



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

## Summary of Financial Operations

Fiscal Year 2016 – Period 5  
7/1/2015 to 11/30/2015

**EL CAMINO HOSPITAL**  
(Excludes Controlled Affiliates)  
**EXECUTIVE FINANCIAL SUMMARY**  
Period Ending November 30, 2015

| YTD STATEMENT OF REVENUE AND EXPENSES (\$000s) |                |                |                |                 | BALANCE SHEET (\$000s)                |                   |                              |
|------------------------------------------------|----------------|----------------|----------------|-----------------|---------------------------------------|-------------------|------------------------------|
|                                                | Prior Year     | Actual         | Budget         | Var F(U)        |                                       | November 30, 2015 | Jun 30, 2015                 |
| Gross Revenue                                  | \$1,054,048    | \$1,108,380    | \$1,113,255    | (\$4,874)       | Cash and Investments                  | 698,514           | 707,865                      |
| Deductions from Revenue                        | (761,566)      | (796,192)      | (805,425)      | 9,233           | Non Cash Current Assets               | 141,217           | 143,766                      |
| Net Patient Revenue                            | 292,482        | 312,188        | 307,829        | 4,358           | Property, Plant & Equipment (Net)     | 689,219           | 686,537                      |
| Other Operating Revenue                        | 7,825          | 9,690          | 8,437          | 1,253           | Other Assets                          | 91,650            | 94,707                       |
| <b>Total Operating Revenue</b>                 | <b>300,306</b> | <b>321,878</b> | <b>316,266</b> | <b>5,612</b>    | <b>Total Assets</b>                   | <b>1,620,601</b>  | <b>1,632,874</b>             |
| Salaries & Wages                               | 167,878        | 176,154        | 173,597        | (2,558)         | Current Liabilities                   | 93,620            | 107,925                      |
| Supplies                                       | 44,917         | 48,390         | 46,118         | (2,272)         | Long-Term Liabilities                 | 275,926           | 272,696                      |
| Fees & Purchased Services                      | 30,927         | 35,276         | 34,715         | (562)           | Fund Balance/Capital Accounts         | 1,251,056         | 1,252,254                    |
| Other Operating Expense                        | 16,060         | 21,899         | 17,908         | (3,990)         | <b>Total Liabilities &amp; Equity</b> | <b>1,620,601</b>  | <b>1,632,874</b>             |
| <b>Total Non Capital Operating Expense</b>     | <b>259,783</b> | <b>281,720</b> | <b>272,338</b> | <b>(9,382)</b>  | <b>KEY ECH STATISTICS - YTD</b>       |                   |                              |
| <b>OPERATING EBITDA</b>                        | <b>40,523</b>  | <b>40,159</b>  | <b>43,929</b>  | <b>(3,770)</b>  | <b>Balance Sheet</b>                  | <b>Actual</b>     | <b>Target <sup>(1)</sup></b> |
| Interest, Depreciation & Amortization          | 21,975         | 21,361         | 20,191         | (1,171)         | Debt Service Coverage Ratio (MADS)    | 7.9               | 1.2                          |
| <b>NET OPERATING SURPLUS</b>                   | <b>18,547</b>  | <b>18,797</b>  | <b>23,738</b>  | <b>(4,941)</b>  | Debt to Capitalization                | 14.5%             | 29.0%                        |
| Non Operating Income                           | 3,695          | (12,293)       | 9,301          | (21,594)        | Days of Cash                          | 376               | 262                          |
| <b>TOTAL NET SURPLUS</b>                       | <b>22,242</b>  | <b>6,504</b>   | <b>33,039</b>  | <b>(26,535)</b> | Net AR Days                           | 48.5              | 48.0                         |
| EBITDA Margin                                  | 13.5%          | 12.5%          | 13.9%          | -1.4%           | <b>Other</b>                          | <b>Prior Year</b> | <b>Actual</b>                |
| Operating Margin                               | 6.2%           | 5.8%           | 7.5%           | -1.7%           | Acute Discharges                      | 7,862             | 7,724                        |
| Total Margin                                   | 7.4%           | 2.0%           | 10.4%          | -8.4%           | Acute Average Daily Census            | 237               | 232                          |
|                                                |                |                |                |                 | Deliveries                            | 2,200             | 1,967                        |
|                                                |                |                |                |                 | Emergency Department Visits           | 24,319            | 24,536                       |
|                                                |                |                |                |                 | Surgical Cases                        | 4,542             | 4,511                        |
|                                                |                |                |                |                 | Full Time Equivalent Employees        | 2,425             | 2,395                        |
|                                                |                |                |                |                 | Worked Hrs/Adjusted Patient Day       | 29.70             | 31.08                        |
|                                                |                |                |                |                 |                                       | 29.58             |                              |

<sup>(1)</sup> For Debt Service Coverage Ratio and Debt to Capitalization, Target represents Bond Covenants  
For Days Cash and Net AR Days, Target represents S&P A Rated Stand-Alone Hospital Medians

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

# Financial Trends and Commentary

## Volume:

Inpatient volume for the year is 1.8% lower than prior year primarily in OB services.

## Operating Margin:

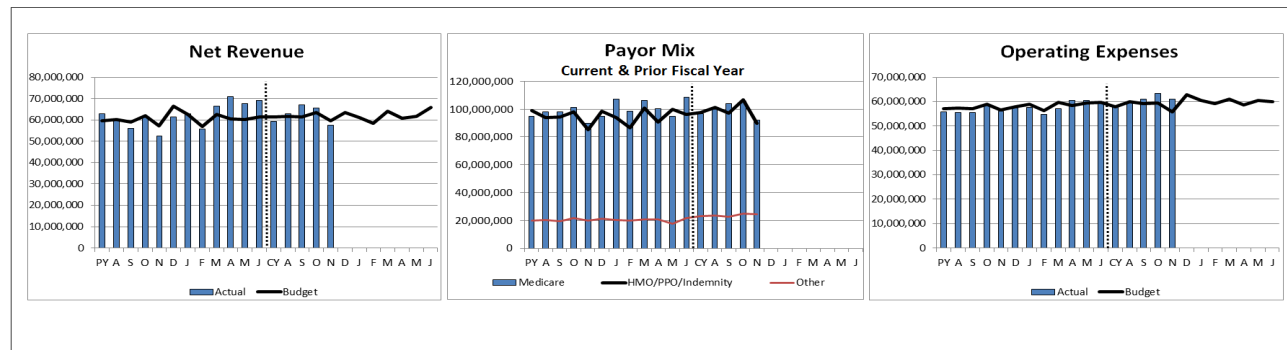
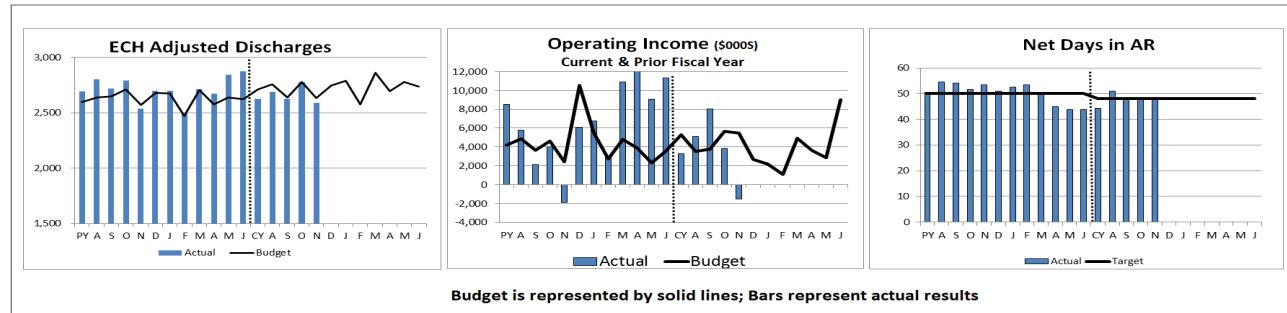
Operating margin is \$7 million unfavorable for the month, \$5 million unfavorable for the year primarily due to low volume and EPIC related expenses in labor and nonlabor (EPIC training). Productivity is unfavorable compared to target due to EPIC preparation.

## Non-Operating Margin:

Non operating income is \$21.6 million behind target primarily due to investment loss. Our cash position remains strong and allows us to keep a long term view on returns.

## Net Days in AR:

In November, receivables decreased \$1.1 million from October. Net days in A/R decreased slightly to 48.5 primarily due to strong collections on legacy accounts receivable

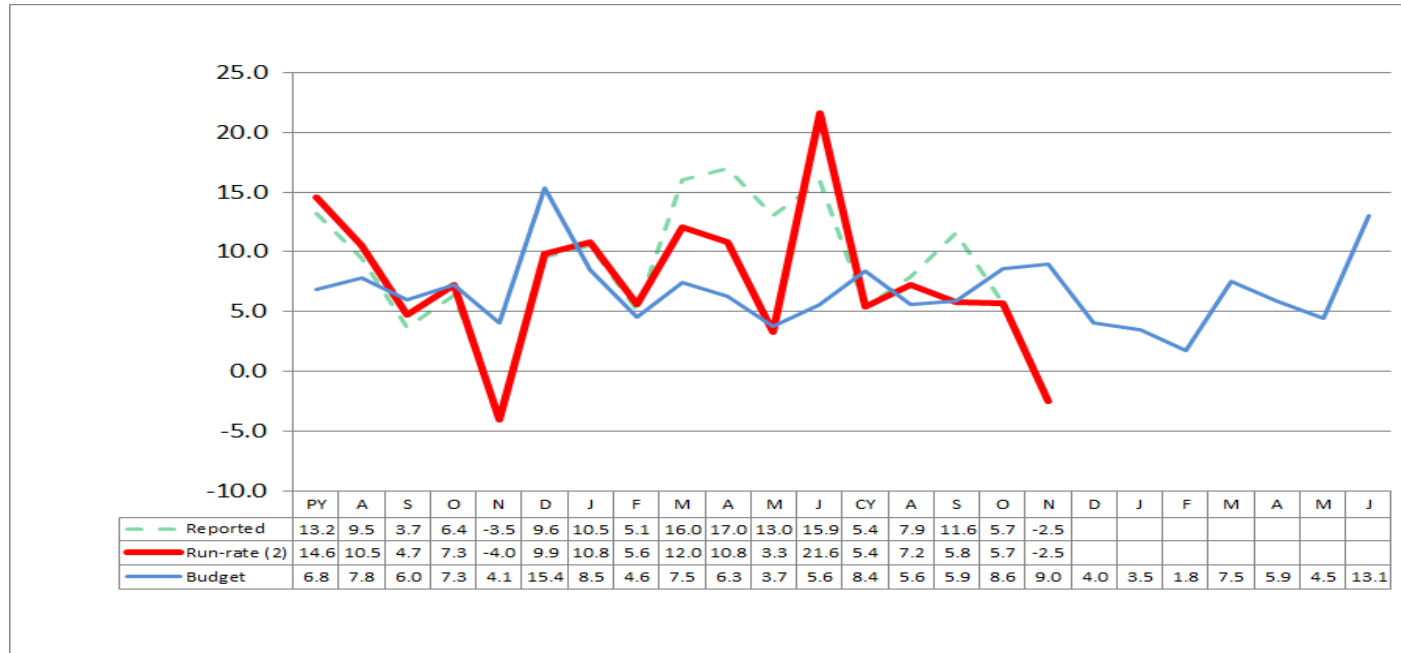


## Non-Labor Expenses:

Supplies are high primarily due to pharmacy, surgical and heart valve supplies. EPIC training makes up -\$2.9 year to date variance for other general and administrative expenses. Depreciation is higher due to completion of the data center project and accelerated depreciation on the old hospital that will be demolished to build the iMOB.

