A and 2017 Bonds in February.
- (7) Decrease is due to the establishment of FY2020 2015A and 2017 Bond Principal Payable moving to current bond payables.



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 2019 another \$7.2 million was added to this fund bringing it to \$22.5 million.
- **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 2019 it generated over \$872 thousand 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 08/31/2019

Period 2 FY 2019	Period 2 FY 2020	Period 2 Budget 2020	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2019	YTD FY 2020	YTD Budget 2020	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
238,623	251,712	253,612	(1,900)	(0.7%)	Gross Revenue	456,683	502,456	490,470	11,986	2.4%
(173,892)	(184,678)	(188,814)	4,136	2.2%	Deductions	(333,768)	(366,356)	(365,163)	(1,193)	(0.3%)
64,731	67,034	64,798	2,236	3.5%	Net Patient Revenue	122,915	136,100	125,307	10,793	8.6%
1,580	1,481	1,696	(216)	(12.7%)	Other Operating Revenue	3,133	2,895	3,420	(525)	(15.3%)
66,312	68,515	66,495	2,020	3.0%	Total Operating Revenue	126,048	138,995	128,727	10,268	8.0%
					OPERATING EXPENSE					
34,159	36,348	36,709	361	1.0%	Salaries & Wages	67,321	71,986	72,624	638	0.9%
9,953	10,483	9,462	(1,021)	(10.8%)	Supplies	17,920	20,911	18,221	(2,690)	(14.8%)
7,139	6,488	5,881	(606)	(10.3%)	Fees & Purchased Services	12,960	13,253	11,874	(1,380)	(11.6%)
2,048	2,528	2,996	468	15.6%	Other Operating Expense	4,185	4,964	5,510	546	9.9%
157	236	495	258	52.2%	Interest	278	469	990	521	52.6%
3,506	3,562	3,469	(93)	(2.7%)	Depreciation	6,993	7,260	6,943	(317)	(4.6%)
56,962	59,644	59,011	(633)	(1.1%)	Total Operating Expense	109,656	118,844	116,163	(2,681)	(2.3%)
9,350	8,871	7,483	1,387	18.5%	Net Operating Margin	16,392	20,151	12,564	7,587	60.4%
8,658	2,645	2,720	(75)	(2.7%)	Non Operating Income	16,410	3,541	5,208	(1,668)	(32.0%)
18,008	11,516	10,204	1,312	12.9%	Net Margin	32,801	23,692	17,773	5,920	33.3%
19.6%	18.5%	17.2%	1.3%		EBITDA	18.8%	20.1%	15.9%	4.1%	
14.1%	12.9%	11.3%	1.7%		Operating Margin	13.0%	14.5%	9.8%	4.7%	
27.2%	16.8%	15.3%	1.5%		Net Margin	26.0%	17.0%	13.8%	3.2%	

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

Period ending 08/31/2019

Period 2 FY 2019	Period 2 FY 2020	Period 2 Budget 2020	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2019	YTD FY 2020	YTD Budget 2020	Variance Fav (Unfav)	Var%
					OPERATING REVENUE					
52,260	60,091	56,692	3,399	6.0%	Gross Revenue	99,841	117,571	111,406	6,165	5.5%
(39,213)	(45,491)	(42,073)	(3,418)	(8.1%)	Deductions	(74,355)	(88,042)	(82,691)	(5,351)	(6.5%)
13,048	14,600	14,619	(19)	(0.1%)	Net Patient Revenue	25,487	29,529	28,715	815	2.8%
258	386	272	114	42.1%	Other Operating Revenue	519	765	540	225	41.6%
13,305	14,986	14,890	96	0.6%	Total Operating Revenue	26,006	30,294	29,255	1,039	3.6%
					OPERATING EXPENSE					
6,934	7,384	7,226	(158)	(2.2%)	Salaries & Wages	13,834	14,786	14,509	(277)	(1.9%)
2,416	2,287	2,304	17	0.7%	Supplies	4,388	4,546	4,433	(114)	(2.6%)
2,558	2,747	2,736	(11)	(0.4%)	Fees & Purchased Services	5,172	5,538	5,478	(60)	(1.1%)
279	290	628	339	53.9%	Other Operating Expense	577	566	980	414	42.2%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
746	810	809	(1)	(0.1%)	Depreciation	1,481	1,622	1,619	(3)	(0.2%)
12,934	13,517	13,702	185	1.4%	Total Operating Expense	25,452	27,059	27,019	(40)	(0.1%)
371	1,469	1,188	281	23.7%	Net Operating Margin	554	3,236	2,236	1,000	44.7%
0	0	0	0	0.0%	Non Operating Income	0	0	0	0	0.0%
371	1,469	1,188	281	23.7%	Net Margin	554	3,236	2,236	1,000	44.7%
8.4%	15.2%	13.4%	1.8%		EBITDA	7.8%	16.0%	13.2%	2.9%	
2.8%	9.8%	8.0%	1.8%		Operating Margin	2.1%	10.7%	7.6%	3.0%	
2.8%	9.8%	8.0%	1.8%		Net Margin	2.1%	10.7%	7.6%	3.0%	

