Summary of Financial Operations

Fiscal Year 2021 – Period 1
7/1/2020 to 7/31/2020
Overall Commentary

The recovery plan and its focus on volume recovery was very successful in July.

- For both ECH and SVMD the volumes exceeded the volume forecasts
- Overall gross charges were greater by 30% in the month of July (as was Net Patient Revenue)
  - Adjusted Patient Days were favorable 18%
  - SVMD clinic visits were favorable 14%
- Operating Expenses were $3.8M or 4.8% greater than budget and driven by the increased volumes
  - Expenses management was very good in the month
- The favorable variance in comparison to the budget is favorable by $16.2M
## Consolidated Statement of Operations ($000s)

**Period ending 07/31/2020**

<table>
<thead>
<tr>
<th>Period 1 FY 2020</th>
<th>Period 1 FY 2021</th>
<th>Period 1 Budget 2021</th>
<th>Variance FY 2021</th>
<th>YTD FY 2020</th>
<th>YTD FY 2021</th>
<th>YTD Budget 2021</th>
<th>Variance FY 2021</th>
<th>Var%</th>
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<tbody>
<tr>
<td><strong>OPERATING REVENUE</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>314,063</td>
<td>333,228</td>
<td>254,803</td>
<td>78,425</td>
<td>314,063</td>
<td>333,228</td>
<td>254,803</td>
<td>78,425</td>
<td>30.8%</td>
</tr>
<tr>
<td>(228,555)</td>
<td>(247,360)</td>
<td>(188,684)</td>
<td>(58,676)</td>
<td>(228,555)</td>
<td>(247,360)</td>
<td>(188,684)</td>
<td>(58,676)</td>
<td>(31.1%)</td>
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<td><strong>Gross Revenue</strong></td>
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<td></td>
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<tr>
<td>85,508</td>
<td>85,868</td>
<td>66,119</td>
<td>19,749</td>
<td>85,508</td>
<td>85,868</td>
<td>66,119</td>
<td>19,749</td>
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<td>4,110</td>
<td>4,667</td>
<td>4,381</td>
<td>286</td>
<td>4,110</td>
<td>4,667</td>
<td>4,381</td>
<td>286</td>
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<td><strong>Net Patient Revenue</strong></td>
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</tr>
<tr>
<td>89,618</td>
<td>90,535</td>
<td>70,500</td>
<td>20,035</td>
<td>89,618</td>
<td>90,535</td>
<td>70,500</td>
<td>20,035</td>
<td>28.4%</td>
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<td></td>
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<tr>
<td>45,081</td>
<td>46,431</td>
<td>43,331</td>
<td>(3,100)</td>
<td>45,081</td>
<td>46,431</td>
<td>43,331</td>
<td>(3,100)</td>
<td>(7.2%)</td>
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<td>13,311</td>
<td>12,820</td>
<td>10,483</td>
<td>(2,337)</td>
<td>13,311</td>
<td>12,820</td>
<td>10,483</td>
<td>(2,337)</td>
<td>(22.3%)</td>
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<tr>
<td>13,339</td>
<td>12,918</td>
<td>14,561</td>
<td>1,643</td>
<td>13,339</td>
<td>12,918</td>
<td>14,561</td>
<td>1,643</td>
<td>11.3%</td>
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<tr>
<td>3,345</td>
<td>3,583</td>
<td>3,514</td>
<td>(69)</td>
<td>3,345</td>
<td>3,583</td>
<td>3,514</td>
<td>(69)</td>
<td>(2.0%)</td>
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<td>531</td>
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<td>922</td>
<td>(506)</td>
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<td>1,428</td>
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<td>4,565</td>
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<td>5,811</td>
<td>580</td>
<td>4,565</td>
<td>5,231</td>
<td>5,811</td>
<td>580</td>
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<tr>
<td><strong>Total Operating Expense</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>80,172</td>
<td>82,411</td>
<td>78,622</td>
<td>(3,789)</td>
<td>80,172</td>
<td>82,411</td>
<td>78,622</td>
<td>(3,789)</td>
<td>(4.8%)</td>
</tr>
<tr>
<td>9,446</td>
<td>8,124</td>
<td>(8,122)</td>
<td>16,246</td>
<td>9,446</td>
<td>8,124</td>
<td>(8,122)</td>
<td>16,246</td>
<td>(200.0%)</td>
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<tr>
<td>(389)</td>
<td>27,718</td>
<td>3,003</td>
<td>24,715</td>
<td>(389)</td>
<td>27,718</td>
<td>3,003</td>
<td>24,715</td>
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<tr>
<td><strong>Non Operating Income</strong></td>
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<tr>
<td>9,057</td>
<td>35,842</td>
<td>(5,119)</td>
<td>40,961</td>
<td>9,057</td>
<td>35,842</td>
<td>(5,119)</td>
<td>40,961</td>
<td>(800.1%)</td>
</tr>
<tr>
<td>16.2%</td>
<td>16.3%</td>
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<td>18.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.5%</td>
<td>9.0%</td>
<td>-11.5%</td>
<td>20.5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.1%</td>
<td>39.6%</td>
<td>-7.3%</td>
<td>46.9%</td>
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</table>

