



El Camino Hospital

THE HOSPITAL OF SILICON VALLEY

Summary of Financial Operations
Iftikhar Hussain, CFO

Fiscal Year 2017 – Period 1
7/1/2016 to 7/31/2016

Dashboard - ECH combined as of July 31, 2016

| | Annual | | | | | | Month | | | YTD | | |
|-----------------------------------------|---------|---------|---------|---------|---------------|--------------------|---------|---------|------------|---------|---------|------------|
| | 2013 | 2014 | 2015 | 2016 | 2017 Proj. | 2017 Bud/Target | PY | CY | Bud/Target | PY | CY | Bud/Target |
| Volume | | | | | | | | | | | | |
| Licensed Beds | 443 | 443 | 443 | 443 | 443 | 443 | 443 | 443 | 443 | 443 | 443 | 443 |
| ADC | 240 | 238 | 246 | 242 | 117 | 245 | 237 | 230 | 235 | 233 | 230 | 235 |
| Adjusted Discharges | 28,906 | 28,602 | 29,051 | 28,358 | 14,123 | 29,446 | 2,537 | 2,352 | 2,436 | 3,052 | 2,352 | 2,435 |
| Total Discharges | 24,149 | 23,383 | 23,767 | 22,986 | 11,280 | 23,665 | 1,970 | 1,880 | 1,967 | 2,265 | 1,880 | 1,967 |
| Inpatient Cases | | | | | | | | | | | | |
| Med Surg | 17,243 | 16,594 | 17,052 | 16,819 | 8,226 | 17,285 | 1,452 | 1,370 | 1,430 | 1,747 | 1,370 | 1,430 |
| Deliveries | 5,472 | 5,373 | 5,273 | 4,916 | 2,364 | 5,055 | 405 | 394 | 421 | 405 | 394 | 421 |
| BHS | 861 | 857 | 901 | 806 | 420 | 755 | 74 | 70 | 68 | 74 | 70 | 68 |
| Rehab | 525 | 547 | 555 | 500 | 276 | 570 | 39 | 46 | 48 | 39 | 46 | 48 |
| Outpatient | | | | | | | | | | | | |
| ED | 45,525 | 46,056 | 49,130 | 48,661 | 23,532 | 51,253 | 4,056 | 3,922 | 4,271 | 4,056 | 3,922 | 4,271 |
| Procedural Cases | | | | | | | | | | | | |
| OP Surg | 5,852 | 6,403 | 6,488 | 6,074 | 2,958 | 6,004 | 547 | 493 | 500 | 547 | 493 | 548 |
| Endo | 2,242 | 2,492 | 2,520 | 2,322 | 828 | 2,479 | 221 | 138 | 207 | 221 | 138 | 206 |
| Interventional | 1,709 | 1,917 | 2,144 | 2,227 | 1,260 | 2,049 | 200 | 210 | 171 | 200 | 210 | 171 |
| All Other | 64,352 | 69,339 | 67,831 | 80,673 | 40,218 | 85,255 | 5,756 | 6,703 | 7,105 | 6,602 | 6,703 | 7,104 |
| Financial Performance (\$000s) | | | | | | | | | | | | |
| Net Revenues | 686,327 | 721,123 | 746,645 | 772,020 | 391,117 | 789,585 | 59,196 | 65,187 | 62,947 | 59,195 | 65,186 | 62,947 |
| Operating Expenses | 632,353 | 669,680 | 689,631 | 743,044 | 347,855 | 758,807 | 58,164 | 57,976 | 61,390 | 58,163 | 57,976 | 61,390 |
| Operating Income \$ | 69,126 | 70,305 | 78,120 | 52,613 | 53,474 | 55,837 | 3,305 | 8,913 | 3,693 | 3,305 | 8,912 | 3,693 |
| Operating Margin | 9.9% | 9.5% | 10.2% | 6.6% | 13.3% | 6.9% | 5.4% | 13.3% | 5.7% | 5.4% | 13.3% | 5.7% |
| EBITDA \$ | 124,722 | 125,254 | 128,002 | 108,554 | 81,351 | 115,910 | 7,478 | 13,559 | 8,608 | 7,478 | 13,559 | 8,607 |
| EBITDA % | 17.8% | 16.9% | 16.7% | 13.6% | 20.3% | 14.2% | 12.2% | 20.3% | 13.2% | 12.2% | 20.3% | 13.2% |
| IP Margin** | -1.1% | -3.2% | -4.5% | -6.6% | -8.5% | -6.6% | -3.3% | -8.5% | -6.6% | -3.3% | -8.5% | -6.6% |
| OP Margin** | 25.9% | 25.2% | 28.1% | 26.1% | 31.8% | 26.1% | 31.6% | 31.8% | 26.1% | 31.6% | 31.8% | 26.1% |
| Payor Mix | | | | | | | | | | | | |
| Medicare | 46.3% | 44.6% | 46.2% | 46.6% | 44.5% | 46.4% | 46.2% | 44.5% | 46.4% | 46.2% | 44.5% | 46.4% |
| Medi-Cal | 4.9% | 6.0% | 6.6% | 7.4% | 8.0% | 6.5% | 8.4% | 8.0% | 6.5% | 8.4% | 8.0% | 6.5% |
| Commercial IP | 25.3% | 25.4% | 24.2% | 23.2% | 23.3% | 24.0% | 23.2% | 23.3% | 24.0% | 23.2% | 23.3% | 24.0% |
| Commercial OP | 16.9% | 18.6% | 18.7% | 18.7% | 20.1% | 19.0% | 18.5% | 20.1% | 19.0% | 18.5% | 20.2% | 18.5% |
| Total Commercial | 42.2% | 44.0% | 42.9% | 41.9% | 43.4% | 43.0% | 41.8% | 43.4% | 43.0% | 41.8% | 43.5% | 42.5% |
| Other | 6.6% | 5.4% | 4.3% | 4.1% | 4.1% | 4.1% | 3.7% | 4.1% | 4.1% | 3.7% | 4.1% | 4.1% |
| Cost | | | | | | | | | | | | |
| Employees | 2,289.0 | 2,435.6 | 2,452.4 | 2,542.8 | 2,480.3 | 2,466.4 | 2,563.4 | 2,480.3 | 2,466.4 | 2,563.4 | 2,480.3 | 2,466.4 |
| Hrs/APD | 29.72 | 29.31 | 30.45 | 30.35 | 30.36 | 30.92 | 30.69 | 30.36 | 30.92 | 30.69 | 30.36 | 30.92 |
| Balance Sheet | | | | | | | | | | | | |
| Net Days in AR | 47.8 | 50.9 | 43.6 | 53.7 | 53.5 | 48.0 | 44.8 | 53.5 | 48.0 | 44.8 | 53.5 | 48.0 |
| Days Cash | 350 | 382 | 401 | 361 | 405 | 266 | 403 | 405 | 266 | 403 | 405 | 266 |
| Debt to Capitalization | 14.0% | 12.6% | 13.6% | 13.8% | 13.7% | 17.3% | 13.7% | 13.7% | 17.3% | 13.7% | 13.7% | 17.3% |
| MADS | 8.0 | 9.5 | 8.9 | 6.1 | 9.2 | 9.3 | 8.8 | 9.2 | 9.3 | 8.8 | 9.2 | 9.3 |
| Affiliates - Net Income (\$000s) | | | | | | | | | | | | |
| Hosp | 88,820 | 118,906 | 94,787 | 43,043 | 20,285 | 67,032 | 4,571 | 20,285 | 4,626 | 4,571 | 20,285 | 4,626 |
| Concern | 371 | 1,862 | 1,202 | 1,823 | 379 | 2,604 | 268 | 379 | 210 | 268 | 379 | 210 |
| ECSC | | (5) | (41) | (282) | (3) | 0 | 1 | (3) | 0 | 1 | (3) | 0 |
| Foundation | 1,545 | 3,264 | 710 | 982 | 514 | (450) | 269 | 514 | (43) | 269 | 514 | (43) |
| SVMD | (114) | 32 | 106 | 156 | 191 | 0 | (1) | 191 | (1) | (1) | 191 | (1) |

Total volume (adjusted discharges) is 3.4% below budget for the year primarily due to lower deliveries

Outpatient volume: ED visits are slightly higher than budget. Other OP services are below budget.