Non Operating Items and Net Margin by Affiliate

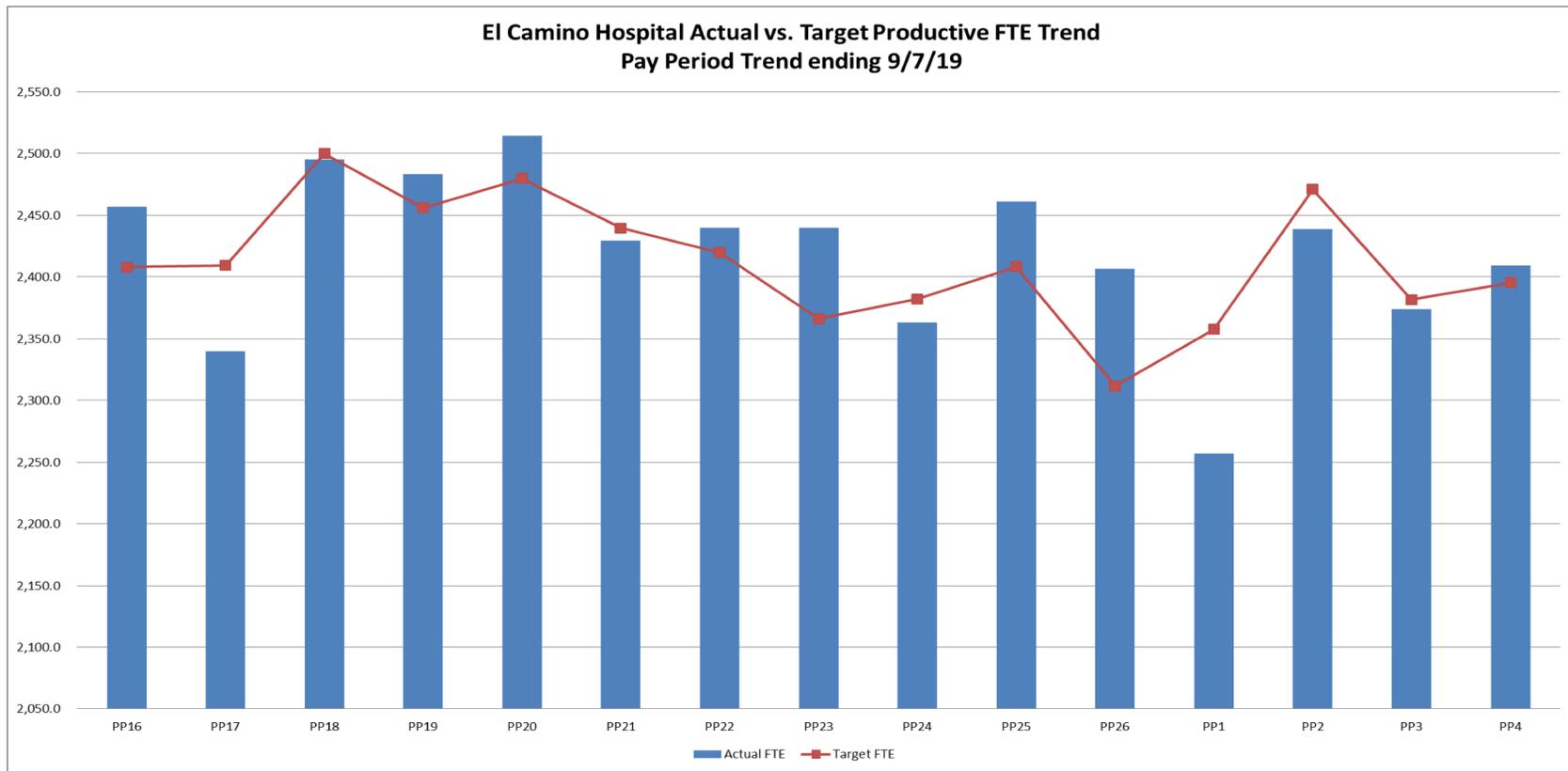
\$ in thousands

	Period 2- Month			Period 2- FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Operating Margin						
Mountain View	8,871	7,483	1,387	20,151	12,564	7,587
Los Gatos	1,469	1,188	281	3,236	2,236	1,000
Sub Total - El Camino Hospital, excl. Affiliates	10,340	8,672	1,668	23,387	14,800	8,587
Operating Margin %	12.4%	10.7%		13.8%	9.4%	
El Camino Hospital Non Operating Income						
Investments	632	3,294	(2,662)	3,813	6,355	(2,542)
Swap Adjustments	2,104	0	2,104	2,490	0	2,490
Community Benefit ¹	16	(309)	325	(2,459)	(618)	(1,841)
Satellite Dialysis	122	42	81	122	83	39
Other	(229)	(306)	78	(427)	(612)	186
Sub Total - Non Operating Income	2,645	2,720	(75)	3,541	5,208	(1,668)