**EBIDA**

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.2%</td>
<td>16.3%</td>
<td>-2.0%</td>
<td>18.3%</td>
</tr>
</tbody>
</table>

**Operating Margin**

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.5%</td>
<td>9.0%</td>
<td>-11.5%</td>
<td>20.5%</td>
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</table>

**Net Margin**

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1%</td>
<td>39.6%</td>
<td>-7.3%</td>
<td>46.9%</td>
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</tbody>
</table>
### Consolidated Financial Perf.

<table>
<thead>
<tr>
<th></th>
<th>PY</th>
<th>CY</th>
<th>Bud/Target</th>
<th>Variance PY vs CY</th>
<th>CY vs Bud</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Revenue</td>
<td>89,618</td>
<td>90,535</td>
<td>70,500</td>
<td>20,035</td>
<td>20,035</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>80,172</td>
<td>82,411</td>
<td>78,622</td>
<td>(3,789)</td>
<td>(3,789)</td>
</tr>
<tr>
<td>Operating Margin %</td>
<td>10.5%</td>
<td>9.0%</td>
<td>(11.5%)</td>
<td>20.5%</td>
<td>20.5%</td>
</tr>
<tr>
<td>EBIDA $</td>
<td>14,542</td>
<td>14,783</td>
<td>(1,389)</td>
<td>16,172</td>
<td>16,172</td>
</tr>
<tr>
<td>EBIDA %</td>
<td>16.2%</td>
<td>16.3%</td>
<td>(2.0%)</td>
<td>18.3%</td>
<td>18.3%</td>
</tr>
</tbody>
</table>

### Hospital Volume

<table>
<thead>
<tr>
<th></th>
<th>Month</th>
<th>YTD</th>
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<tbody>
<tr>
<td><strong>Licensed Beds</strong></td>
<td></td>
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</tr>
<tr>
<td>ADC</td>
<td>234</td>
<td>234</td>
</tr>
<tr>
<td>Utilization MV</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>Utilization LG</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>Utilization Combined</td>
<td>53%</td>
<td>53%</td>
</tr>
<tr>
<td>Total Discharges (Excl NNB)</td>
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<td>1,686</td>
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<tr>
<td><strong>Inpatient Cases</strong></td>
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<td></td>
</tr>
<tr>
<td>MS Discharges</td>
<td>1,191</td>
<td>1,191</td>
</tr>
<tr>
<td>Deliveries</td>
<td>353</td>
<td>353</td>
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<tr>
<td>BHS</td>
<td>95</td>
<td>95</td>
</tr>
<tr>
<td>Rehab</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td><strong>Outpatient Cases</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ED</td>
<td>4,153</td>
<td>4,153</td>
</tr>
<tr>
<td>Procedural Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OP Surg</td>
<td>477</td>
<td>477</td>
</tr>
<tr>
<td>Endo</td>
<td>197</td>
<td>197</td>
</tr>
<tr>
<td>Interventional</td>
<td>154</td>
<td>154</td>
</tr>
<tr>
<td>All Other</td>
<td>7,396</td>
<td>7,396</td>
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</tbody>
</table>