Operating margin for July was \$5.2M favorable to budget due to favorable revenue despite lower volume. The higher revenue is due to revenue cycle improvements mainly reduction in denials. Expenses were below budget due to favorable productivity, fees and purchased services (+\$1.2M) and supplies (+\$1.2M).

Productivity has improved after EPIIC go-live but remains favorable compared to budget.

AR days remain relatively flat from June to July.

*Includes Deliveries

** Due to timing of month end costing, In Patient and Out Patient Operating Margin % for FYTD 2017 are one month in arrears

Fiscal Year 2017 Fiscal Period 1 (7/1/2016-7/31/2016) Waterfall

| | | Month to Date (MTD) | |
|---------------------------------------------------|-----------------------------------------------------------------|---------------------|---------------|
| | | Net Income Impact | % Net Revenue |
| \$ in Thousands | | | |
| Budgeted Hospital Operations FY2017 | | 3,693 | 5.7% |
| Net Revenue | | 1,807 | 2.7% |
| | * Volumes down mainly in OB | | |
| | * Net reimbursement favorable | | |
| Labor and Benefit Expense Change | | 832 | 1.2% |
| | * Benefits on target, Mgmt/Techs salary is majority of savings. | | |
| Professional Fees & Purchased Services | | 1,197 | 1.8% |
| | * Budgeted Medical Director fees/Consultants | | |
| | * Repairs/Software | | |
| Supplies | | 1,227 | 1.8% |
| | * Drug Exp | | |
| | * Medical Supplies (Volumes) | | |
| | * Misc Net Supplies (Food/Volumes) | | |
| Other Expenses | | (111) | -0.2% |
| | * Dues and Subscriptions | | |
| | * MD ICARE Training | | |
| | * MD Income Guarantee | | |
| | * Advertising, Net other | | |
| Depreciation & Interest | | 269 | 0.4% |
| Actual Hospital Operations FY2017 | | 8,914 | 13.3% |

El Camino Hospital (\$000s) ⁽¹⁾

1 month ending 7/31/2016

| PERIOD 1 FY 2016 | PERIOD 1 FY 2017 | PERIOD 1 Budget 2017 | Variance Fav (Unfav) | Var% |
|---------------------|---------------------|-------------------------|-------------------------|---------------|
| 216,966 | 231,262 | 233,418 | (2,156) | -0.9% |
| (157,770) | (166,076) | (170,472) | 4,396 | 1.0% |
| 59,196 | 65,187 | 62,947 | 2,240 | 3.6% |
| 2,274 | 1,702 | 2,136 | (434) | -20.3% |
| 61,469 | 66,889 | 65,082 | 1,806 | 2.8% |
| 35,113 | 35,514 | 36,346 | 832 | 2.3% |
| 9,714 | 8,441 | 9,668 | 1,227 | 12.7% |
| 7,341 | 6,998 | 8,195 | 1,197 | 14.6% |
| 1,822 | 2,377 | 2,266 | (111) | -4.9% |
| 451 | 616 | 602 | (14) | -2.4% |
| 3,722 | 4,030 | 4,313 | 283 | 6.6% |
| 58,164 | 57,976 | 61,390 | 3,414 | 5.6% |
| 3,305 | 8,913 | 3,693 | 5,221 | 141.4% |
| 1,266 | 11,371 | 933 | 10,439 | 1119.0% |
| 4,571 | 20,285 | 4,626 | 15,659 | 338.5% |
| 12.2% | 20.3% | 13.2% | 7.0% | |
| 5.4% | 13.3% | 5.7% | 7.7% | |
| 7.4% | 30.3% | 7.1% | 23.2% | |

\$000s OPERATING REVENUE

| |
|--------------------------------|
| Gross Revenue |
| Deductions |
| Net Patient Revenue |
| Other Operating Revenue |
| Total Operating Revenue |

OPERATING EXPENSE

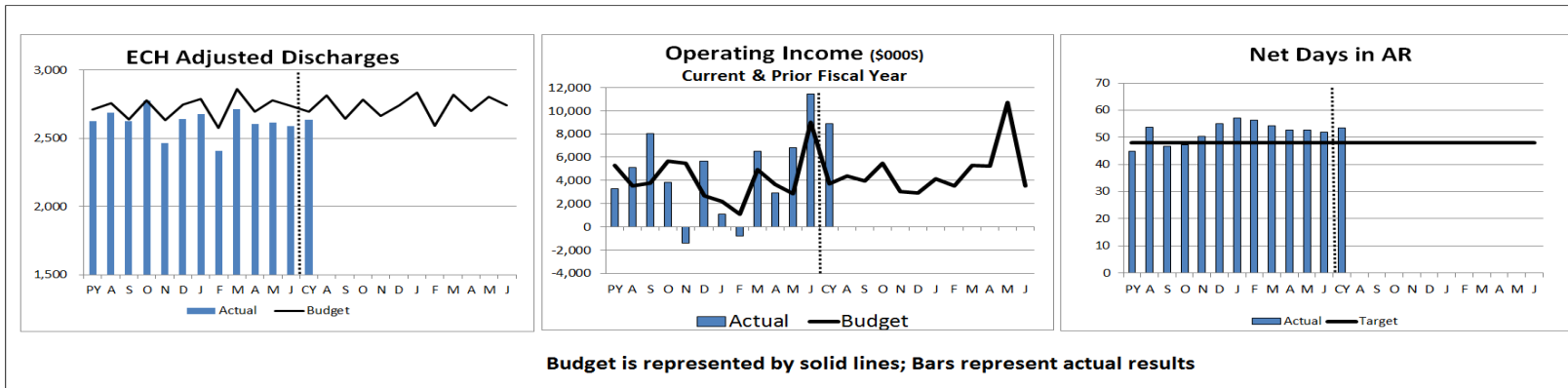
| |
|------------------------------------|
| Salaries & Wages |
| Supplies |
| Fees & Purchased Services |
| Other Operating Expense |
| Interest |
| Depreciation |
| Total Operating Expense |
| Net Operating Income/(Loss) |
| Non Operating Income |
| Net Income(Loss) |

EBITDA
Operating Margin
Net Margin

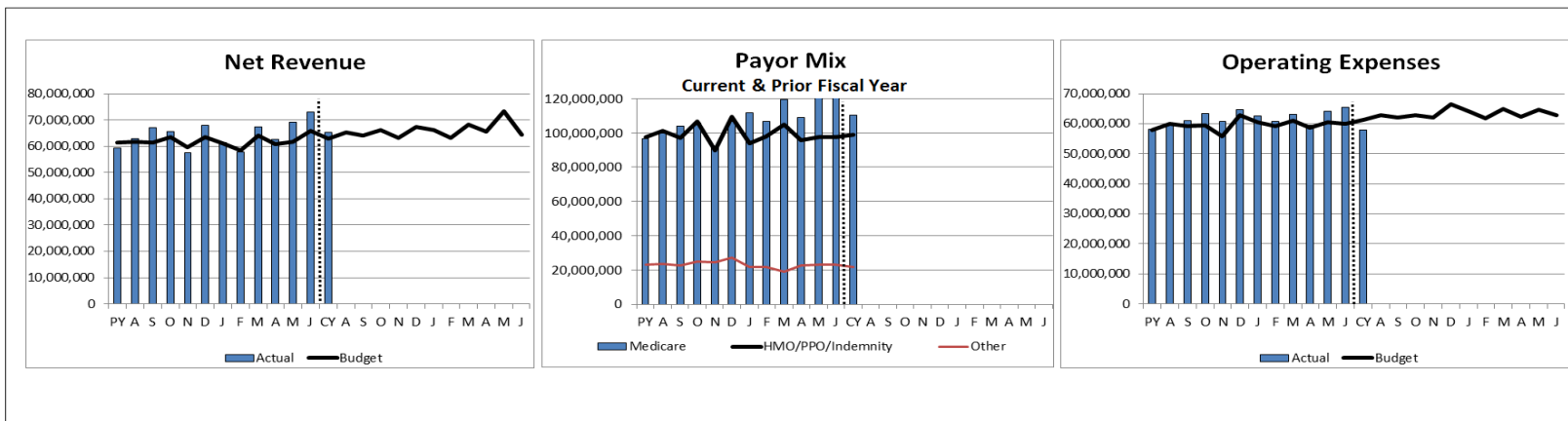
| YTD FY 2016 | YTD FY 2017 | YTD Budget 2017 | Variance Fav (Unfav) | Var% |
|----------------|----------------|--------------------|-------------------------|---------------|
| 216,966 | 231,262 | 233,418 | (2,156) | -0.9% |
| (157,770) | (166,076) | (170,472) | 4,396 | -2.6% |
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| 4,571 | 20,285 | 4,626 | 15,659 | 338.5% |
| 12.2% | 20.3% | 13.2% | 7.0% | |
| 5.4% | 13.3% | 5.7% | 7.7% | |
| 7.4% | 30.3% | 7.1% | 23.2% | |