El Camino Hospital Net Margin	12,986	11,392	1,594	26,928	20,009	6,919
ECH Net Margin %	15.6%	14.0%		15.9%	12.7%	
Concern	251	136	115	396	161	235
ECSC	(22)	0	(22)	(26)	1	(27)
Foundation	511	141	370	734	313	421
Silicon Valley Medical Development	(3,945)	(2,977)	(968)	(6,549)	(5,792)	(757)
Net Margin Hospital Affiliates	(3,204)	(2,699)	(505)	(5,445)	(5,318)	(127)
Total Net Margin Hospital & Affiliates	9,781	8,692	1,089	21,483	14,691	6,792

¹Donations to outside organizations for FY20

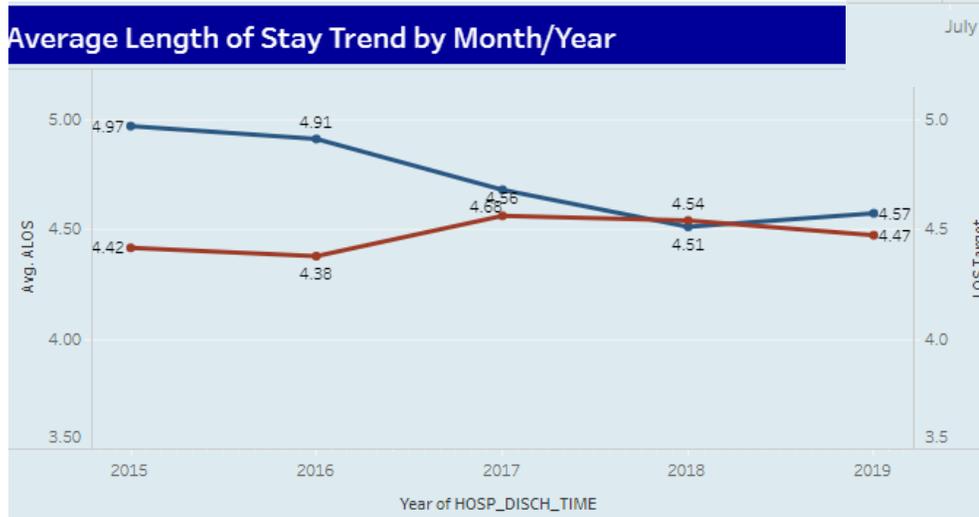
Hospital Productivity – Rolling Trend

- FYTD Productive FTEs continue to be favorable to the volume adjusted target by 1.7%. Though a slight decrease in overall positive variance, the biggest factors were the holiday in July along with increase in targets for new year and management of FTE to volumes.