### Hospital Payor Mix

<table>
<thead>
<tr>
<th></th>
<th>PY</th>
<th>CY</th>
<th>Bud/Target</th>
<th>Variance PY vs CY</th>
<th>CY vs Bud</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare</td>
<td>49.4%</td>
<td>47.2%</td>
<td>48.4%</td>
<td>(1.2%)</td>
<td></td>
<td>49.4%</td>
<td>47.2%</td>
</tr>
<tr>
<td>Medi-Cal</td>
<td>7.8%</td>
<td>7.3%</td>
<td>7.3%</td>
<td>(0.0%)</td>
<td></td>
<td>7.8%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Commercial IP</td>
<td>19.4%</td>
<td>21.1%</td>
<td>20.7%</td>
<td>0.4%</td>
<td></td>
<td>19.4%</td>
<td>21.1%</td>
</tr>
<tr>
<td>Commercial OP</td>
<td>20.8%</td>
<td>22.6%</td>
<td>21.1%</td>
<td>1.5%</td>
<td></td>
<td>20.8%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Total Commercial</td>
<td>40.2%</td>
<td>43.7%</td>
<td>41.8%</td>
<td>1.9%</td>
<td></td>
<td>40.2%</td>
<td>43.7%</td>
</tr>
<tr>
<td>Other</td>
<td>2.6%</td>
<td>1.9%</td>
<td>2.5%</td>
<td>(0.6%)</td>
<td></td>
<td>2.6%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

Dashboard - as of July 31, 2020
July Volume – Inpatient
2021 Budget vs Actual – Including Pre COVID Level

**MV**

- July Actual at 86% of Pre COVID volume

**LG**

- July Actual at 99% of Pre COVID volume
July Volume – Outpatient
2021 Budget vs Actual – Including Pre COVID Level

MV

LG

July Actual at 108% of Pre COVID volume

July Actual at 107% of Pre COVID volume

El Camino Health
### Investment Scorecard as of June 30, 2020

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Status</th>
<th>El Camino</th>
<th>Benchmark</th>
<th>El Camino</th>
<th>Benchmark</th>
<th>FY20 Budget</th>
<th>Expectation Per Asset Allocation</th>
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<tr>
<td><strong>Investment Performance</strong></td>
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<td></td>
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<tr>
<td>2Q 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Surplus cash balance*</td>
<td></td>
<td>$1,075.5</td>
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<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Surplus cash return</td>
<td></td>
<td>10.2%</td>
<td>9.7%</td>
<td>3.0%</td>
<td>4.0%</td>
<td>5.4%</td>
<td>5.3%</td>
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<tr>
<td>Cash balance plan balance (millions)</td>
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<td>$296.7</td>
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<td></td>
<td>13.2%</td>
<td>11.3%</td>
<td>3.8%</td>
<td>3.7%</td>
<td>7.3%</td>
<td>6.6%</td>
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<tr>
<td>(2Q3) plan balance (millions)</td>
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<td>$151.4</td>
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<td><strong>Risk vs. Return</strong></td>
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<td>3-year</td>
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<tr>
<td>Surplus cash Sharpe ratio</td>
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<td>0.47</td>
<td>0.48</td>
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<td>0.70</td>
<td>0.70</td>
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<tr>
<td>Net of fee return</td>
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<td>5.4%</td>
<td>5.3%</td>
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<tr>
<td>Standard deviation</td>
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<td>7.6%</td>
<td>7.5%</td>
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<td>--</td>
<td>5.9%</td>
<td>5.8%</td>
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<tr>
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<td>0.45</td>
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<td>0.85</td>
<td>0.83</td>
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<tr>
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<td>5.5%</td>
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<td>--</td>
<td>7.3%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Standard deviation</td>
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<td>10.0%</td>
<td>6.1%</td>
<td>--</td>
<td>--</td>
<td>7.6%</td>
<td>7.1%</td>
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<td><strong>Asset Allocation</strong></td>
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<td>2Q 2020</td>
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</tr>
<tr>
<td>Surplus cash absolute variance to target</td>
<td></td>
<td>12.5%</td>
<td>&lt;10% Green</td>
<td>&lt;20% Yellow</td>
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<td>--</td>
</tr>
<tr>
<td>Cash balance absolute variance to target</td>
<td></td>
<td>11.7%</td>
<td>&lt;10% Green</td>
<td>&lt;20% Yellow</td>
<td>--</td>
<td>--</td>
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</tr>
<tr>
<td><strong>Manager Compliance</strong></td>
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<tr>
<td>2Q 2020</td>
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<tr>
<td>Surplus cash manager flags</td>
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<td>18</td>
<td>&lt;24 Green</td>
<td>&lt;30 Yellow</td>
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<td>--</td>
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</tr>
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<td>Cash balance plan manager flags</td>
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<td>21</td>
<td>&lt;27 Green</td>
<td>&lt;34 Yellow</td>
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</tr>
</tbody>
</table>

*Excludes debt reserve funds (~$21 mm), District assets (~$42 mm), and balance sheet cash not in investable portfolio (~$234 mm). Includes Foundation (~$36 mm) and Concern (~$14 mm) assets.

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