⁽¹⁾ Hospital entity only, excludes controlled affiliates

Monthly Financial Trends

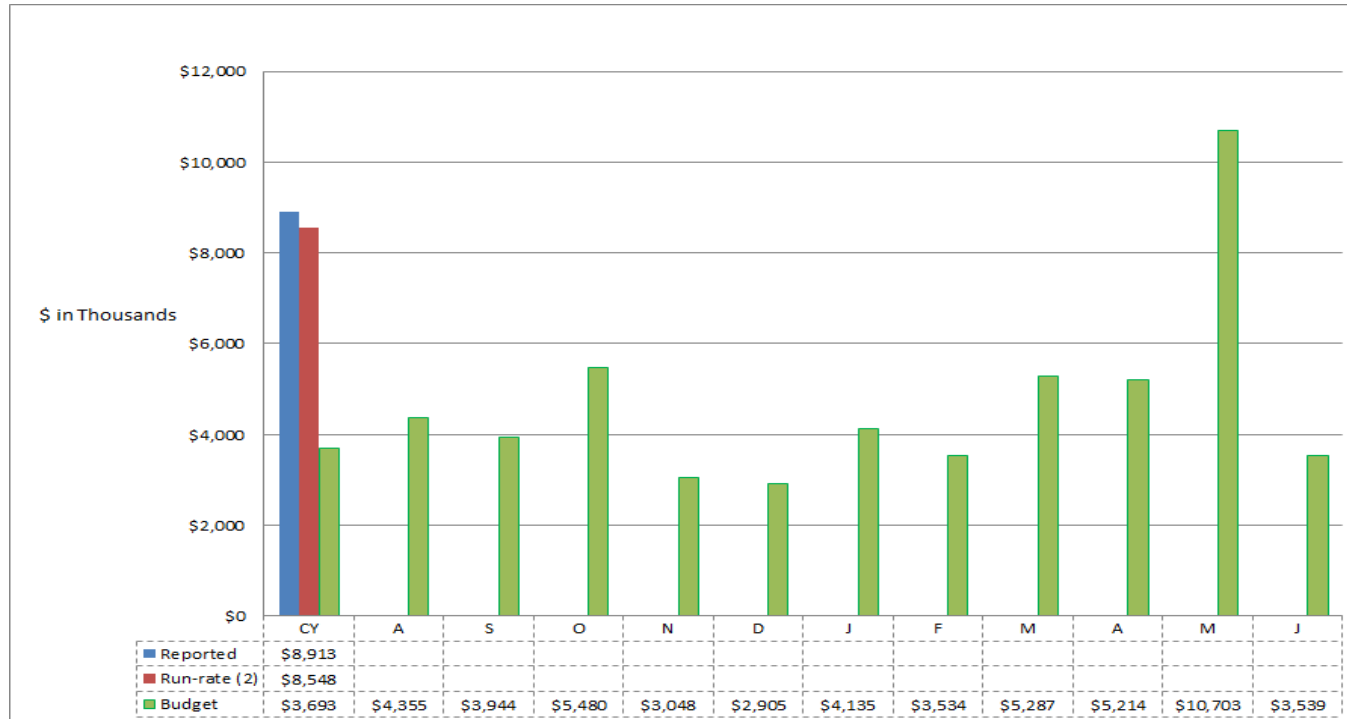


Volume is low mainly in surgeries, deliveries, and infusion treatments.
AR days remained relatively flat from June.



ECH Operating Margin

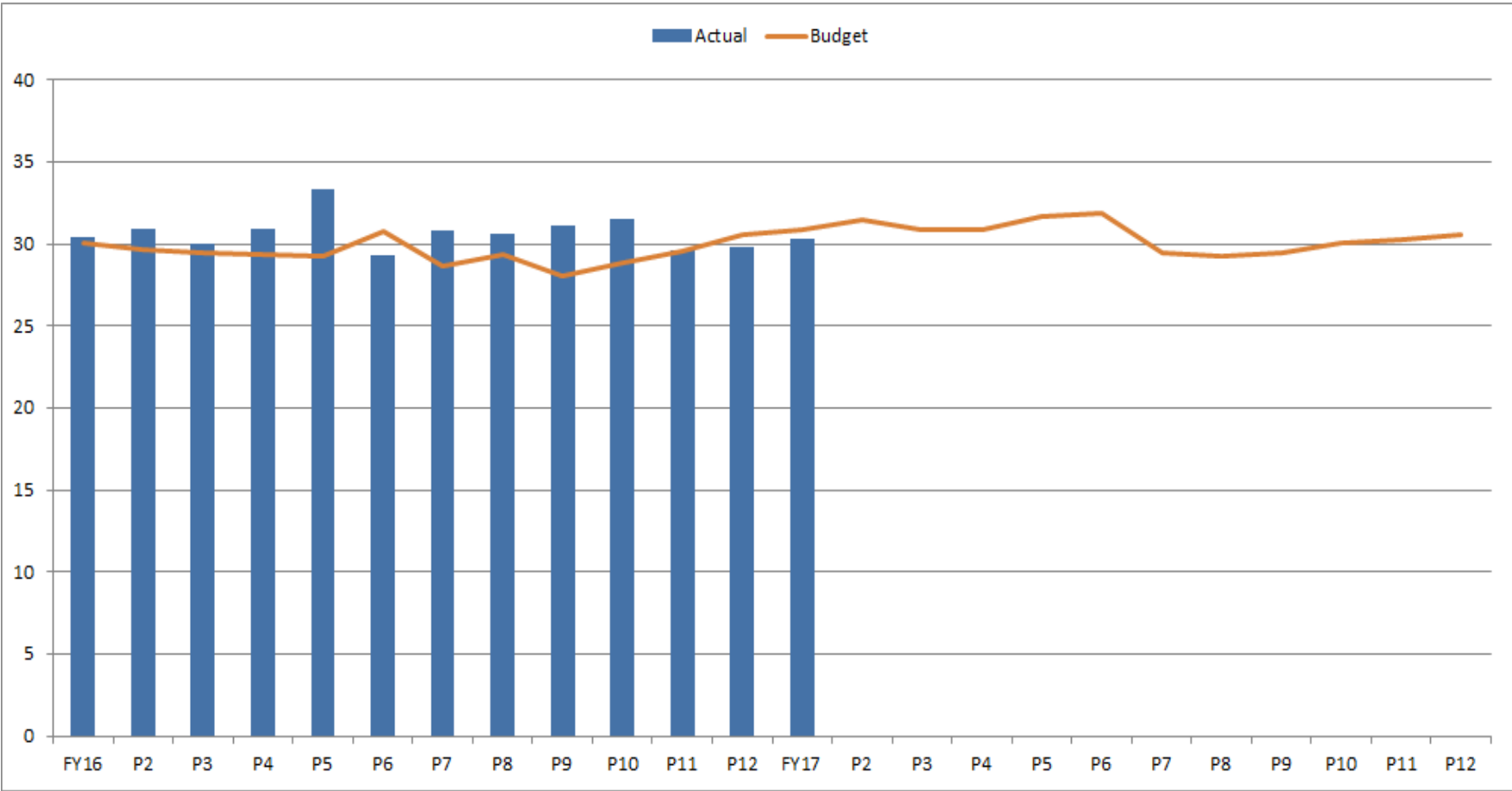
Run rate is booked operating income adjusted for material non-recurring transactions