Medicare Length of Stay

ALOS vs Milliman well-managed benchmark (red line). Medicare is our largest book of business and growing due to aging population. Lower length of stay is a key driver for improving the Medicare margin
 FY19 ALOS has increased due to long stay outlier cases beginning in January but has been improving since May.
 ALOS continues to be ahead of target



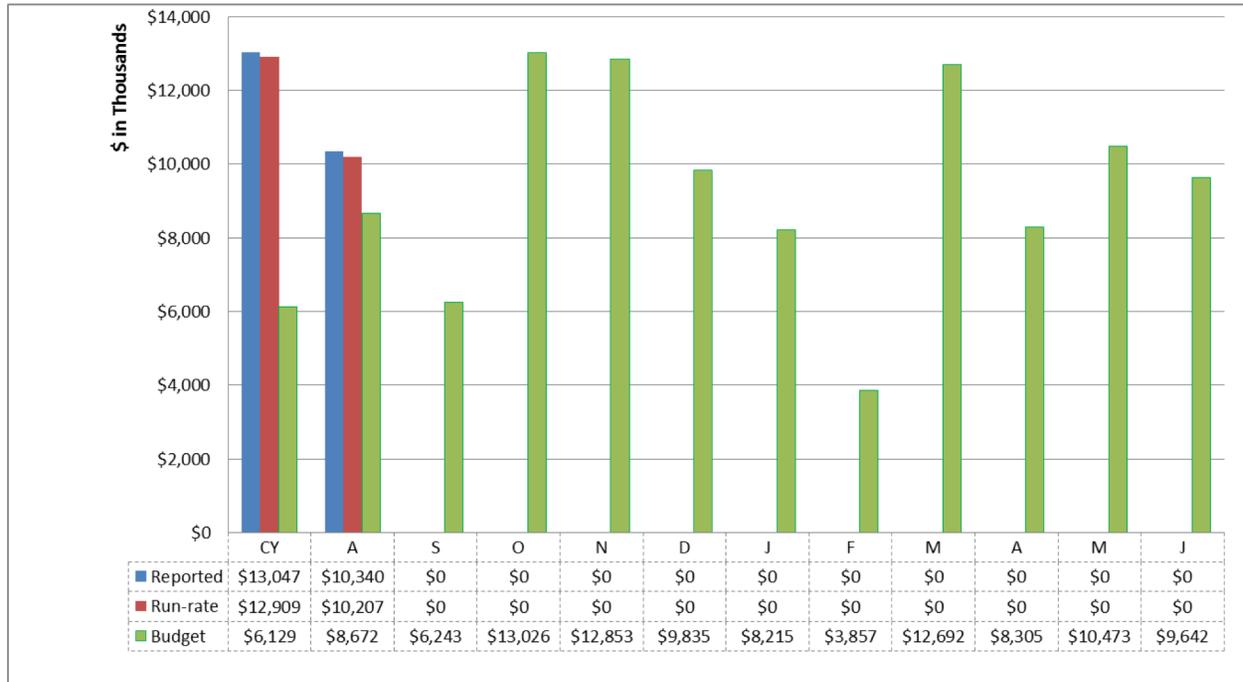
Actual Benchmark

El Camino Hospital Volume Annual Trends

VOLUME BY SERVICE LINE <small>Last Data Refresh: 9/12/2019 8:48:25 AM</small>							MONTH		FACILITY		PROCEDURAL?								
							02-Aug		(All)		(All)								
ANNUAL TREND							FY20 Bud vs FY19		MONTH					YEAR					
							Cases	Percent	PY	CY	Bud	Bud Var	PY Var	PY	CY	Bud	Bud Var	PY Var	
	2015	2016	2017	2018	2019	Bud 2020													
IP																			
Behavioral Health	1,052	928	924	1,098	1,181	1,382	201	17.0%	104	98	97	1	-6	187	193	189	4	6	
General Medicine	4,583	4,452	4,951	5,278	5,192	4,971	-221	-4.3%	378	436	384	52	58	774	889	787	102	115	
General Surgery	1,149	1,311	1,318	1,305	1,409	1,427	18	1.3%	130	112	131	-19	-18	239	221	247	-26	-18	
GYN	313	293	270	243	226	194	-32	-14.2%	21	27	20	7	6	32	43	31	12	11	
Heart and Vascular	1,998	2,001	2,205	2,372	2,300	2,274	-26	-1.1%	166	188	168	20	22	325	376	326	50	51	
MCH	5,976	5,541	5,480	5,253	4,955	5,373	418	8.4%	423	451	472	-21	28	807	859	899	-40	52	
Neurosciences	672	677	685	868	884	845	-39	-4.4%	70	80	67	13	10	140	171	135	36	31	
Oncology	564	652	594	633	740	685	-55	-7.4%	62	66	62	4	4	123	124	123	1	1	
Orthopedics	1,773	1,746	1,690	1,705	1,672	1,733	61	3.6%	136	127	142	-15	-9	268	275	285	-10	7	
Rehab Services	555	500	461	441	522	586	64	12.3%	40	40	48	-8	0	82	87	98	-11	5	
Spine Surgery	429	417	474	375	358	362	4	1.1%	30	35	34	1	5	54	68	62	6	14	
Urology	169	234	257	255	292	287	-5	-1.7%	25	32	26	6	7	37	75	38	37	38	
Total	19,233	18,752	19,309	19,826	19,731	20,119	388	2.0%	1,585	1,692	1,650	42	107	3,068	3,381	3,219	162	313	