## ECH Operating Margin

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



### FY 2016 Actual Run Rate Adjustments (in thousands)

|                     |                                | J            | A             | S               | O          | N          | D          | J          | F          | M          | A          | M          | J          |
|---------------------|--------------------------------|--------------|---------------|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Revenue Adjustments | RAC                            | \$0          | \$0           | \$0             | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        |
|                     | Cost Reports Settlements       | -\$49        | -\$569        | -\$616          | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        |
|                     | IGT-Inter Government Transfer  | \$0          | \$0           | \$0             | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        |
|                     | Insurance Overpayment Released | \$0          | \$0           | -\$4,913        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        |
|                     | <b>Total</b>                   | <b>-\$49</b> | <b>-\$569</b> | <b>-\$5,530</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |
| Expense Adjustments | EPIC Expenses                  | \$0          | \$0           | \$0             | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        |
|                     | Pay-For-Performance Bonus      | \$76         | \$69          | \$1,183         | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        | \$0        |
|                     | <b>Total</b>                   | <b>\$76</b>  | <b>\$69</b>   | <b>\$1,183</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

- No revenue/expense adjustments for November.

## Summary of Financial Results

\$ in Thousands

|                                                         | Period 5 - Month |              |                | Period 5 - FYTD |               |                 |
|---------------------------------------------------------|------------------|--------------|----------------|-----------------|---------------|-----------------|
|                                                         | Actual           | Budget       | Variance       | Actual          | Budget        | Variance        |
| <b>El Camino Hospital Income (Loss) from Operations</b> |                  |              |                |                 |               |                 |
| Mountain View                                           | (10,044)         | 4,928        | (14,972)       | 5,555           | 19,941        | (14,385)        |
| Los Gatos                                               | 8,546            | 568          | 7,977          | 13,242          | 3,797         | 9,445           |
| <b>Sub Total - El Camino Hospital, excl. Affiliates</b> | <b>(1,498)</b>   | <b>5,497</b> | <b>(6,995)</b> | <b>18,797</b>   | <b>23,738</b> | <b>(4,941)</b>  |
| <b>Operating Margin %</b>                               | <b>-2.5%</b>     | <b>9.0%</b>  |                | <b>5.8%</b>     | <b>7.5%</b>   |                 |
| <b>El Camino Hospital Non Operating Income</b>          |                  |              |                |                 |               |                 |
| Investments                                             | (1,458)          | 2,298        | (3,756)        | (7,757)         | 11,488        | (19,245)        |
| Swap Adjustments                                        | 350              | 0            | 350            | (1,147)         | 0             | (1,147)         |
| Community Benefit                                       | (49)             | (233)        | 184            | (1,448)         | (1,166)       | (281)           |
| Other                                                   | 302              | (204)        | 506            | (1,941)         | (1,021)       | (921)           |
| <b>Sub Total - Non Operating Income</b>                 | <b>(856)</b>     | <b>1,860</b> | <b>(2,716)</b> | <b>(12,293)</b> | <b>9,301</b>  | <b>(21,594)</b> |
| <b>El Camino Hospital Net Income (Loss)</b>             | <b>(2,354)</b>   | <b>7,357</b> | <b>(9,710)</b> | <b>6,504</b>    | <b>33,039</b> | <b>(26,535)</b> |
| <b>ECH Net Margin %</b>                                 | <b>-4.0%</b>     | <b>12.0%</b> |                | <b>2.0%</b>     | <b>10.4%</b>  |                 |
| Concern                                                 | 214              | 80           | 134            | 1,122           | 1             | 1,122           |
| ECSC                                                    | 1                | 0            | 1              | 11              | 0             | 11              |
| Foundation                                              | 5                | 174          | (170)          | 119             | 667           | (548)           |
| Silicon Valley Medical Development                      | (2)              | 0            | (2)            | (8)             | 0             | (8)             |
| <b>Net Income Hospital Affiliates</b>                   | <b>218</b>       | <b>255</b>   | <b>(37)</b>    | <b>1,244</b>    | <b>668</b>    | <b>576</b>      |
| <b>Total Net Income Hospital &amp; Affiliates</b>       | <b>(2,136)</b>   | <b>7,611</b> | <b>(9,747)</b> | <b>7,748</b>    | <b>33,707</b> | <b>(25,959)</b> |

Actual to Budget Variance for hospital affiliates primarily due to drug, medical supplies, and EPIC labor/training expenses offset by unrealized gain.

## ECH Volume Statistics <sup>(1)</sup>

### ECH COMBINED

Discharges <sup>(2)</sup>

ADC <sup>(2)</sup>

Deliveries

ED Visits

Surgical Cases

| Month of Nov, 2015 |       |       |
|--------------------|-------|-------|
| Act                | Bud   | Var   |
| 1,549              | 1,553 | -0.3% |
| 226                | 238   | -5.0% |
| 394                | 412   | -4.4% |
| 4,454              | 4,802 | -7.2% |
| 850                | 893   | -4.8% |

| Year to Date |        |        | Prior Year |        |
|--------------|--------|--------|------------|--------|
| Act          | Bud    | Var    | Act        | Var%   |
| 7,724        | 7,935  | -2.7%  | 7,862      | -1.8%  |
| 232          | 237    | -2.0%  | 237        | -2.3%  |
| 1,967        | 2,188  | -10.1% | 2,200      | -10.6% |
| 24,536       | 24,689 | -0.6%  | 24,319     | 0.9%   |
| 4,511        | 4,629  | -2.5%  | 4,542      | -0.7%  |

### MOUNTAIN VIEW

Discharges <sup>(2)</sup>

ADC <sup>(2)</sup>

Deliveries

ED Visits

Surgical Cases

| Month of Nov, 2015 |       |       |
|--------------------|-------|-------|
| Act                | Bud   | Var%  |
| 1,270              | 1,272 | -0.2% |
| 190                | 194   | -2.2% |
| 342                | 356   | -4.0% |
| 3,520              | 3,836 | -8.2% |
| 531                | 555   | -4.2% |

| Year to Date |        |        | Prior Year |        |
|--------------|--------|--------|------------|--------|
| Act          | Bud    | Var%   | Act        | Var%   |
| 6,311        | 6,495  | -2.8%  | 6,460      | -2.3%  |
| 190          | 193    | -1.5%  | 193        | -1.7%  |
| 1,680        | 1,891  | -11.2% | 1,888      | -11.0% |
| 19,523       | 19,726 | -1.0%  | 19,446     | 0.4%   |
| 2,762        | 2,874  | -3.9%  | 2,746      | 0.6%   |

### LOS GATOS

Discharges <sup>(2)</sup>

ADC <sup>(2)</sup>

Deliveries

ED Visits

Surgical Cases

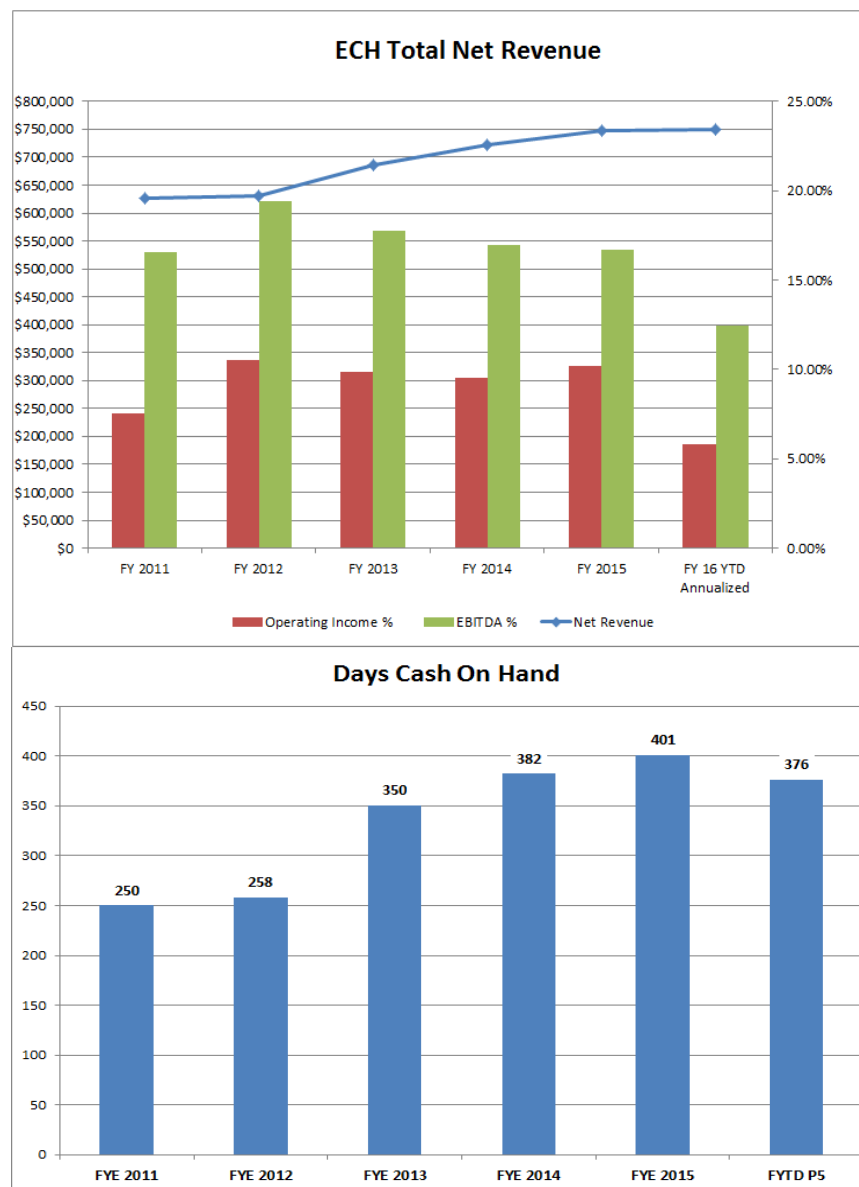
| Month of Nov, 2015 |     |        |
|--------------------|-----|--------|
| Act                | Bud | Var    |
| 279                | 281 | -0.7%  |
| 37                 | 45  | -17.3% |
| 52                 | 56  | -7.0%  |
| 934                | 965 | -3.2%  |
| 319                | 338 | -5.7%  |

| Year to Date |       |       | Prior Year |       |
|--------------|-------|-------|------------|-------|
| Act          | Bud   | Var   | Act        | Var%  |
| 1,413        | 1,440 | -1.9% | 1,402      | 0.8%  |
| 42           | 44    | -4.3% | 44         | -4.6% |
| 287          | 297   | -3.4% | 312        | -8.0% |
| 5,013        | 4,963 | 1.0%  | 4,873      | 2.9%  |
| 1,749        | 1,754 | -0.3% | 1,796      | -2.6% |