FY 2017 Actual Run Rate Adjustments (in thousands)

| | | J | A | S | O | N | D | J | F | M | A | M | J |
|---------------------|---------------------------------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Revenue Adjustments | RAC Release | \$76 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Insurance Overpayment Release Spine | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Mcare Settlmt/Appeal/Tent Settlmt/PIP | -\$100 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total | -\$31 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Expense Adjustments | Pay-For-Performance Bonus | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Actuarial Exp for Workers Comp | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | Total | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

Worked Hours per Adjusted Patient Day



Productivity has improved after EPIC go-live and is ahead of target in July .

Summary of Financial Results

\$ in Thousands

| | Period 1 - Month | | | Period 1 - FYTD | | |
|---------------------------------------------------------|------------------|--------------|---------------|-----------------|--------------|---------------|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| El Camino Hospital Income (Loss) from Operations | | | | | | |
| Mountain View | 7,717 | 2,677 | 5,041 | 7,717 | 2,677 | 5,041 |
| Los Gatos | 1,196 | 1,016 | 180 | 1,196 | 1,016 | 180 |
| Sub Total - El Camino Hospital, excl. Affiliates | 8,913 | 3,693 | 5,221 | 8,913 | 3,693 | 5,221 |
| Operating Margin % | 13.3% | 5.7% | | 13.3% | 5.7% | |
| El Camino Hospital Non Operating Income | | | | | | |
| Investments | 11,900 | 1,666 | 10,235 | 11,900 | 1,666 | 10,235 |
| Swap Adjustments | (252) | 0 | (252) | (252) | 0 | (252) |
| Community Benefit | (131) | (283) | 152 | (131) | (283) | 152 |
| Other | (146) | (449) | 304 | (146) | (449) | 304 |
| Sub Total - Non Operating Income | 11,371 | 933 | 10,439 | 11,371 | 933 | 10,439 |
| El Camino Hospital Net Income (Loss) | 20,285 | 4,626 | 15,659 | 20,285 | 4,626 | 15,659 |
| ECH Net Margin % | 30.3% | 7.1% | | 30.3% | 7.1% | |
| Concern | 379 | 210 | 169 | 379 | 210 | 169 |
| ECSC | (3) | 0 | (3) | (3) | 0 | (3) |
| Foundation | 514 | (43) | 557 | 514 | (43) | 557 |
| Silicon Valley Medical Development | 191 | (1) | 192 | 191 | (1) | 192 |
| Net Income Hospital Affiliates | 1,080 | 166 | 914 | 1,080 | 166 | 914 |
| Total Net Income Hospital & Affiliates | 21,365 | 4,792 | 16,573 | 21,365 | 4,792 | 16,573 |

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

Smart Growth Summary FY2017 P1

| | Actual | Budget | Diff | Notes |
|----------------------------|--------|--------|------|---------------------------------------------------------------|
| Deliveries | 359 | 413 | (54) | Delivery charge codes based on post date |
| NICU Level 2 & 3 Days | 186 | 257 | (71) | NICU 173 & 174 charge codes by post date |
| Inpatient Surgeries | 331 | 388 | (57) | Inpatient surgeries by post date |
| Outpatient Surgeries | 455 | 535 | (80) | Outpatient surgeries by post date (excludes Endo in OR) |
| OP Cath Lab Cases | 173 | 163 | 10 | Charge codes by service date, count # of patients |
| OP Endo Cases | 143 | 208 | (65) | Charge codes by service date, count # of patients |
| OP Infusion Cases | 321 | 329 | (8) | Charge codes by service date, count # of patients |
| OP Intvl Bronch Procedures | 37 | 39 | (2) | Select charge codes by post date + EPIC location of Endo room |

Description of variances

Deliveries: Altos Oaks purchased by Stanford / loss of physicians in group

Endoscopy: 4 independent physicians account for 90 less cases / new recruitment added, Los Gatos Endo in OR to improve availability, service line administrator assigned to re-capture splitters

General Surgery: Loss of surgeons to Stanford & Good Samaritan

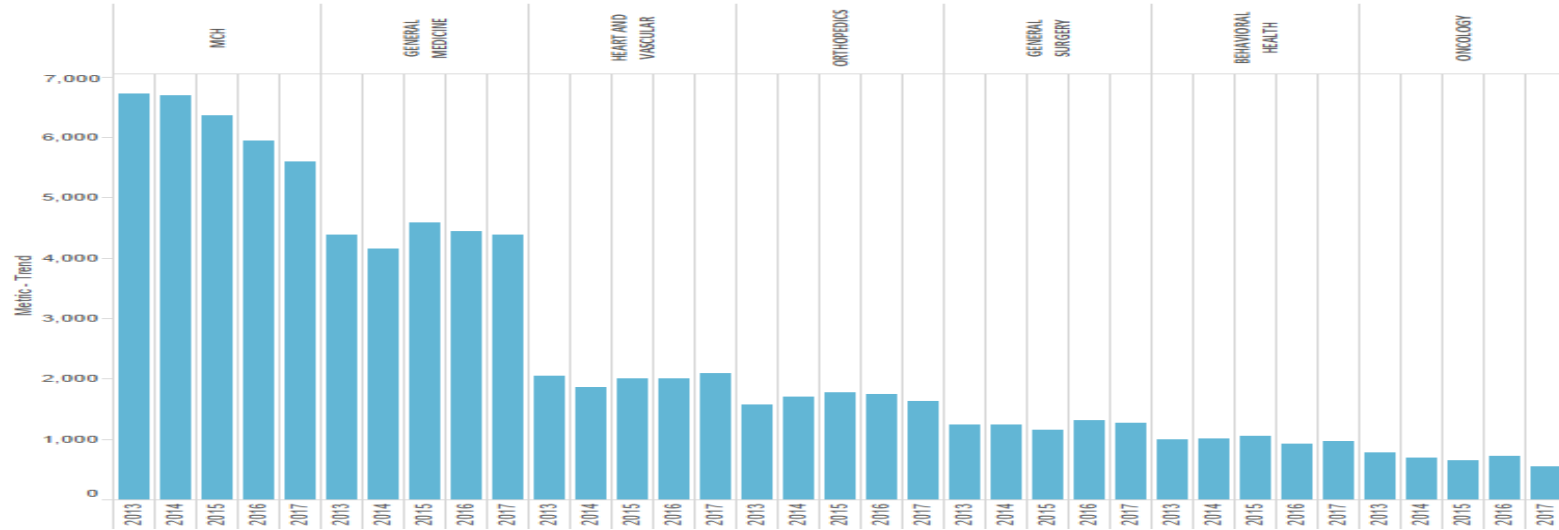
Orthopedic Surgery: Lost 2 surgeons mid-year at Los Gatos / key Mountain View surgeon on vacation in July. New co-management agreements under discussion to renew service line interest

Urology: 8 physicians on vacation at various times in July, volume appears back on track