OP																			
Behavioral Health	886	2,394	3,260	3,151	2,752	3,171	419	15.2%	234	221	266	-45	-13	462	427	523	-96	-35	
Dialysis	155	6					0		0	0	0	0	0	0	0	0	0	0	
Emergency	49,091	48,590	48,624	49,411	48,455	47,737	-718	-1.5%	3,859	4,138	3,890	248	279	7,900	8,296	7,966	330	396	
General Medicine	6,620	7,195	7,129	7,266	8,069	8,297	228	2.8%	663	760	707	53	97	1,270	1,413	1,351	62	143	
General Surgery	1,853	1,797	1,837	2,003	1,961	2,055	94	4.8%	183	228	192	36	45	339	425	355	70	86	
GYN	1,308	1,018	1,079	1,099	1,401	1,491	90	6.4%	118	102	125	-23	-16	229	222	243	-21	-7	
Heart and Vascular	2,712	3,795	4,361	4,364	4,615	4,707	92	2.0%	403	408	410	-2	5	786	749	799	-50	-37	
Imaging Services	20,072	17,807	17,249	18,501	18,964	19,793	829	4.4%	1,692	1,645	1,699	-54	-47	3,261	3,172	3,272	-100	-89	
Laboratory Services	29,726	29,007	29,153	28,564	27,423	28,395	972	3.5%	2,415	2,819	2,493	326	404	4,746	5,076	4,900	176	330	
MCH	4,826	5,092	5,576	5,642	5,451	5,625	174	3.2%	460	480	477	3	20	920	937	953	-16	17	
Neurosciences	61	127	125	114	81	66	-15	-18.5%	6	11	6	5	5	10	21	10	11	11	
Oncology	4,179	14,329	18,541	19,276	20,873	21,741	868	4.2%	1,710	1,527	1,844	-317	-183	3,191	3,043	3,434	-391	-148	
Orthopedics	776	584	615	641	765	712	-53	-6.9%	62	90	61	29	28	104	182	102	80	78	
Outpatient Clinics	1,705	1,680	1,288	1,883	1,563	2,508	945	60.5%	132	146	132	14	14	269	258	269	-11	-11	
Rehab Services	1,747	3,954	4,518	4,925	5,525	5,520	-5	-0.1%	437	509	441	68	72	880	1,015	889	126	135	
Sleep Center	223	498	368	242	340	383	43	12.6%	24	30	30	0	6	42	56	52	4	14	
Spine Surgery	399	309	324	311	287	281	-6	-2.1%	36	27	36	-9	-9	54	40	53	-13	-14	
Urology	1,771	1,739	1,898	2,053	2,093	2,067	-26	-1.2%	157	193	161	32	36	320	399	326	73	79	
Total	128,110	139,921	145,945	149,446	150,618	154,549	3,931	2.6%	12,591	13,334	12,970	364	743	24,783	25,731	25,496	235	948	
Grand Total	147,343	158,673	165,254	169,272	170,349	174,668	4,319	2.5%	14,176	15,026	14,620	406	850	27,851	29,112	28,715	397	1,261	