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

<sup>(2)</sup> Excludes normal newborns, includes discharges from L&D

## El Camino Hospital Financial Metrics Trend <sup>(1)</sup>



Revenue growth remains strong but pharmacy drug and EPIC related costs are driving down 2016 margin

Cash position remains strong with a \$7.8 million investment loss

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

## Key Hospital Indicators<sup>(1)</sup>

| Statistic                          | FYE 2013 | FYE 2014 | FYE 2015 | FYTD 2016 | Annual Target (2) | +/- |
|------------------------------------|----------|----------|----------|-----------|-------------------|-----|
| Operating Margin                   | 9.9%     | 9.5%     | 10.2%    | 5.8%      | 6.5%              |     |
| EBITDA Margin                      | 17.8%    | 16.9%    | 16.7%    | 12.5%     | 13.3%             |     |
| Days of Cash                       | 350      | 382      | 401      | 376       | 262               |     |
| Debt Service Coverage Ratio (MADS) | 7.9      | 9.5      | 8.9      | 7.9       | 4.8               |     |
| Debt to Capitalization             | 14.0%    | 12.6%    | 13.6%    | 14.5%     | 29.4%             |     |
| Net AR Days                        | 48.3     | 50.9     | 43.6     | 48.5      | 48.0              |     |
| In Patient Operating Margin        | -1.1%    | -3.2%    | -4.5%    | -10.0%    | -1.0%             |     |
| Out Patient Operating Margin       | 25.9%    | 25.2%    | 28.1%    | 29.7%     | 25.0%             |     |

<sup>(1)</sup> Hospital Only - Excludes Affiliates

<sup>(2)</sup> Due to timing of month end costing, In Patient and Out Patient Operating Margin % for FYTD 2016 are one month in arrears

<sup>(3)</sup> Target source: Annual Budget for Operating Margin and EBITDA Margin

Target source: S&P 2014 A Rated Stand-Alone Hospital Median Ratios (last published 9/9/2015)

\*Prior Year numbers represent full year

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates



# Tracking Smart Growth

| COMBINED                               |                   |                   |        |             |
|----------------------------------------|-------------------|-------------------|--------|-------------|
|                                        | FY15 Year to Date | FY16 Year to Date | Change | Annual Goal |
| Inpatient Discharges                   | 7,862             | 7,724             | (138)  | 300         |
| Surgical Outpatient Cases (incl Litho) | 2,694             | 2,632             | (62)   | 290         |
| Endo Outpatient procedures             | 1,201             | 1,070             | (131)  | -           |
| Outpatient Interventional Cases        | 803               | 778               | (25)   | 10          |
| Total                                  | 12,560            | 12,204            | (356)  |             |
| Targeted Physician Total               | 35                | 113               | 148    |             |
| Current Physician Total                | 12,525            | 12,091            | (504)  | -           |
| # New Physicians*                      | 1                 | 4                 | 3      | 15          |

\* New Physicians: MDs with 20% or more inpatient or procedural (above definition) cases (at least 10) and/or New PCP (OB, Internal Med, Fam Prac)

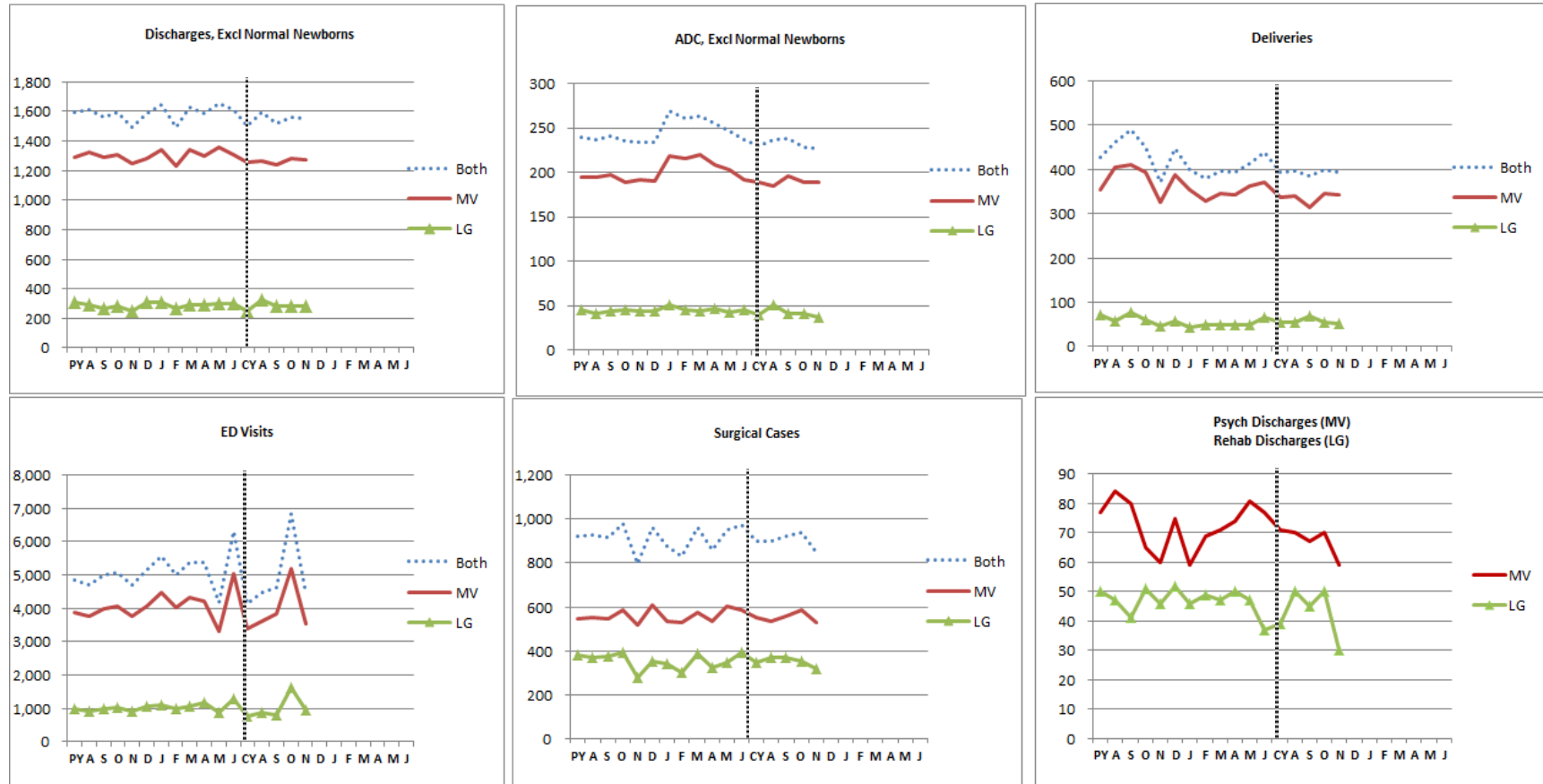
| Mountain View Campus                   |                   |                   |        |      |
|----------------------------------------|-------------------|-------------------|--------|------|
|                                        | FY15 Year to Date | FY16 Year to Date | Change | Goal |
| Inpatient Discharges                   | 6,460             | 6,311             | (149)  |      |
| Surgical Outpatient Cases (incl Litho) | 1,368             | 1,396             | 28     |      |
| Endo Outpatient procedures             | 1,110             | 1,002             | (108)  |      |
| Outpatient Interventional Cases        | 797               | 772               | (25)   |      |
| # New Physicians*                      | 1                 | -                 | (1)    |      |

| Los Gatos Campus                       |                   |                   |        |      |
|----------------------------------------|-------------------|-------------------|--------|------|
|                                        | FY15 Year to Date | FY16 Year to Date | Change | Goal |
| Inpatient Discharges                   | 1,402             | 1,413             | 11     |      |
| Surgical Outpatient Cases (incl Litho) | 1,326             | 1,236             | (90)   |      |
| Endo Outpatient procedures             | 91                | 68                | (23)   |      |
| Outpatient Interventional Cases        | 6                 | 6                 | -      |      |
| # New Physicians*                      | -                 | 4                 | 4      |      |