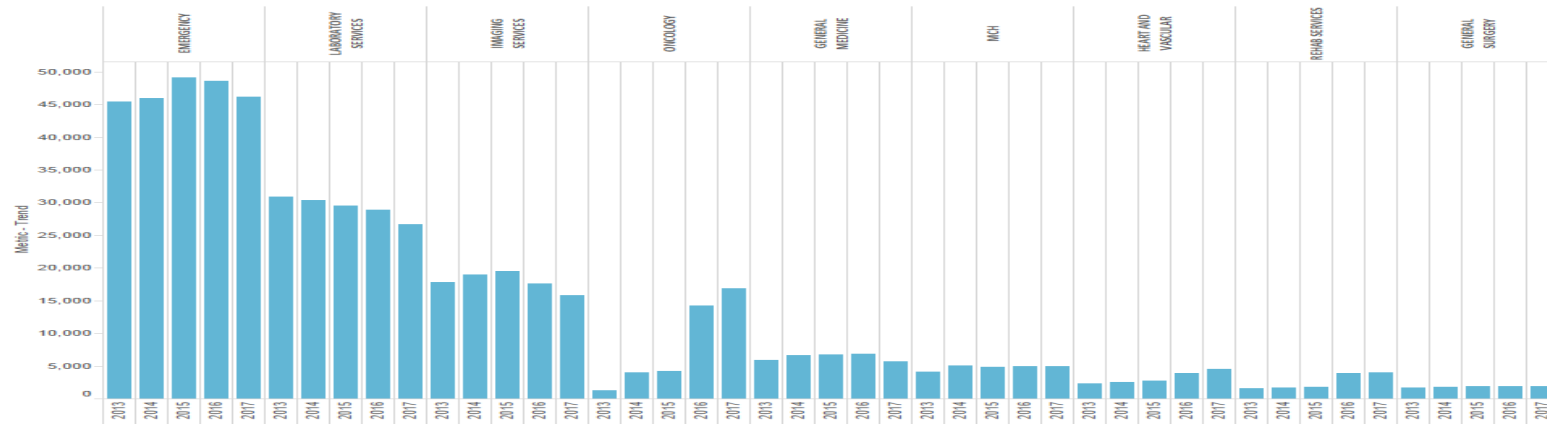
(1) Hospital entity only, excludes controlled affiliates

El Camino Hospital Volume Annual Trends FY 2017 is annualized

IP



OP



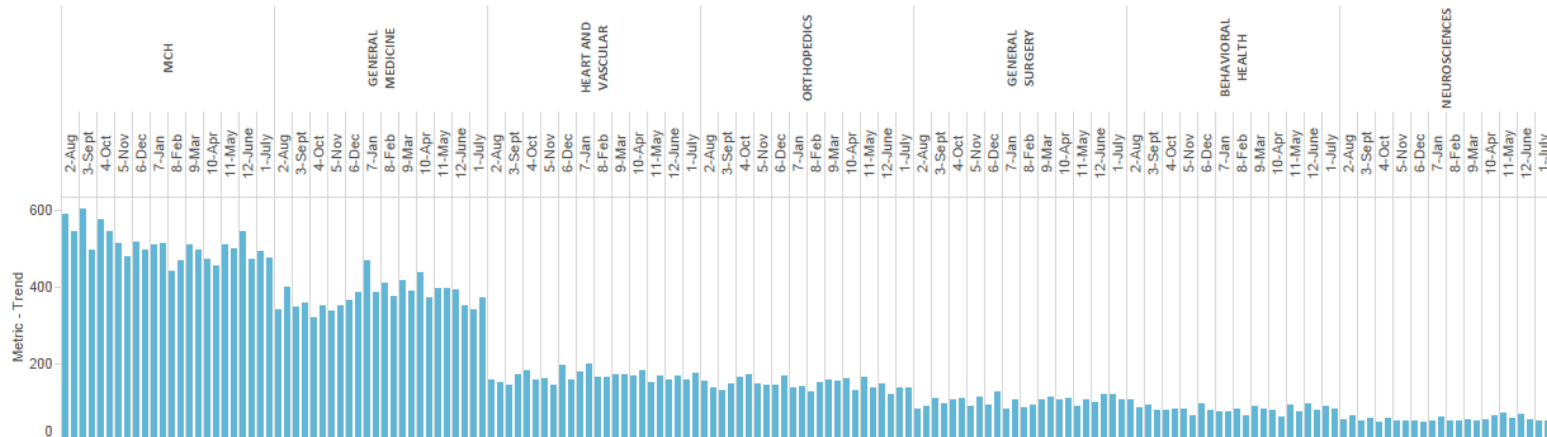
El Camino Hospital Volume Monthly Trends

Prior and Current Fiscal Years

Columns are in PY, CY Order

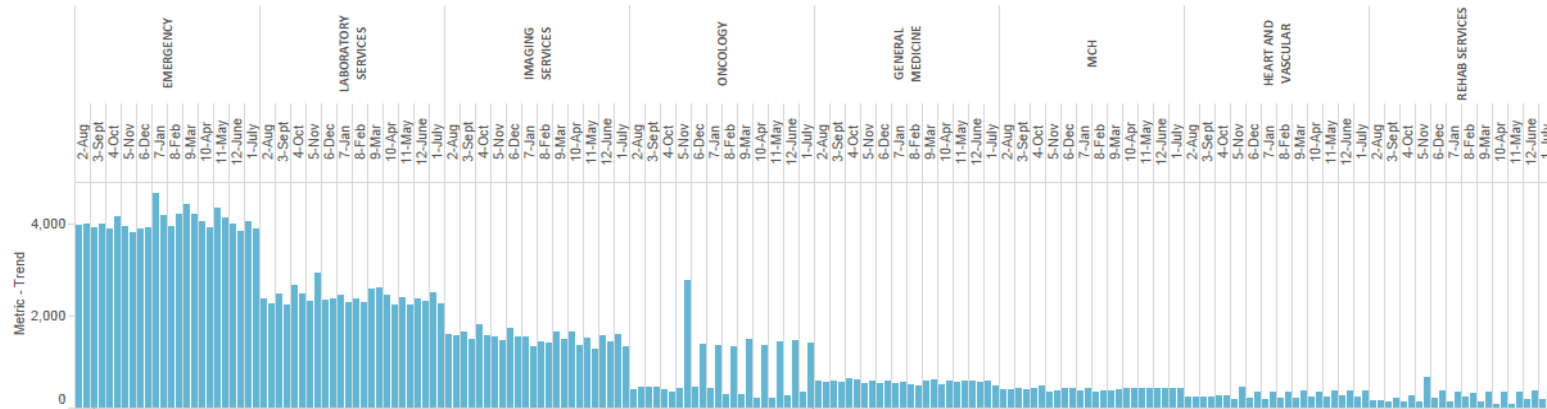
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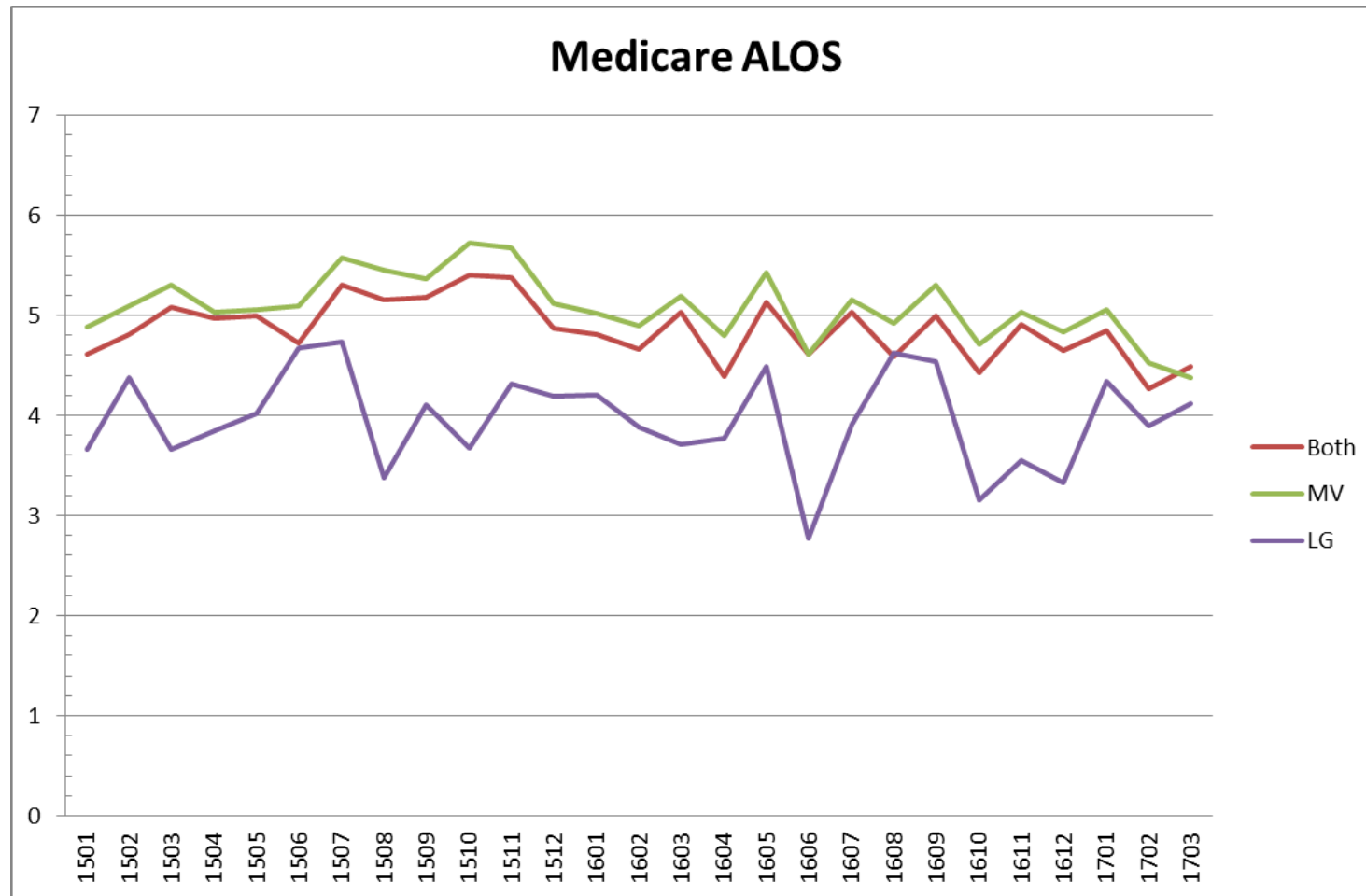
Service Line Trend - clicking on a service line excludes all others. Clicking a second time removes the filter. Filters apply to all graphs below.