ECH Hospital Operating Margin

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



- No material normalizing items identified for P1 or P2

FY 2020 Actual Run Rate Adjustments (in thousands) - FAV / <UNFAV>			
Revenue Adjustments	J	A	YTD
Mcare Settltmt/Appeal/Tent Settltmt/PIP	129	129	259
Various Adjustments under \$250k	9	4	12
Total	138	133	271

FY 20 Capital Cash Flow Projections

Reformatted to separate active and planned facility projects

Capital Spending (in 000's)	Actual FY2017	Actual FY2018	Actual FY2019	Budget Cash Flow 2020
ERP	-	-	5,830	-
IT Hardware / Software Equipment/EPIC	5,414	2,222	7,859	6,000
Medical / Non Medical Equipment	9,556	15,780	12,082	18,000
Facilities Total	82,953	139,434	158,010	244,665
Active				
Mountain View Campus Master Plan Projects	62,493	114,093	140,000	112,700
Mountain View Capital Projects	5,535	7,948	9,620	66,992
Los Gatos Capital Projects	14,780	12,306	6,901	12,773
Placeholder/Deferred				
Other Strategic Capital Facility Projects	145	5,088	1,489	19,200
Other Major Projects				33,000
GRAND TOTAL	97,923	157,435	183,782	268,665

FY20 Detail Facility Cash Flow Projections (\$000s)

	FY 2020 Cash Flow		FY 2020 Cash Flow
Mountain View Campus Master Plan Projects		Los Gatos Capital Projects	
BHS Replacement	8,143	LG IR Upgrades	1,250
Integrated Medical Office Building	57,557	LG Modular MRI & Awning	3,205
Women's Hosp Expansion	33,000	LG Nurse Call System Upgrade	1,000
Demo Old Main & Related Site Work	14,000	LG Security System	340
	<u>112,700</u>	LG Cancer Center	2,598
		LG MOB Upgrades FY 20	500
		LG Facilities Planning Allowance FY 20	500
		LG Equipment & Infrastructure Upgrades FY 20	600
		LG Rehab Finish Upgrades	400
		LG Campus Signage	500
		LG Wireless Infrastructure Upgrades	480
		LG Paving Upgrades	800
		LG Decontamination in OR	600
			<u>12,773</u>
Mountain View Capital Projects		Other Strategic Capital Facility Projects	
ED Remodel Triage / Psych Observation	6,106	Primary Care Clinic	4,000
Willow Pavilion FA Sys and Equip Upgrades	1,400	New MOB	12,200
Willow Surgery Center Improvements	2,000	SVMD - Facilities Future Years	3,000
Site Signage & Other Improvements	1,700		<u>19,200</u>
Patient Family Residence	6,150		
Nurse Call System Upgrade	2,200	Other Major Projects & Annual Forecasts	
Imaging Equipment Replacement (Imaging Dept. Only)	11,700	LG Campus Redevelopment	12,000
IR / Cath Lab Equipment Replacement (5 or 6 Rooms)	9,500	Property Acquisitions	21,000
Various Relocation Projects	700		<u>33,000</u>
Flooring Replacement	1,180		
Emergency Sanitary & Water Storage	2,216		
CT Equipment Replacement @ Radiation Oncology	440		
Radiation Oncology Equipment Replacement	10,000		
MV MOB Upgrades FY 20	500		
MV Facilities Planning Allowance FY 20	600		
MV Equipment & Infrastructure Upgrades FY 20	900		
MV Cancer Center Expansion	1,200		
MV Wireless Infrastructure Upgrade	1,000		
Other Undefined	500		
MV Undefined Annual Forecast	7,000		
	<u>66,992</u>	TOTAL	<u>244,665</u>