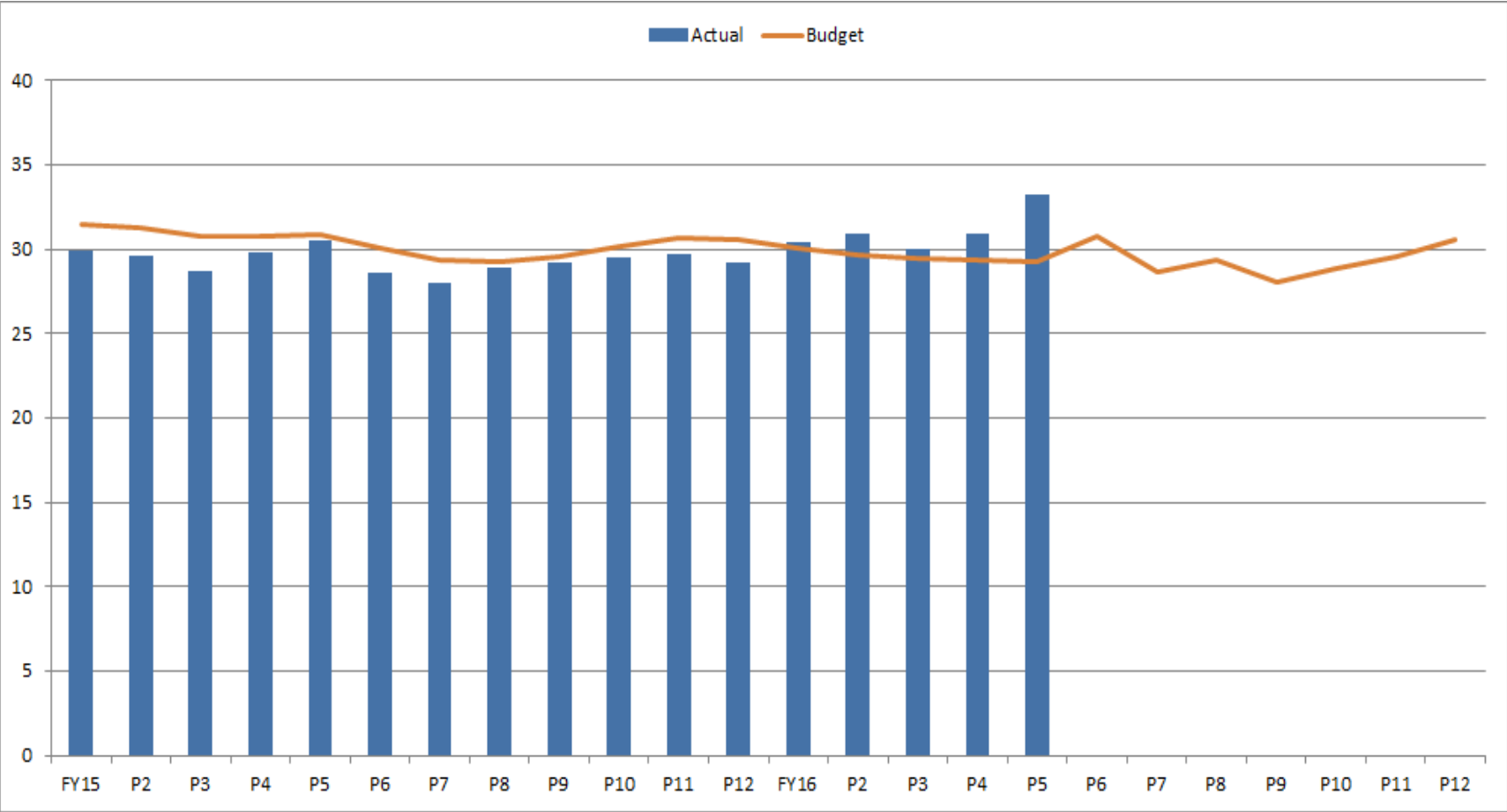
(1) Hospital entity only, excludes controlled affiliates

# APPENDIX

## El Camino Hospital Volume Trends Prior and Current Fiscal Years



# Worked Hours per Adjusted Patient Day

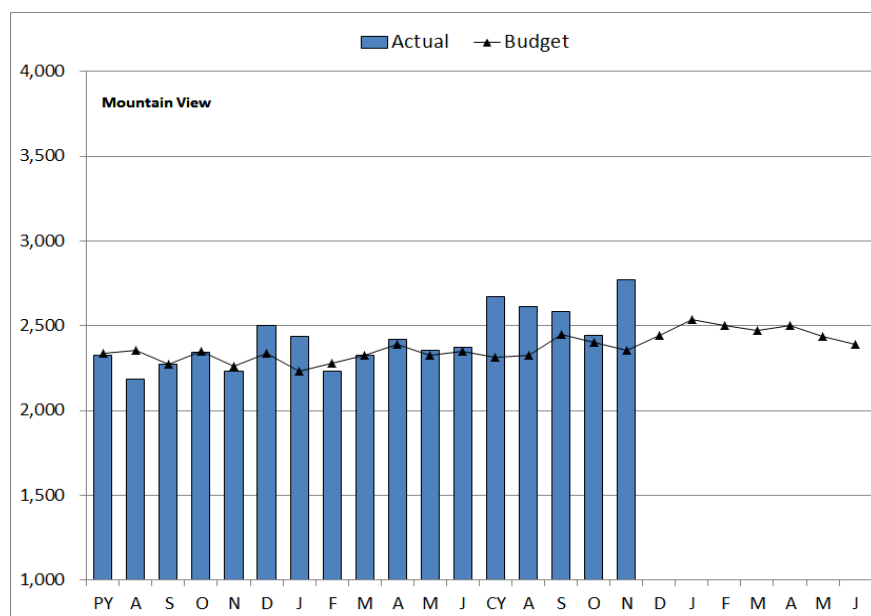


**Worked Hours per Adjusted Patient Day:** Worked hours are unfavorable to budget for the new fiscal year.

## Supply Cost per CMI Adjusted Discharges <sup>(1)</sup>

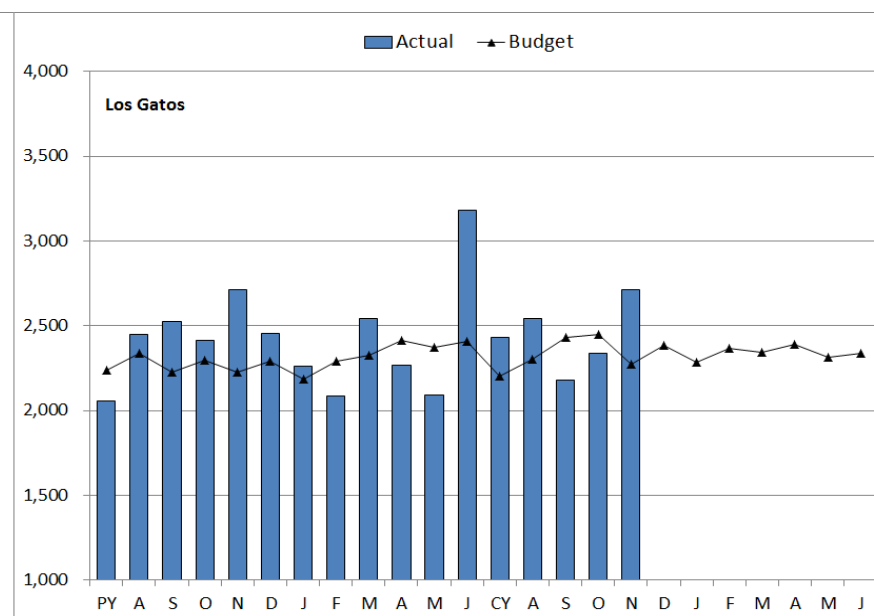
**YTD: 10.3% over budget**

### Mountain View



**YTD: 4.7% over budget**

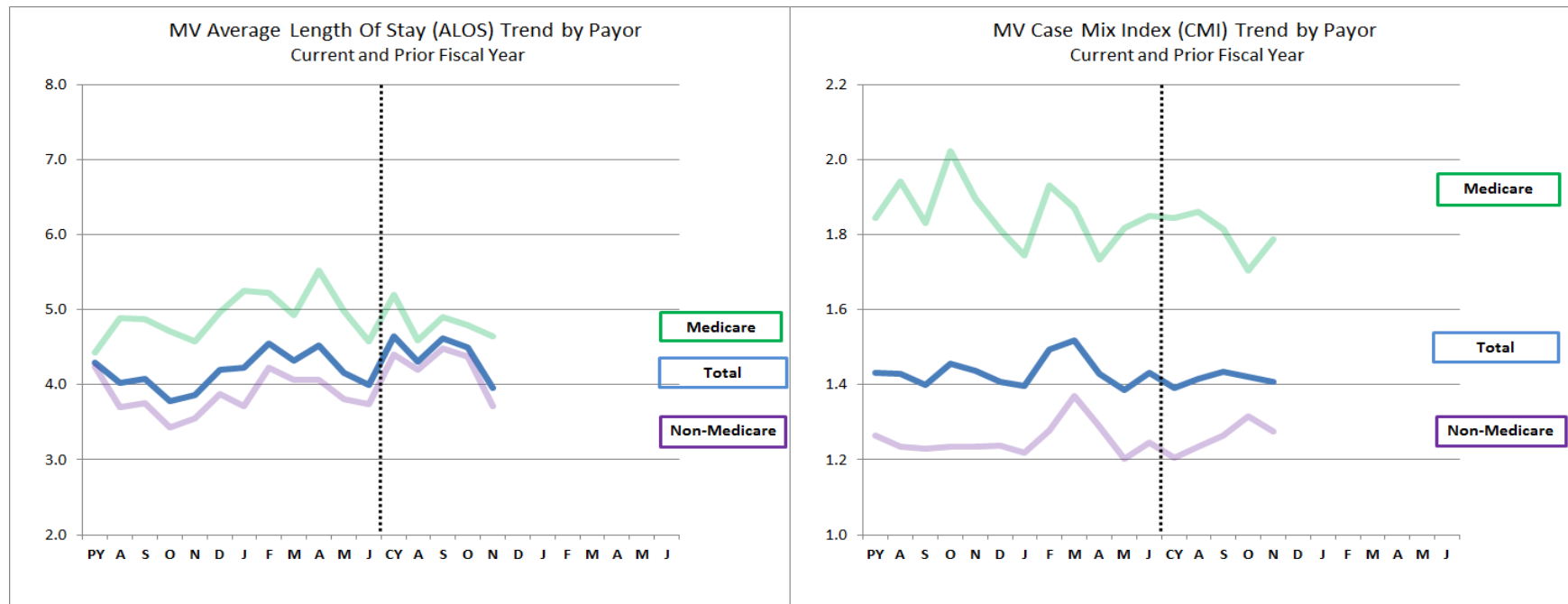
### Los Gatos



Continued high cost in November related to pharmacy, heart valve supplies and general surgery supplies.