OP

Service Line Trend - clicking on a service line excludes all others. Clicking a second time removes the filter. Filters apply to all graphs below.





- Medicare: Due to DRG reimbursement, financial results usually improve with decreased LOS
- Trend shows improvement in ALOS

El Camino Hospital Investment Committee Scorecard

Updated Quarterly

June 30, 2016

| Key Performance Indicator | Status | El Camino | Benchmark | El Camino | Benchmark | El Camino | Benchmark | FY16 Year-end Budget | Expectation Per Asset Allocation |
|---------------------------------------------|--------|-----------|-----------|---------------------|-----------|---------------------------------|-----------|----------------------------|----------------------------------------|
| Investment Performance | | 2Q 2016 | | Fiscal Year-to-date | | Since Inception (annualized) | | | Mar 2014/2012 |
| Surplus cash balance & op. cash (millions) | | \$727.7 | -- | -- | -- | -- | -- | \$699.8 | -- |
| Surplus cash return | | 1.8% | 1.4% | 0.1% | 0.5% | 4.4% | 4.4% | 4.0% | 5.0% |
| Cash balance plan balance (millions) | | \$221.5 | -- | -- | -- | -- | -- | \$224.2 | -- |
| Cash balance plan return | | 1.7% | 1.4% | -0.3% | 0.4% | 7.0% | 6.4% | 6.0% | 6.7% |
| 403(b) plan balance (millions) ¹ | | \$330.6 | -- | -- | -- | -- | -- | -- | -- |
| Risk vs. Return | | 3-year | | | | Since Inception (annualized) | | | Mar 2014/2012 |
| Surplus cash Sharpe ratio | | 0.90 | 0.93 | -- | -- | 1.00 | 0.98 | -- | 0.66 |
| Net of fee return | | 4.3% | 4.4% | -- | -- | 4.4% | 4.4% | -- | 5.0% |
| Standard deviation | | 4.7% | 4.7% | -- | -- | 4.4% | 4.4% | -- | 7.2% |
| Cash balance Sharpe ratio | | 0.97 | 0.93 | -- | -- | 1.14 | 1.09 | -- | 0.54 |
| Net of fee return | | 6.2% | 5.7% | -- | -- | 7.0% | 6.4% | -- | 6.7% |
| Standard deviation | | 6.4% | 6.1% | -- | -- | 6.0% | 5.8% | -- | 10.6% |
| Asset Allocation | | 2Q 2016 | | | | | | | |
| Surplus cash absolute variances to target | | 4.9% | < 10% | -- | -- | -- | -- | -- | -- |
| Cash balance absolute variances to target | | 4.3% | < 10% | -- | -- | -- | -- | -- | -- |
| Manager Compliance | | 2Q 2016 | | | | | | | |
| Surplus cash manager flags | | 15 | < 18 | -- | -- | -- | -- | -- | -- |
| Cash balance plan manager flags | | 16 | < 18 | -- | -- | -- | -- | -- | -- |

El Camino Hospital

Capital Spending (in millions)

| Category | Detail | Approved | Total Estimated Cost of Project | Total Authorized Active | Spent from Inception | FY 17 YTD Spent |
|----------------------------------------------------|---------------------------------------------|----------|------------------------------------|----------------------------|-------------------------|-----------------|
| CIP | EPIC Upgrade | | | 6.1 | 0.0 | 0.0 |
| IT Hardware, Software, Equipment* | | | | 5.4 | 0.3 | 0.3 |
| Medical & Non Medical Equipment FY 16** | | | | 4.3 | 0.0 | 0.0 |
| Medical & Non Medical Equipment FY 17 | | | | 10.3 | 0.6 | 0.6 |
| Facility Projects | | | | | | |
| | 1307 LG Upgrades | FY13 | 17.3 | 17.3 | 11.0 | 0.2 |
| | 1219 LG Spine OR | FY13 | 4.1 | 4.1 | 1.3 | 0.1 |
| | 1414 Integrated MOB | FY15 | 275.0 | 28.0 | 15.2 | 1.4 |
| | 1413 North Drive Parking Expansion | FY15 | 24.5 | 24.5 | 1.7 | 0.1 |
| | 1245 Behavioral Health Bldg | FY16 | 91.5 | 19.0 | 7.3 | 0.0 |
| | 1248 LG Imaging Phase II (CT & Gen Rad) | FY16 | 8.8 | 8.8 | 0.7 | 0.0 |
| | 1313/1224 LG Rehab HVAC System & Structural | FY16 | 3.7 | 3.7 | 1.8 | 0.0 |
| | 1502 Cabling & Wireless Upgrades | FY16 | 2.8 | 2.8 | 2.1 | 0.0 |
| | 1425 IMOB Preparation Project - Old Main | FY16 | 3.0 | 3.0 | 2.4 | 1.6 |
| | 1430 Women's Hospital Expansion | FY16 | 91.0 | 0.0 | 0.0 | 0.0 |
| | 1422 CUP Upgrade | FY16 | 9.0 | 1.5 | 1.0 | 0.0 |
| | 1503 Willow Pavilion Tomosynthesis | FY16 | 1.3 | 1.3 | 0.1 | 0.0 |
| | 1519/1314 LG Electrical Systems Upgrade | FY16 | 1.2 | 0.0 | 0.0 | 0.0 |
| | 1347 LG Central Sterile Upgrades | FY15 | 3.7 | 0.2 | 0.2 | 0.0 |
| | 1508 LG NICU 4 Bed Expansion | FY16 | 7.0 | 0.5 | 0.0 | 0.0 |
| | 1520 Facilities Planning Allowance | FY16 | 0.6 | 0.0 | 0.0 | 8.0 |
| | 1525 New Main Lab Upgrades | | 1.6 | 0.4 | 0.0 | 0.0 |
| | 1515 ED Remodel Triage/Psych Observation | FY16 | 1.6 | 0.0 | 0.0 | 0.0 |
| | IR Room #6 Development | | 2.6 | 0.0 | 0.0 | 0.0 |
| | 1602 JW House (Patient Family Residence) | | 2.5 | 0.0 | 0.0 | 0.0 |
| | 1507 LG IR Upgrades | FY16 | 1.1 | 0.0 | 0.0 | 0.0 |
| | LG Building Infrastructure Improvements | | 1.5 | 0.0 | 0.0 | 0.0 |
| | 1421 LG MOB Improvements (17) | FY15 | 5.9 | 0.0 | 0.0 | 0.0 |
| | All Other Projects under \$1M | | 16.2 | 38.4 | 33.7 | 0.3 |
| | | | 577.5 | 153.4 | 78.4 | 11.7 |
| GRAND TOTAL | | | | 179.5 | | 12.6 |