El Camino Hospital Capital Spending (in thousands) FY 2014 – FY 2019

Category	2014	2015	2016	2017	2018	2019
EPIC/ERP (as of FY19)	6,838	29,849	20,798	2,755	1,114	5,830
IT Hardware/Software Equipment	2,788	4,660	6,483	2,659	1,108	7,859
Medical/Non Medical Equipment	12,891	13,340	17,133	9,556	15,780	12,082
Non CIP Land, Land I, BLDG, Additions	22,292	-	4,189	-	2,070	-
Facilities Projects CIP						
Mountain View Campus Master Plan Projects						
1245 - Behavioral Health Bldg Replace	1,257	3,775	1,389	10,323	28,676	30,003
1413 - North Drive Parking Structure Exp	-	167	1,266	18,120	4,670	222
1414 - Integrated MOB	-	2,009	8,875	32,805	75,319	108,951
1422 - CUP Upgrade	-	-	896	1,245	5,428	824
Sub-Total Mountain View Campus Master Plan	1,257	5,950	12,426	62,493	114,093	140,000
Mountain View Capital Projects						
9900 - Unassigned Costs	470	3,717	-	-	-	-
0906 - Slot Build-Out	1,576	15,101	1,251	294	-	-
1109 - New Main Upgrades	393	2	-	-	-	-
1111 - Mom/Baby Overflow	29	-	-	-	-	-
1204 - Elevator Upgrades	30	-	-	-	-	-
0800 - Womens L&D Expansion	1,531	269	-	-	-	-
1225 - Rehab BLDG Roofing	241	4	-	-	-	-
1227 - New Main eICU	21	-	-	-	-	-
1230 - Fog Shop	80	-	-	-	-	-
1315 - 205 So. Drive TI's	500	2	-	-	-	-
0908 - NPCR3 Seismic Upgrds	1,224	1,328	240	342	961	150
1125 - Will Pav Fire Sprinkler	39	-	-	-	-	-
1216 - New Main Process Imp Office	1	16	-	-	-	-
1217 - MV Campus MEP Upgrades FY13	181	274	28	-	-	-
1224 - Rehab Bldg HVAC Upgrades	202	81	14	6	-	-
1301 - Desktop Virtual	13	-	-	-	-	-
1304 - Rehab Wander Mgmt	87	-	-	-	-	-
1310 - Melchor Cancer Center Expansion	44	13	-	-	-	-
1318 - Women's Hospital TI	48	48	29	2	-	-
1327 - Rehab Building Upgrades	-	15	20	-	22	-
1320 - 2500 Hosp Dr Roofing	75	81	-	-	-	-
1340 - New Main ED Exam Room TVs	8	193	-	-	-	-
1341 - New Main Admin	32	103	-	-	-	-
1344 - New Main AV Upgrd	243	-	-	-	-	-
1400 - Oak Pav Cancer Center	-	5,208	666	52	156	-
1403 - Hosp Drive BLDG 11 TI's	86	103	-	-	-	-
1404 - Park Pav HVAC	64	7	-	-	-	-
1405 - 1 - South Accessibility Upgrades	-	-	168	95	-	-
1408 - New Main Accessibility Upgrades	-	7	46	501	12	-
1415 - Signage & Wayfinding	-	-	106	58	136	27
1416 - MV Campus Digital Directories	-	-	34	23	95	-
1423 - MV MOB TI Allowance	-	-	588	369	-	-
1425 - IMOB Preparation Project - Old Main	-	-	711	1,860	215	-
1429 - 2500 Hospital Dr Bldg 8 TI	-	101	-	-	-	-
1430 - Women's Hospital Expansion	-	-	-	464	2,763	3,447
1432 - 205 South Dr BHS TI	-	8	15	52	-	-
1501 - Women's Hospital NPC Comp	-	4	-	223	320	49
1502 - Cabling & Wireless Upgrades	-	-	1,261	367	984	-
1503 - Willow Pavilion Tomosynthesis	-	-	53	257	31	-
1504 - Equipment Support Infrastructure	-	61	311	-	60	-
1523 - Melchor Pavillion Suite 309 TI	-	-	10	59	392	-
1525 - New Main Lab Upgrades	-	-	-	464	1,739	495
1526 - CONCERN TI	-	-	37	99	10	-