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

## Mountain View LOS & CMI Trend<sup>(1)</sup>



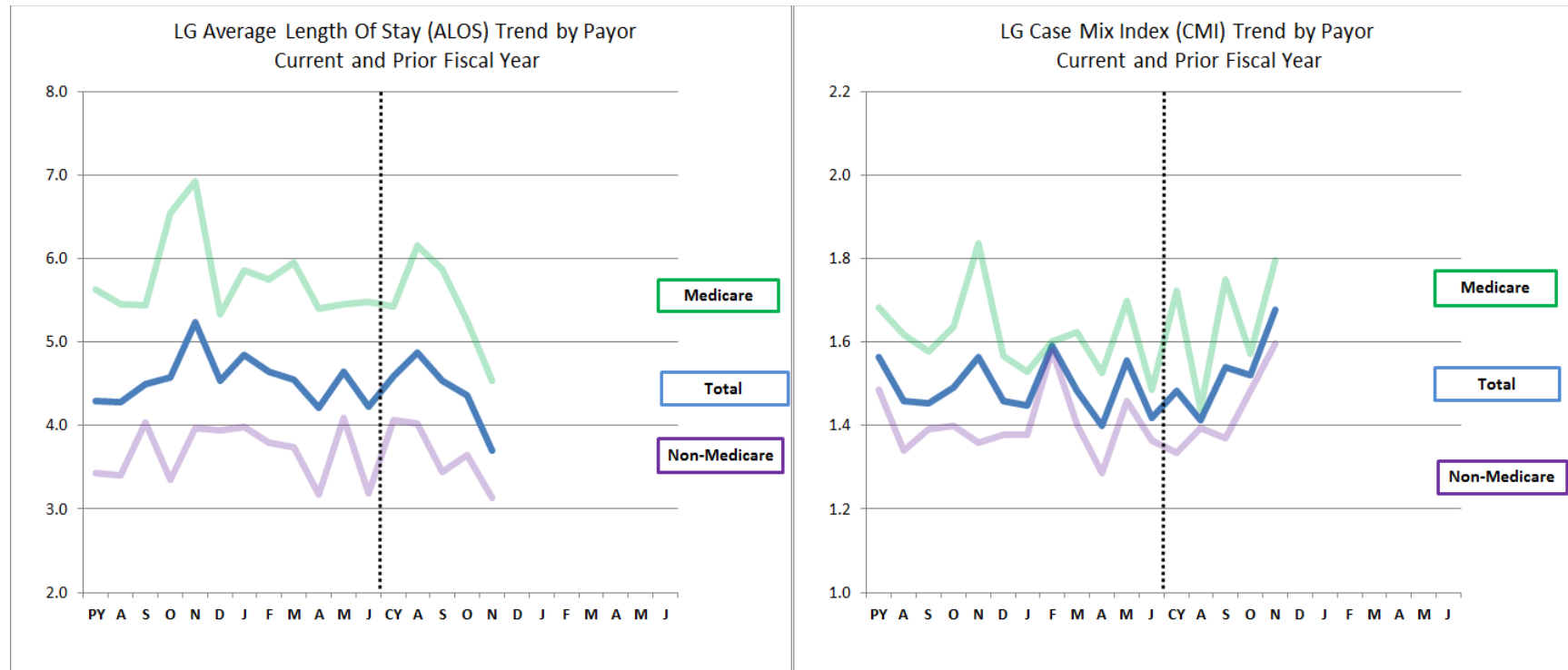
- Medicare: Due to DRG reimbursement, financial results usually improve with decreased LOS and increased CMI
- Non-Medicare: Reimbursement varies; financial results usually improve when both LOS & CMI increase

Length of stay has a sharp downward trend while CMI remains relatively flat .

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

All data excludes normal newborns (MS-DRG=795), Medicare data excludes Medicare HMOs and PPOs

## Los Gatos LOS & CMI Trend<sup>(1)</sup>



- Medicare: Due to DRG reimbursement, financial results usually improve with decreased LOS and increased CMI
- Non-Medicare: Reimbursement varies; financial results usually improve when both LOS & CMI increase

The Los Gatos Medicare caseload shows a sharp decrease in length of stay and increasing case complexity while the non-Medicare caseload shows a downward trend in length of stay. The small campus is impacted by relatively slight shifts in surgical volume.

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

All data excludes normal newborns (MS-DRG=795), Medicare data excludes Medicare HMOs and PPOs

# El Camino Hospital<sup>(1)</sup>

Results from Operations vs. Prior Year

5 months ending 11/30/2015

| \$000s                             | FY 2016        | FY 2015        | Variance<br>Fav (Unfav) | Var%          |
|------------------------------------|----------------|----------------|-------------------------|---------------|
| <b>OPERATING REVENUE:</b>          |                |                |                         |               |
| Gross Revenue                      | 1,108,380      | 1,054,048      | 54,333                  | 5.2%          |
| Deductions                         | (796,192)      | (761,566)      | (34,626)                | 4.5%          |
| <b>Net Patient Revenue</b>         | <b>312,188</b> | <b>292,482</b> | <b>19,706</b>           | <b>6.7%</b>   |
| Other Operating Revenue            | 9,690          | 7,825          | 1,866                   | 23.8%         |
| <b>Total Operating Revenue</b>     | <b>321,878</b> | <b>300,306</b> | <b>21,572</b>           | <b>7.2%</b>   |
| <b>OPERATING EXPENSE:</b>          |                |                |                         |               |
| Salaries & Wages                   | 176,154        | 167,878        | (8,276)                 | -4.9%         |
| Supplies                           | 48,390         | 44,917         | (3,473)                 | -7.7%         |
| Fees & Purchased Services          | 35,276         | 30,927         | (4,349)                 | -14.1%        |
| Other Operating Expense            | 43,260         | 38,036         | (5,224)                 | -13.7%        |
| <b>Total Operating Expense</b>     | <b>303,081</b> | <b>281,759</b> | <b>(21,322)</b>         | <b>-7.6%</b>  |
| <b>Net Operating Income/(Loss)</b> | <b>18,797</b>  | <b>18,547</b>  | <b>250</b>              | <b>1.3%</b>   |
| Non Operating Income               | (12,293)       | 3,695          | (15,988)                | -432.7%       |
| <b>Net Income(Loss)</b>            | <b>6,504</b>   | <b>22,242</b>  | <b>(15,738)</b>         | <b>-70.8%</b> |
| <b>Collection Rate</b>             | 28.2%          | 27.7%          | 0.4%                    |               |
| <b>Operating Margin</b>            | 5.8%           | 6.2%           | -0.3%                   |               |
| <b>Net Margin</b>                  | 2.0%           | 7.4%           | -5.4%                   |               |

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates



# El Camino Hospital – Mountain View<sup>(1)</sup>

Results from Operations vs. Prior Year

5 months ending 11/30/2015

| \$000s                             | FY 2016        | FY 2015        | Variance<br>Fav (Unfav) | Var%           |
|------------------------------------|----------------|----------------|-------------------------|----------------|
| <b>OPERATING REVENUE:</b>          |                |                |                         |                |
| Gross Revenue                      | 902,601        | 861,270        | 41,331                  | 4.8%           |
| Deductions                         | (658,445)      | (625,045)      | (33,401)                | 5.3%           |
| <b>Net Patient Revenue</b>         | <b>244,156</b> | <b>236,225</b> | <b>7,930</b>            | <b>3.4%</b>    |
| Other Operating Revenue            | 8,638          | 6,927          | 1,712                   | 24.7%          |
| <b>Total Operating Revenue</b>     | <b>252,794</b> | <b>243,152</b> | <b>9,642</b>            | <b>4.0%</b>    |
| <b>OPERATING EXPENSE:</b>          |                |                |                         |                |
| Salaries & Wages                   | 146,552        | 139,292        | (7,261)                 | -5.2%          |
| Supplies                           | 39,545         | 36,189         | (3,356)                 | -9.3%          |
| Fees & Purchased Services          | 28,462         | 24,766         | (3,696)                 | -14.9%         |
| Other Operating Expense            | 32,679         | 29,789         | (2,890)                 | -9.7%          |
| <b>Total Operating Expense</b>     | <b>247,239</b> | <b>230,036</b> | <b>(17,202)</b>         | <b>-7.5%</b>   |
| <b>Net Operating Income/(Loss)</b> | <b>5,555</b>   | <b>13,116</b>  | <b>(7,560)</b>          | <b>-57.6%</b>  |
| Non Operating Income               | (12,293)       | 3,695          | (15,988)                | -432.7%        |
| <b>Net Income(Loss)</b>            | <b>(6,738)</b> | <b>16,810</b>  | <b>(23,548)</b>         | <b>-140.1%</b> |
| <br><b>Collection Rate</b>         | <br>27.1%      | <br>27.4%      | <br>-0.4%               |                |
| <b>Operating Margin</b>            | 2.2%           | 5.4%           | -3.2%                   |                |
| <b>Net Margin</b>                  | -2.7%          | 6.9%           | -9.6%                   |                |

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

# El Camino Hospital – Los Gatos<sup>(1)</sup>

Results from Operations vs. Prior Year

5 months ending 11/30/2015

| \$000s                             | FY 2016       | FY 2015       | Variance<br>Fav (Unfav) | Var%          |
|------------------------------------|---------------|---------------|-------------------------|---------------|
| <b>OPERATING REVENUE:</b>          |               |               |                         |               |
| Gross Revenue                      | 205,779       | 192,777       | 13,002                  | 6.7%          |
| Deductions                         | (137,747)     | (136,521)     | (1,226)                 | 0.9%          |
| <b>Net Patient Revenue</b>         | <b>68,032</b> | <b>56,256</b> | <b>11,776</b>           | <b>20.9%</b>  |
| Other Operating Revenue            | 1,052         | 898           | 154                     | 17.1%         |
| <b>Total Operating Revenue</b>     | <b>69,084</b> | <b>57,154</b> | <b>11,930</b>           | <b>20.9%</b>  |
| <b>OPERATING EXPENSE:</b>          |               |               |                         |               |
| Salaries & Wages                   | 29,602        | 28,587        | (1,015)                 | -3.6%         |
| Supplies                           | 8,845         | 8,728         | (117)                   | -1.3%         |
| Fees & Purchased Services          | 6,814         | 6,161         | (653)                   | -10.6%        |
| Other Operating Expense            | 10,581        | 8,247         | (2,334)                 | -28.3%        |
| <b>Total Operating Expense</b>     | <b>55,842</b> | <b>51,723</b> | <b>(4,120)</b>          | <b>-8.0%</b>  |
| <b>Net Operating Income/(Loss)</b> | <b>13,242</b> | <b>5,432</b>  | <b>7,810</b>            | <b>143.8%</b> |
| Non Operating Income               | 0             | 0             | 0                       | 0.0%          |
| <b>Net Income(Loss)</b>            | <b>13,242</b> | <b>5,432</b>  | <b>7,810</b>            | <b>143.8%</b> |
| <br><b>Collection Rate</b>         | <br>33.1%     | <br>29.2%     | <br>3.9%                |               |
| <b>Operating Margin</b>            | 19.2%         | 9.5%          | 9.7%                    |               |
| <b>Net Margin</b>                  | 19.2%         | 9.5%          | 9.7%                    |               |