*Excluding EPIC

** Unspent Prior Year routine used as contingency

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

El Camino Hospital⁽¹⁾

Balance Sheet (Thousands)

ASSETS

| | July 31, 2016 | Unaudited June 30, 2016 |
|----------------------------------------------|------------------|----------------------------|
| CURRENT ASSETS | | |
| Cash | 58,642 | 59,169 |
| Short Term Investments | 110,264 | 105,284 |
| Patient Accounts Receivable, net | 115,166 | 116,059 |
| Other Accounts and Notes Receivable | 3,384 | 4,369 |
| Intercompany Receivables | 1,241 | 2,200 |
| Inventories and Prepays | 46,112 | 43,278 |
| Total Current Assets | 334,809 | 330,359 |
| BOARD DESIGNATED ASSETS | | |
| Plant & Equipment Fund | 121,590 | 119,650 |
| Women's Hospital Expansion | 8,961 | - |
| Operational Reserve Fund | 100,196 | 100,196 |
| Community Benefit Fund | 14,435 | 13,037 |
| Workers Compensation Reserve Fund | 22,339 | 22,309 |
| Postretirement Health/Life Reserve Fund | 18,391 | 18,256 |
| PTO Liability Fund | 22,588 | 22,984 |
| Malpractice Reserve Fund | 1,800 | 1,800 |
| Catastrophic Reserves Fund | 14,617 | 14,125 |
| Total Board Designated Assets | 324,918 | 312,358 |
| FUNDS HELD BY TRUSTEE | 30,867 | 30,841 |
| LONG TERM INVESTMENTS | 211,302 | 207,597 |
| INVESTMENTS IN AFFILIATES | 31,568 | 31,148 |
| PROPERTY AND EQUIPMENT | | |
| Fixed Assets at Cost | 1,174,439 | 1,171,372 |
| Less: Accumulated Depreciation | (489,881) | (485,856) |
| Construction in Progress | 41,422 | 46,009 |
| Property, Plant & Equipment - Net | 725,980 | 731,525 |
| DEFERRED OUTFLOWS | 22,468 | 22,518 |
| RESTRICTED ASSETS - CASH | 3 | 0 |
| TOTAL ASSETS | 1,681,912 | 1,666,346 |

LIABILITIES AND FUND BALANCE

| | July 31, 2016 | Unaudited June 30, 2016 |
|-------------------------------------------|------------------|----------------------------|
| CURRENT LIABILITIES | | |
| Accounts Payable | 19,610 | 28,519 |
| Salaries and Related Liabilities | 22,120 | 22,992 |
| Accrued PTO | 22,588 | 22,984 |
| Worker's Comp Reserve | 2,300 | 2,300 |
| Third Party Settlements | 11,110 | 11,314 |
| Intercompany Payables | 67 | 105 |
| Malpractice Reserves | 1,936 | 1,936 |
| Bonds Payable - Current | 3,635 | 3,635 |
| Bond Interest Payable | 2,290 | 5,459 |
| Other Liabilities | 2,749 | 2,684 |
| Total Current Liabilities | 88,404 | 101,929 |
| LONG TERM LIABILITIES | | |
| Post Retirement Benefits | 18,391 | 18,256 |
| Worker's Comp Reserve | 20,039 | 20,009 |
| Other L/T Obligation (Asbestos) | 3,646 | 3,637 |
| Other L/T Liabilities (IT/Medl Leases) | - | - |
| Bond Payable | 226,832 | 226,580 |
| Total Long Term Liabilities | 268,909 | 268,482 |
| FUND BALANCE/CAPITAL ACCOUNTS | | |
| Unrestricted | 999,679 | 983,577 |
| Board Designated | 324,918 | 312,358 |
| Restricted | 3 | 0 |
| Total Fund Bal & Capital Accts | 1,324,599 | 1,295,935 |
| TOTAL LIABILITIES AND FUND BALANCE | 1,681,912 | 1,666,346 |