Category	2014	2015	2016	2017	2018	2019
Facilities Projects CIP cont.						
1602 - JW House (Patient Family Residence)	-	-	-	-	-	132
1707 - Imaging Equipment Replacement	-	-	-	-	-	185
1708 - IR / Cath Lab Equipment Replacement	-	-	-	-	-	1,058
1709 - ED Remodel / CT Triage - Other	-	-	-	-	-	213
1711 - MV Emergency Sanitary & Water	-	-	-	-	-	264
1713 - MV Flooring Replacement	-	-	-	-	-	478
1715 - 125 South Dr CT Replacement	-	-	-	-	-	80
1716 - Melchor Suite 102 SVMD	-	-	-	-	-	142
1800 - MV Pneumatic Tube Upgrades	-	-	-	-	-	109
1801 - Demo Old Main & Related Site Work	-	-	-	-	-	120
1803 - SVMD Melchor Suite 212	-	-	-	-	-	68
1805 - MV SPD Ultrasonic Cleaner	-	-	-	-	-	144
1900 - MV Infrastructure Upgrades	-	-	-	-	-	98
1902 - Site Signage and Other Improvements	-	-	-	-	-	187
1904 - HM FY19 Furniture Inventory	-	-	-	-	-	21
1906 - SVMD 2024 Grant Suite 202 OB/GYN Clinic	-	-	-	-	-	74
1917 - Willow SC Upgrades	-	-	-	-	-	60
Sub-Total Mountain View Projects	7,219	26,744	5,588	5,535	7,948	9,620
Los Gatos Capital Projects						
0907 - LG Imaging Masterplan	774	1,402	17	-	-	-
1210 - Los Gatos VOIP	89	-	-	-	-	-
1116 - LG Ortho Pavillion	24	21	-	-	-	-
1124 - LG Rehab BLDG	458	-	-	-	-	-
1307 - LG Upgrades	2,979	3,282	3,511	3,081	4,551	1,426
1308 - LG Infrastructure	114	-	-	-	-	-
1313 - LG Rehab HVAC System/Structural	-	-	1,597	1,904	550	-
1219 - LG Spine OR	214	323	633	2,163	447	191
1221 - LG Kitchen Refrig	85	-	-	-	-	-
1248 - LG - CT Upgrades	26	345	197	6,669	1,673	106
1249 - LG Mobile Imaging	146	-	-	-	-	-
1328 - LG Ortho Canopy FY14	255	209	-	-	-	-
1345 - LG Lab HVAC	112	-	-	-	-	-
1346 - LG OR 5, 6, and 7 Lights Replace	-	285	53	22	127	-
1347 - LG Central Sterile Upgrades	-	181	43	66	-	-
1421 - LG MOB Improvements	-	198	65	303	356	-
1508 - LG NICU 4 Bed Expansion	-	-	-	207	-	-
1600 - 825 Pollard - Aspire Phase II	-	-	-	80	10	-
1603 - LG MOB Improvements	-	-	-	285	4,593	37
1702 - LG Modular MRI & Awning	-	-	-	-	-	426
1712 - LG Cancer Center	-	-	-	-	-	3,594
1714 - 825 Pollard Men's Health Clinic	-	-	-	-	-	499
1717 - LG Mammography Replacement	-	-	-	-	-	228
1802 - MOB Upgrades (LG Campus)	-	-	-	-	-	233
1901 - LG Infrastructure Upgrades	-	-	-	-	-	73
1909 - LG Campus Planning	-	-	-	-	-	88
Sub-Total Los Gatos Projects	5,276	6,246	6,116	14,780	12,306	6,901
1550 - Land Acquisition	-	-	24,007	-	-	-
1701 - 828 S Winchester Clinic TI	-	-	-	145	3,018	214
1804 - SVMD Clinic @ North First Street	-	-	-	-	-	824
1903 - SVMD Administrative Offices	-	-	-	-	-	291
1910 - SVMD SIMG at McKee	-	-	-	-	-	135
1920 - SVMD Infrastructure Support & Equipment	-	-	-	-	-	25
Sub-Total Other Strategic Projects	-	-	24,007	145	3,018	1,489
Subtotal Facilities Projects CIP	13,753	38,940	48,137	82,953	137,364	158,010
Grand Total	58,561	86,789	96,740	97,923	157,435	183,782