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

# El Camino Hospital<sup>(1)</sup>

Results from Operations vs. Budget  
5 months ending 11/30/2015

| \$000s                             | FY 2016        | Budget 2016    | Variance<br>Fav (Unfav) | Var%          |
|------------------------------------|----------------|----------------|-------------------------|---------------|
| <b>OPERATING REVENUE:</b>          |                |                |                         |               |
| Gross Revenue                      | 1,108,380      | 1,113,255      | (4,874)                 | -0.4%         |
| Deductions                         | (796,192)      | (805,425)      | 9,233                   | -1.1%         |
| <b>Net Patient Revenue</b>         | <b>312,188</b> | <b>307,829</b> | <b>4,358</b>            | <b>1.4%</b>   |
| Other Operating Revenue            | 9,690          | 8,437          | 1,253                   | 14.9%         |
| <b>Total Operating Revenue</b>     | <b>321,878</b> | <b>316,266</b> | <b>5,612</b>            | <b>1.8%</b>   |
| <b>OPERATING EXPENSE:</b>          |                |                |                         |               |
| Salaries & Wages                   | 176,154        | 173,597        | (2,558)                 | -1.5%         |
| Supplies                           | 48,390         | 46,118         | (2,272)                 | -4.9%         |
| Fees & Purchased Services          | 35,276         | 34,715         | (562)                   | -1.6%         |
| Other Operating Expense            | 43,260         | 38,099         | (5,161)                 | -13.5%        |
| <b>Total Operating Expense</b>     | <b>303,081</b> | <b>292,528</b> | <b>(10,553)</b>         | <b>-3.6%</b>  |
| <b>Net Operating Income/(Loss)</b> | <b>18,797</b>  | <b>23,738</b>  | <b>(4,941)</b>          | <b>-20.8%</b> |
| Non Operating Income               | (12,293)       | 9,301          | (21,594)                | -232.2%       |
| <b>Net Income(Loss)</b>            | <b>6,504</b>   | <b>33,039</b>  | <b>(26,535)</b>         | <b>-80.3%</b> |
| <b>Collection Rate</b>             | 28.2%          | 27.7%          | 0.5%                    |               |
| <b>Operating Margin</b>            | 5.8%           | 7.5%           | -1.7%                   |               |
| <b>Net Margin</b>                  | 2.0%           | 10.4%          | -8.4%                   |               |

(1) Hospital entity only, excludes controlled affiliates

# El Camino Hospital – Mountain View<sup>(1)</sup>

Results from Operations vs. Budget  
5 months ending 11/30/2015

| \$000s                             | FY 2016        | Budget 2016    | Variance<br>Fav (Unfav) | Var%           |
|------------------------------------|----------------|----------------|-------------------------|----------------|
| <b>OPERATING REVENUE:</b>          |                |                |                         |                |
| Gross Revenue                      | 902,601        | 911,362        | (8,761)                 | -1.0%          |
| Deductions                         | (658,445)      | (661,792)      | 3,346                   | -0.5%          |
| <b>Net Patient Revenue</b>         | <b>244,156</b> | <b>249,570</b> | <b>(5,415)</b>          | <b>-2.2%</b>   |
| Other Operating Revenue            | 8,638          | 7,503          | 1,135                   | 15.1%          |
| <b>Total Operating Revenue</b>     | <b>252,794</b> | <b>257,073</b> | <b>(4,280)</b>          | <b>-1.7%</b>   |
| <b>OPERATING EXPENSE:</b>          |                |                |                         |                |
| Salaries & Wages                   | 146,552        | 144,015        | (2,537)                 | -1.8%          |
| Supplies                           | 39,545         | 37,489         | (2,056)                 | -5.5%          |
| Fees & Purchased Services          | 28,462         | 27,873         | (589)                   | -2.1%          |
| Other Operating Expense            | 32,679         | 27,756         | (4,924)                 | -17.7%         |
| <b>Total Operating Expense</b>     | <b>247,239</b> | <b>237,133</b> | <b>(10,106)</b>         | <b>-4.3%</b>   |
| <b>Net Operating Income/(Loss)</b> | <b>5,555</b>   | <b>19,941</b>  | <b>(14,385)</b>         | <b>-72.1%</b>  |
| Non Operating Income               | (12,293)       | 9,301          | (21,594)                | -232.2%        |
| <b>Net Income(Loss)</b>            | <b>(6,738)</b> | <b>29,242</b>  | <b>(35,980)</b>         | <b>-123.0%</b> |
| <b>Collection Rate</b>             | <b>27.1%</b>   | <b>27.4%</b>   | <b>-0.3%</b>            |                |
| <b>Operating Margin</b>            | <b>2.2%</b>    | <b>7.8%</b>    | <b>-5.6%</b>            |                |
| <b>Net Margin</b>                  | <b>-2.7%</b>   | <b>11.4%</b>   | <b>-14.0%</b>           |                |

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

# El Camino Hospital – Los Gatos<sup>(1)</sup>

Results from Operations vs. Budget

5 months ending 11/30/2015

| \$000s                             | FY 2016       | Budget 2016   | Variance<br>Fav (Unfav) | Var%          |
|------------------------------------|---------------|---------------|-------------------------|---------------|
| <b>OPERATING REVENUE:</b>          |               |               |                         |               |
| Gross Revenue                      | 205,779       | 201,893       | 3,886                   | 1.9%          |
| Deductions                         | (137,747)     | (143,634)     | 5,887                   | -4.1%         |
| <b>Net Patient Revenue</b>         | <b>68,032</b> | <b>58,259</b> | <b>9,773</b>            | <b>16.8%</b>  |
| Other Operating Revenue            | 1,052         | 934           | 118                     | 12.7%         |
| <b>Total Operating Revenue</b>     | <b>69,084</b> | <b>59,193</b> | <b>9,891</b>            | <b>16.7%</b>  |
| <b>OPERATING EXPENSE:</b>          |               |               |                         |               |
| Salaries & Wages                   | 29,602        | 29,582        | (20)                    | -0.1%         |
| Supplies                           | 8,845         | 8,628         | (217)                   | -2.5%         |
| Fees & Purchased Services          | 6,814         | 6,842         | 28                      | 0.4%          |
| Other Operating Expense            | 10,581        | 10,343        | (238)                   | -2.3%         |
| <b>Total Operating Expense</b>     | <b>55,842</b> | <b>55,395</b> | <b>(447)</b>            | <b>-0.8%</b>  |
| <b>Net Operating Income/(Loss)</b> | <b>13,242</b> | <b>3,797</b>  | <b>9,445</b>            | <b>248.7%</b> |
| Non Operating Income               | 0             | 0             | 0                       | 0.0%          |
| <b>Net Income(Loss)</b>            | <b>13,242</b> | <b>3,797</b>  | <b>9,445</b>            | <b>248.7%</b> |
| <br><b>Collection Rate</b>         | <br>33.1%     | <br>28.9%     | <br>4.2%                |               |
| <b>Operating Margin</b>            | 19.2%         | 6.4%          | 12.8%                   |               |
| <b>Net Margin</b>                  | 19.2%         | 6.4%          | 12.8%                   |               |

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

# El Camino Hospital<sup>(1)</sup>

## Balance Sheet (\$ Thousands)

### ASSETS

|                                              | November 30, 2015 | Audited<br>June 30, 2015 |
|----------------------------------------------|-------------------|--------------------------|
| <b>CURRENT ASSETS</b>                        |                   |                          |
| Cash                                         | 51,458            | 55,224                   |
| Short Term Investments                       | 125,758           | 145,027                  |
| Patient Accounts Receivable, net             | 98,183            | 95,737                   |
| Other Accounts and Notes Receivable          | 2,706             | 2,378                    |
| Intercompany Receivables                     | 1,111             | 1,595                    |
| Inventories and Prepaids                     | 39,218            | 44,055                   |
| <b>Total Current Assets</b>                  | <b>318,433</b>    | <b>344,016</b>           |
| <b>BOARD DESIGNATED ASSETS</b>               |                   |                          |
| Plant & Equipment Fund                       | 122,141           | 117,965                  |
| Operational Reserve Fund                     | 100,196           | 100,196                  |
| Community Benefit Fund                       | 13,047            | 2,085                    |
| Workers Compensation Reserve Fund            | 25,816            | 24,719                   |
| Postretirement Health/Life Reserve Fund      | 17,889            | 17,197                   |
| PTO Liability Fund                           | 23,814            | 22,212                   |
| Malpractice Reserve Fund                     | 1,800             | 1,800                    |
| Catastrophic Reserves Fund                   | 13,937            | 14,150                   |
| <b>Total Board Designated Assets</b>         | <b>318,640</b>    | <b>300,324</b>           |
| <b>FUNDS HELD BY TRUSTEE</b>                 | <b>35,419</b>     | <b>37,676</b>            |
| <b>LONG TERM INVESTMENTS</b>                 | <b>202,659</b>    | <b>207,290</b>           |
| <b>INVESTMENTS IN AFFILIATES</b>             | <b>31,213</b>     | <b>31,808</b>            |
| <b>PROPERTY AND EQUIPMENT</b>                |                   |                          |
| Fixed Assets at Cost                         | 1,138,832         | 1,077,951                |
| Less: Accumulated Depreciation               | (491,095)         | (473,920)                |
| Construction in Progress                     | 41,483            | 82,506                   |
| <b>Property, Plant &amp; Equipment - Net</b> | <b>689,219</b>    | <b>686,537</b>           |
| <b>DEFERRED OUTFLOWS</b>                     | <b>25,018</b>     | <b>25,218</b>            |
| <b>RESTRICTED ASSETS - CASH</b>              | <b>1</b>          | <b>5</b>                 |
| <b>TOTAL ASSETS</b>                          | <b>1,620,601</b>  | <b>1,632,874</b>         |

### LIABILITIES AND FUND BALANCE

|                                           | November 30, 2015 | Audited<br>June 30, 2015 |
|-------------------------------------------|-------------------|--------------------------|
| <b>CURRENT LIABILITIES</b>                |                   |                          |
| Accounts Payable                          | 19,005            | 30,142                   |
| Salaries and Related Liabilities          | 21,028            | 20,812                   |
| Accrued PTO                               | 23,814            | 22,212                   |
| Worker's Comp Reserve                     | 2,300             | 2,300                    |
| Third Party Settlements                   | 14,572            | 20,253                   |
| Intercompany Payables                     | 62                | 108                      |
| Malpractice Reserves                      | 1,800             | 1,800                    |
| Bonds Payable - Current                   | 5,475             | 5,475                    |
| Bond Interest Payable                     | 2,122             | 1,711                    |
| Other Liabilities                         | 3,441             | 3,111                    |
| <b>Total Current Liabilities</b>          | <b>93,620</b>     | <b>107,925</b>           |
| <b>LONG TERM LIABILITIES</b>              |                   |                          |
| Post Retirement Benefits                  | 17,889            | 17,197                   |
| Worker's Comp Reserve                     | 23,516            | 22,419                   |
| Other L/T Obligation (Asbestos)           | 3,576             | 3,531                    |
| Other L/T Liabilities (IT/Medl Leases)    | -                 | 7,102                    |
| Bond Payable                              | 230,946           | 222,446                  |
| <b>Total Long Term Liabilities</b>        | <b>275,926</b>    | <b>272,696</b>           |
| <b>FUND BALANCE/CAPITAL ACCOUNTS</b>      |                   |                          |
| Unrestricted                              | 932,415           | 951,924                  |
| Board Designated                          | 318,640           | 300,324                  |
| Restricted                                | 1                 | 5                        |
| <b>Total Fund Bal &amp; Capital Accts</b> | <b>1,251,056</b>  | <b>1,252,254</b>         |
| <b>TOTAL LIABILITIES AND FUND BALANCE</b> | <b>1,620,601</b>  | <b>1,632,874</b>         |

<sup>(1)</sup> Hospital entity only, excludes controlled affiliates

# El Camino Hospital

## Capital Spending (in millions)

Capital Spending  
As of November 2015

| Category           | Detail                                     | Approved | Total Authorized Active | Total Spent YTD | Spent from Inception | Remaining | 2016 Proj Spend |
|--------------------|--------------------------------------------|----------|-------------------------|-----------------|----------------------|-----------|-----------------|
| <b>CIP</b>         | EPIC Installation                          |          | 73.8                    | 12.1            | 48.3                 | 25.5      | 35.9            |
|                    | <b>IT Hardware, Software, Equipment*</b>   |          | 6.9                     | 2.1             |                      | 4.8       | 6.9             |
|                    | <b>Medical &amp; Non Medical Equipment</b> |          | 12.6                    | 2.5             |                      | 10.1      | 12.6            |
|                    | <b>Facility Projects</b>                   |          |                         |                 |                      |           |                 |
|                    | NPCR3 Seismic Upgrades                     | FY12     | 6.7                     | 0.1             | 5.0                  | 1.7       | 0.0             |
|                    | LG Imaging Masterplan                      | FY12     | 3.1                     | 0.0             | 2.8                  | 0.3       | 0.0             |
|                    | Slot Build-Out                             | FY13     | 19.0                    | 0.1             | 17.5                 | 1.5       | 0.0             |
|                    | LG Upgrades                                | FY13     | 13.0                    | 1.0             | 7.9                  | 5.1       | 9.5             |
|                    | LG Spine OR                                | FY13     | 4.1                     | 0.0             | 0.6                  | 3.5       | 4.1             |
|                    | Oak Pavilion Cancer Ctr TI                 | FY14     | 5.9                     | 0.4             | 5.7                  | 0.2       | 0.0             |
|                    | Integrated MOB                             | FY15     | 28.0                    | 3.5             | 6.2                  | 21.8      | 10.0            |
|                    | North Drive Parking Expansion              | FY15     | 3.0                     | 0.7             | 0.9                  | 2.1       | 14.5            |
|                    | Behavioral Health Bldg                     | FY16     | 9.0                     | 0.6             | 6.1                  | 2.9       | 4.5             |
|                    | LG Imaging Phase II (CT & Gen Rad)         | FY16     | 0.0                     | 0.0             | 0.0                  | 0.0       | 4.8             |
|                    | LG Rehab HVAC System & Structural          | FY16     | 3.7                     | 0.0             | 0.0                  | 3.7       | 3.4             |
|                    | Cabling & Wireless Upgrades                | FY16     | 2.8                     | 0.8             | 0.8                  | 2.0       | 2.8             |
|                    | IMOB Preparation Project - Old Main        | FY16     | 0.5                     | 0.0             | 0.0                  | 0.5       | 2.3             |
|                    | Women's Hospital Expansion                 | FY16     | 0.0                     | 0.0             | 0.0                  | 0.0       | 1.5             |
|                    | CUP Upgrade                                | FY16     | 1.5                     | 0.2             | 0.3                  | 1.2       | 0.5             |
|                    | Willow Pavilion Tomosynthesis              | FY16     | 1.3                     | 0.0             | 0.0                  | 1.3       | 0.0             |
|                    | LG Electrical Systems Upgrade              | FY16     | 0.0                     | 0.0             | 0.0                  | 0.0       | 1.0             |
|                    | Facilities Planning Allowance              | FY16     | 0.0                     | 0.0             | 0.0                  | 0.0       | 1.0             |
|                    | All Other                                  |          | 6.7                     | 0.6             | 3.3                  | 3.3       | 10.6            |
|                    | Unassigned Costs                           |          | 0.0                     | 1.8             | 2.6                  | -2.6      | 0.0             |
|                    |                                            |          | 108.2                   | 9.9             | 59.7                 | 48.5      | 70.4            |
| <b>GRAND TOTAL</b> |                                            |          | <b>201.5</b>            | <b>26.5</b>     |                      |           | <b>125.8</b>    |

2016 projected spend includes items to be presented for approval during the fiscal year



El Camino Hospital Capital Spending (in thousands) FY 2011 – FY 2015

| Category                                     | 2011            | 2012            | 2013            | 2014            | 2015            | Totals           |
|----------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| <b>IT Hardware/Software Equipment</b>        | <b>3,543.9</b>  | <b>7,289.3</b>  | <b>8,019.0</b>  | <b>2,788.1</b>  | <b>4,660.5</b>  | <b>26,300.8</b>  |
| <b>Medical/Non Medical Equipment</b>         | <b>6,631.6</b>  | <b>11,203.3</b> | <b>10,284.5</b> | <b>12,891.0</b> | <b>13,339.9</b> | <b>54,350.3</b>  |
| <b>Non CIP Land, Land I, BLDG, Additions</b> | <b>2,518.4</b>  | <b>7,310.7</b>  | <b>0.0</b>      | <b>22,291.5</b> | <b>0.0</b>      | <b>32,120.6</b>  |
| <b>Facilities Projects CIP</b>               |                 |                 |                 |                 |                 |                  |
| 0101 - Hosp Replace                          | 232.2           | 313.4           | 0.0             | 0.0             | 0.0             | 545.6            |
| 0317 - Melchor TI's                          | 925.4           | 117.5           | 0.0             | 0.0             | 0.0             | 1,042.9          |
| 0701 - Cyberknife                            | 734.8           | 0.0             | 0.0             | 0.0             | 0.0             | 734.8            |
| 0704 - 1 South Upgrade                       | 0.0             | 1.7             | 0.0             | 0.0             | 0.0             | 1.7              |
| 0802 - Willow Pavillion Upgrades             | 7.2             | 0.0             | 0.0             | 0.0             | 0.0             | 7.2              |
| 0805 - Women's Hospital Finishes             | 51.5            | 0.0             | 0.0             | 0.0             | 0.0             | 51.5             |
| 0809 - Hosp Renovations                      | 261.9           | 0.0             | 0.0             | 0.0             | 0.0             | 261.9            |
| 0815 - Orc Pav Water Heater                  | 28.9            | 0.0             | 0.0             | 0.0             | 0.0             | 28.9             |
| 0816 - Hospital Signage                      | 40.9            | 0.0             | 0.0             | 0.0             | 0.0             | 40.9             |
| 0904 - LG Facilities Upgrade                 | 254.2           | 41.0            | 2.0             | 0.0             | 0.0             | 297.1            |
| 0907 - LG Imaging Masterplan                 | 0.0             | 161.9           | 243.8           | 774.4           | 1,401.9         | 2,582.0          |
| 1000 - LG Rehab Building                     | 258.3           | 0.0             | 0.0             | 0.0             | 0.0             | 258.3            |
| 1104 - New Main CDU TV's                     | 124.1           | 0.0             | 0.0             | 0.0             | 0.0             | 124.1            |
| 9900 - Unassigned Costs                      | 921.2           | 279.4           | 733.6           | 470.3           | 3,716.8         | 6,121.2          |
| 0803 - Park Pav Foundation                   | 206.7           | 270.4           | 0.0             | 0.0             | 0.0             | 477.1            |
| 1005 - LG OR Light Upgrd                     | 89.4            | 108.0           | 14.2            | 0.0             | 0.0             | 211.5            |
| 1101 - Melchor Pavilion - Genomics           | 15.2            | 0.0             | 0.0             | 0.0             | 0.0             | 15.2             |
| 1102 - LG Joint Hotel                        | 359.0           | 656.8           | 0.0             | 0.0             | 0.0             | 1,015.9          |
| 1106 - SHC Project                           | 0.0             | 2,245.0         | 0.0             | 0.0             | 0.0             | 2,245.0          |
| 1108 - Cooling Towers                        | 4.1             | 932.3           | 449.5           | 0.0             | 0.0             | 1,386.0          |
| 1115 - Womens Hosp TI's                      | 0.0             | 49.5            | 0.0             | 0.0             | 0.0             | 49.5             |
| 1118 - Park Pav Roto Care                    | 0.0             | 119.3           | 0.0             | 0.0             | 0.0             | 119.3            |
| 1120 - BHS Out Patient TI's                  | 0.0             | 472.0           | 66.1            | 0.0             | 0.0             | 538.0            |
| 1122 - LG Sleep Studies                      | 0.0             | 147.2           | 7.0             | 0.0             | 0.0             | 154.2            |
| 1129 - Old Main Card Rehab                   | 0.0             | 399.8           | 9.2             | 0.0             | 0.0             | 409.0            |
| 0817 - Womens Hosp Upgrds                    | 132.3           | 1,241.8         | 645.3           | 1.3             | 0.0             | 2,020.8          |
| 0906 - Slot Build-Out                        | 0.0             | 0.0             | 1,003.0         | 1,575.7         | 15,101.1        | 17,679.7         |
| 1107 - Boiler Replacement                    | 0.0             | 49.1            | 0.0             | 0.0             | 0.0             | 49.1             |
| 1109 - New Main Upgrades                     | 0.0             | 589.1           | 423.3           | 392.7           | 2.2             | 1,407.4          |
| 1111 - Mom/Baby Overflow                     | 0.0             | 267.0           | 211.8           | 28.9            | 0.0             | 507.7            |
| 1129 - Cardiac Rehab Improv                  | 0.0             | 0.0             | 0.0             | 0.0             | 0.0             | 0.0              |
| 1132 - Pneumatic Tube Prj                    | 0.0             | 78.4            | 0.0             | 0.0             | 0.0             | 78.4             |
| 1204 - Elevator Upgrades                     | 0.0             | 23.9            | 25.3            | 30.5            | 0.0             | 79.7             |
| 1210 - Los Gatos VOIP                        | 0.0             | 0.6             | 146.7           | 88.6            | 0.0             | 235.9            |
| 0800 - Womens L&D Expansion                  | 26.8            | 129.3           | 2,103.9         | 1,531.1         | 268.6           | 4,059.7          |
| 1116 - LG Ortho Pavillion                    | 0.0             | 44.3            | 176.7           | 24.0            | 21.1            | 266.1            |
| 1124 - LG Rehab BLDG                         | 0.0             | 10.6            | 49.0            | 457.6           | 0.0             | 517.2            |
| 1128 - LG Boiler Replacement                 | 0.0             | 3.3             | 0.0             | 0.0             | 0.0             | 3.3              |
| 1131 - MV Equipment Replace                  | 0.0             | 190.0           | 216.3           | 0.0             | 0.0             | 406.3            |
| 1135 - Park Pavilion HVAC                    | 0.0             | 47.2            | 0.0             | 0.0             | 0.0             | 47.2             |
| 1208 - Willow Pav. High Risk                 | 0.0             | 0.0             | 110.4           | 0.0             | 0.0             | 110.4            |
| 1213 - LG Sterilizers                        | 0.0             | 0.0             | 102.0           | 0.0             | 0.0             | 102.0            |
| 1225 - Rehab BLDG Roofing                    | 0.0             | 0.0             | 6.7             | 241.3           | 4.0             | 252.0            |
| 1227 - New Main eICU                         | 0.0             | 0.0             | 95.7            | 20.7            | 0.0             | 116.5            |
| 1230 - Fog Shop                              | 0.0             | 0.0             | 339.3           | 79.9            | 0.0             | 419.2            |
| 1247 - LG Infant Security                    | 0.0             | 0.0             | 133.8           | 0.0             | 0.0             | 133.8            |
| 1307 - LG Upgrades                           | 0.0             | 0.0             | 376.5           | 2,979.5         | 3,282.5         | 6,638.4          |
| 1308 - LG Infrastructure                     | 0.0             | 0.0             | 0.0             | 113.7           | 0.0             | 113.7            |
| 1315 - 205 So. Drive TI's                    | 0.0             | 0.0             | 0.0             | 499.5           | 1.9             | 501.4            |
| 0908 - NPCR3 Seismic Upgrds                  | 0.0             | 554.3           | 1,302.1         | 1,223.9         | 1,327.6         | 4,407.9          |
| 1125 - Will Pav Fire Sprinkler               | 0.0             | 9.4             | 56.5            | 38.7            | 0.0             | 104.6            |
| 1211 - SIS Monitor Install                   | 0.0             | 0.0             | 215.3           | 0.0             | 0.0             | 215.3            |
| 1216 - New Main Process Imp Office           | 0.0             | 0.0             | 18.7            | 1.1             | 15.9            | 35.7             |
| 1217 - MV Campus MEP Upgrades FY13           | 0.0             | 0.0             | 0.0             | 180.9           | 273.8           | 454.7            |
| 1219 - LG Spine OR                           | 0.0             | 0.0             | 0.0             | 214.1           | 323.0           | 537.1            |
| 1221 - LG Kitchen Refrig                     | 0.0             | 0.0             | 0.0             | 84.6            | 0.0             | 84.6             |
| 1224 - Rehab Bldg HVAC Upgrades              | 0.0             | 0.0             | 10.5            | 202.3           | 81.1            | 293.9            |
| 1245 - Behavioral Health Bldg Replace        | 0.0             | 0.0             | 0.0             | 1,257.3         | 3,774.6         | 5,031.9          |
| 1248 - LG - CT Upgrades                      | 0.0             | 0.0             | 0.0             | 26.1            | 344.6           | 370.8            |
| 1249 - LG Mobile Imaging                     | 0.0             | 0.0             | 0.0             | 145.9           | 0.0             | 145.9            |
| 1301 - Desktop Virtual                       | 0.0             | 0.0             | 0.0             | 13.3            | 0.0             | 13.3             |
| 1304 - Rehab Wandaer Mgmt                    | 0.0             | 0.0             | 0.0             | 86.8            | 0.0             | 86.8             |
| 1310 - Melchor Cancer Center Expansion       | 0.0             | 0.0             | 0.0             | 44.2            | 13.2            | 57.4             |
| 1318 - Women's Hospital TI                   | 0.0             | 0.0             | 0.0             | 48.5            | 47.8            | 96.3             |
| 1327 - Rehab Building Upgrades               | 0.0             | 0.0             | 0.0             | 0.0             | 15.0            | 15.0             |
| 1320 - 2500 Hosp Dr Roofing                  | 0.0             | 0.0             | 0.0             | 74.7            | 80.8            | 155.5            |
| 1328 - LG Ortho Canopy FY14                  | 0.0             | 0.0             | 0.0             | 255.2           | 208.8           | 464.0            |
| 1340 - New Main ED Exam Room TVs             | 0.0             | 0.0             | 0.0             | 7.5             | 193.0           | 200.5            |
| 1341 - Main Admin                            | 0.0             | 0.0             | 0.0             | 32.3            | 102.7           | 135.1            |
| 1344 - New Main AV Upgrd                     | 0.0             | 0.0             | 0.0             | 243.2           | 0.0             | 243.2            |
| 1345 - LG Lab HVAC                           | 0.0             | 0.0             | 0.0             | 112.4           | 0.0             | 112.4            |
| 1346 - LG OR 5, 6, and 7 Lights Replace      | 0.0             | 0.0             | 0.0             | 0.0             | 285.1           | 285.1            |
| 1347 - LG Central Sterile Upgrades           | 0.0             | 0.0             | 0.0             | 0.0             | 181.3           | 181.3            |
| 1400 - Oak Pav Cancer Center                 | 0.0             | 0.0             | 0.0             | 0.0             | 5,208.2         | 5,208.2          |
| 1403 - Hosp Drive BLDG 11 TI's               | 0.0             | 0.0             | 0.0             | 85.8            | 102.7           | 188.5            |
| 1404 - Park Pav HVAC                         | 0.0             | 0.0             | 0.0             | 64.0            | 7.1             | 71.1             |
| 1408 - New Main Accessibility Upgrades       | 0.0             | 0.0             | 0.0             | 0.0             | 6.6             | 6.6              |
| 1413 - North Drive Parking Structure Exp     | 0.0             | 0.0             | 0.0             | 0.0             | 166.6           | 166.6            |
| 1414 - Integrated MOB                        | 0.0             | 0.0             | 0.0             | 0.0             | 2,009.1         | 2,009.1          |
| 1421 - LG MOB Improvements                   | 0.0             | 0.0             | 0.0             | 0.0             | 197.6           | 197.6            |
| 1429 - 2500 Hospital Dr Bldg 8 TI            | 0.0             | 0.0             | 0.0             | 0.0             | 101.0           | 101.0            |
| 1432 - 205 South Dr BHS TI                   | 0.0             | 0.0             | 0.0             | 0.0             | 8.1             | 8.1              |
| 1501 - Women's Hospital NPC Comp             | 0.0             | 0.0             | 0.0             | 0.0             | 3.7             | 3.7              |
| 1504 - Equipment Support Infrastructure      | 0.0             | 0.0             | 0.0             | 0.0             | 60.5            | 60.5             |
| <b>Subtotal Facilities Projects CIP</b>      | <b>4,674.1</b>  | <b>9,553.4</b>  | <b>9,294.2</b>  | <b>13,752.7</b> | <b>38,939.6</b> | <b>76,213.8</b>  |
| <b>Grand Total</b>                           | <b>17,368.0</b> | <b>35,356.6</b> | <b>27,597.6</b> | <b>51,723.3</b> | <b>56,940.0</b> | <b>188,985.6</b> |



# FY 2016 Facilities Projects Detail

(In 000s)

|                                                  | Budgeted Commitment | Budgeted Spend  |
|--------------------------------------------------|---------------------|-----------------|
| <b>Mountain View Campus Master Plan Projects</b> |                     |                 |
| BHS Replacement **                               | \$53,500            | \$4,500         |
| North Dr Parking Structure Expansion             | \$14,000 *          | \$14,500        |
| Integrated Medical Office Building **            | \$229,000           | \$10,000        |
| CUP Upgrades                                     | \$500               | \$500           |
| Womens Hosp Expansion **                         | \$2,000             | \$1,500         |
|                                                  | <b>\$299,000</b>    | <b>\$31,000</b> |
| <b>Mountain View Capital Projects</b>            |                     |                 |
| Womens Hosp NPC Closeout                         | \$750               | \$500           |
| IMOB Preparation Project - Old Main              | \$2,250             | \$2,250         |
| Cabling and Wireless upgrades                    | \$2,800             | \$2,800         |
| Histology Fume Hood Upgrades                     | \$500               | \$500           |
| ED Remodel Triage / Psych Observation            | \$300               | \$100           |
| Signage & Wayfinding                             | \$600               | \$600           |
| MV Equipment & Infrastructure Upgrades           | \$750               | \$750           |
| Breast Imaging Tomography **                     | \$300               | \$300           |
| Willow Pavilion FA Sys and Equip Upgrades        | \$800               | \$800           |
| Ceiling Lifts - Imaging Dept.                    | \$200               | \$200           |
| Misc. Reconfiguration Upgrades                   | \$600               | \$600           |
| MV MOB TI Allowance                              | \$500               | \$500           |
| Facilities Planning Allowance                    | \$1,000             | \$1,000         |
|                                                  | <b>\$11,350</b>     | <b>\$10,900</b> |
| <b>Los Gatos Capital Projects</b>                |                     |                 |
| LG Spine Room Expansion - OR 4 **                | 0 *                 | \$4,100         |
| LG Rehab HVAC Upgrades                           | 0 *                 | \$3,400         |
| LG Imaging Phase II (CT & Gen Rad)               | \$4,650 *           | \$4,800         |
| LG Upgrades - Major                              | \$2,500 *           | \$9,500         |
| LG Electrical Systems Upgrade                    | \$1,000             | \$1,000         |
| LG Rehab Building Upgrades                       | \$500               | \$500           |
| LG Surgical Lights OR's 5,6 & 7                  | \$0 *               | \$149           |
| LG Central Sterile Upgrades                      | \$3,455 *           | \$3,600         |
| LG MOB Improvements                              | \$500               | \$150           |
| LG IR Upgrades **                                | \$800               | \$600           |
| LG NICU 4 Bed Expansion **                       | \$500               | \$150           |
| LG Misc. Reconfiguration Upgrades                | \$600               | \$600           |
|                                                  | <b>\$14,505</b>     | <b>\$28,549</b> |
| <b>Grand Total Facilities Projects</b>           | <b>\$324,855</b>    | <b>\$70,449</b> |

\* Spending includes prior year commitments

\* Incremental Revenue Producing  
Capital < 250k includes exploration of ED Lobby Space Redesign