⁽¹⁾ Hospital entity only, excludes controlled affiliates

APPENDIX

Dashboard - Mountain View

| | Annual | | | | | | Month | | | YTD | | |
|---------------------------------------|---------|---------|---------|---------|--------------------|--------------------|---------|---------|------------|---------|---------|------------|
| | 2013 | 2014 | 2015 | 2016 | 2017 Projection | 2017 Bud/Target | PY | CY | Bud/Target | PY | CY | Bud/Target |
| Volume | | | | | | | | | | | | |
| Licensed Beds | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| Acute Patient Days | 72,245 | 71,084 | 73,360 | 73,010 | 70,428 | 72,687 | 5,863 | 5,869 | 5,876 | 5,863 | 5,869 | 5,876 |
| ADC | 198 | 195 | 201 | 199 | 193 | 199 | 189 | 189 | 190 | 189 | 189 | 190 |
| Adjusted Acute Discharges | 24,366 | 23,864 | 24,275 | 23,759 | 23,904 | 24,505 | 2,018 | 1,992 | 2,041 | 2,018 | 1,992 | 2,041 |
| Acute Discharges | 14,521 | 13,852 | 14,239 | 14,093 | 13,980 | 14,381 | 1,165 | 1,165 | 1,198 | 1,165 | 1,165 | 1,198 |
| Inpatient total | | | | | | | | | | | | |
| Acute | 14,521 | 13,852 | 14,239 | 14,093 | 13,980 | 14,381 | 1,165 | 1,165 | 1,198 | 1,165 | 1,165 | 1,198 |
| Deliveries | 4,701 | 4,550 | 4,573 | 4,260 | 4,116 | 4,393 | 352 | 343 | 366 | 352 | 343 | 366 |
| BHS | 861 | 857 | 901 | 806 | 840 | 755 | 74 | 70 | 68 | 74 | 70 | 68 |
| Rehab | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| OP total | | | | | | | | | | | | |
| ED | 34,920 | 35,447 | 38,443 | 37,739 | 36,732 | 40,208 | 3,174 | 3,061 | 3,351 | 3,174 | 3,061 | 3,351 |
| OP Surg | 2,837 | 3,299 | 3,428 | 3,207 | 3,336 | 3,447 | 283 | 278 | 287 | 283 | 278 | 287 |
| Endo | 1979 | 2,300 | 2,365 | 2,231 | 1,644 | 2,320 | 207 | 137 | 193 | 207 | 137 | 193 |
| Interventional | 1698 | 1,900 | 2,122 | 2,203 | 2,520 | 2,006 | 199 | 210 | 167 | 199 | 210 | 167 |
| All Other | 59,478 | 63,862 | 62,072 | 73,407 | 72,480 | 77,032 | 5,273 | 6,040 | 6,419 | 5,273 | 6,040 | 6,419 |
| Financial Performance (\$000s) | | | | | | | | | | | | |
| Net Revenues | 557,533 | 589,420 | 603,788 | 632,800 | 639,818 | 640,625 | 48,462 | 53,318 | 50,909 | 48,462 | 53,318 | 50,909 |
| Operating Expenses | 516,892 | 550,736 | 562,790 | 607,214 | 565,619 | 619,072 | 47,238 | 47,135 | 50,157 | 47,238 | 47,135 | 50,157 |
| Operating Income \$ | 55,324 | 56,518 | 59,684 | 46,918 | 92,607 | 44,036 | 3,308 | 7,717 | 2,677 | 3,308 | 7,717 | 2,677 |
| Operating Margin | 9.7% | 9.3% | 9.6% | 7.2% | 14.1% | 6.6% | 6.5% | 14.1% | 5.1% | 6.5% | 14.1% | 5.1% |
| EBITDA \$ | 105,938 | 105,814 | 103,637 | 96,770 | 141,871 | 96,900 | 6,981 | 11,822 | 7,055 | 6,981 | 11,823 | 7,055 |
| EBITDA % | 18.5% | 17.4% | 16.6% | 14.8% | 21.6% | 14.6% | 13.8% | 21.6% | 13.4% | 13.8% | 21.6% | 13.4% |
| Payor Mix | | | | | | | | | | | | |
| Medicare | 42.0% | 44.0% | 46.4% | 46.2% | 46.7% | 45.0% | 43.8% | 46.7% | 45.0% | 43.8% | 46.7% | 45.0% |
| Medi-Cal | 5.4% | 6.5% | 7.1% | 7.9% | 7.7% | 8.3% | 8.6% | 7.7% | 8.3% | 8.6% | 7.7% | 8.3% |
| Commercial IP | 28.6% | 25.7% | 24.2% | 23.6% | 22.0% | 23.6% | 23.5% | 22.0% | 23.6% | 23.5% | 22.0% | 23.6% |
| Commercial OP | 19.2% | 18.9% | 18.4% | 18.6% | 19.7% | 19.1% | 19.9% | 19.7% | 19.1% | 19.9% | 19.7% | 19.1% |
| Total Commercial | 47.8% | 44.6% | 42.6% | 42.2% | 41.7% | 42.7% | 43.5% | 41.7% | 42.7% | 43.5% | 41.7% | 42.7% |
| Other | 4.8% | 4.9% | 3.9% | 3.7% | 4.0% | 4.0% | 4.1% | 4.0% | 4.0% | 4.1% | 4.0% | 4.0% |
| Cost | | | | | | | | | | | | |
| Employees | 1,901.0 | 2,027.6 | 2,029.9 | 2,163.0 | 2,061.6 | 2,123.0 | 2,143.4 | 2,061.6 | 2,053.0 | 2,143.4 | 2,061.6 | 2,053.0 |
| Hrs/APD | 29.58 | 30.16 | 29.60 | 30.97 | 30.23 | 29.93 | 30.88 | 30.23 | 31.77 | 30.88 | 30.23 | 29.93 |

Dashboard - Los Gatos

| | Annual | | | | | | Month | | | YTD | | |
|---------------------------------------|---------|---------|---------|---------|--------------------|--------------------|--------|--------|------------|--------|--------|------------|
| | 2013 | 2014 | 2015 | 2016 | 2017 Projection | 2017 Bud/Target | PY | CY | Bud/Target | PY | CY | Bud/Target |
| Volume | | | | | | | | | | | | |
| Licensed Beds | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 | 143 |
| ADC | 42 | 43 | 45 | 43 | 42 | 46 | 40 | 41 | 45 | 40 | 41 | 45 |
| Adjusted Acute Discharges | 4,544 | 4,737 | 4,778 | 4,599 | 4,336 | 4,942 | 372 | 361 | 412 | 372 | 361 | 412 |
| Acute Discharges | 2,722 | 2,742 | 2,813 | 2,726 | 2,472 | 2,904 | 204 | 206 | 242 | 204 | 206 | 242 |
| Inpatient total | | | | | | | | | | | | |
| Acute | 2,722 | 2,742 | 2,813 | 2,726 | 2,472 | 2,904 | 204 | 206 | 242 | 204 | 206 | 242 |
| Deliveries | 771 | 823 | 700 | 656 | 612 | 662 | 53 | 51 | 55 | 53 | 51 | 55 |
| BHS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rehab | 525 | 547 | 555 | 500 | 552 | 570 | 39 | 46 | 48 | 39 | 46 | 48 |
| OP total | | | | | | | | | | | | |
| ED | 10,605 | 10,609 | 10,687 | 10,922 | 10,332 | 11,045 | 882 | 861 | 920 | 882 | 861 | 920 |
| OP Surg | 3,015 | 3,104 | 3,060 | 2,867 | 2,580 | 2,557 | 264 | 215 | 213 | 264 | 215 | 261 |
| Endo | 263 | 192 | 155 | 91 | 12 | 159 | 14 | 1 | 13 | 14 | 1 | 13 |
| Interventional | 11 | 17 | 22 | 24 | 0 | 43 | 1 | 0 | 4 | 1 | 0 | 4 |
| All Other | 4,874 | 5,477 | 5,759 | 7,266 | 7,956 | 8,223 | 483 | 663 | 685 | 1,329 | 663 | 685 |
| Financial Performance (\$000s) | | | | | | | | | | | | |
| Net Revenues | 128,794 | 131,702 | 142,858 | 139,221 | 142,416 | 148,960 | 10,733 | 11,868 | 12,038 | 10,733 | 11,868 | 12,038 |
| Operating Expenses | 115,461 | 118,944 | 126,841 | 135,830 | 130,092 | 139,735 | 10,925 | 10,841 | 11,232 | 10,925 | 10,841 | 11,232 |
| Operating Income \$ | 13,802 | 13,787 | 18,436 | 5,695 | 14,340 | 11,801 | -3 | 1,196 | 1,016 | -3 | 1,195 | 1,016 |
| Operating Margin | 10.7% | 10.4% | 12.7% | 4.0% | 9.9% | 7.8% | 0.0% | 9.9% | 8.3% | 0.0% | 9.9% | 8.3% |
| EBITDA \$ | 18,784 | 19,440 | 24,365 | 11,784 | 20,832 | 19,011 | 497 | 1,737 | 1,553 | 497 | 1,736 | 1,553 |
| EBITDA % | 14.5% | 14.6% | 16.8% | 8.3% | 14.4% | 12.5% | 4.6% | 14.4% | 12.7% | 4.6% | 14.4% | 12.7% |
| IP Margin | | | | | | | | | | | | |
| OP Margin | | | | | | | | | | | | |
| Payor Mix | | | | | | | | | | | | |
| Medicare | 45.5% | 44.0% | 46.1% | 48.2% | 53.1% | 47.5% | 47.5% | 53.1% | 47.5% | 47.5% | 53.1% | 47.5% |
| Medi-Cal | 2.9% | 3.5% | 4.3% | 5.1% | 3.5% | 4.7% | 5.1% | 3.5% | 4.7% | 5.1% | 3.5% | 4.7% |
| Commercial IP | 25.3% | 25.9% | 23.8% | 21.4% | 20.6% | 22.2% | 22.3% | 20.6% | 22.2% | 22.3% | 20.6% | 22.2% |
| Commercial OP | 17.0% | 19.1% | 20.0% | 19.4% | 20.0% | 20.2% | 21.0% | 20.0% | 20.2% | 21.0% | 20.0% | 20.2% |
| Total Commercial | 42.3% | 45.0% | 43.8% | 40.8% | 40.5% | 42.4% | 43.3% | 40.5% | 42.4% | 43.3% | 40.5% | 42.4% |
| Other | 9.3% | 7.5% | 5.8% | 5.9% | 3.0% | 5.5% | 4.1% | 3.0% | 5.5% | 4.1% | 3.0% | 5.5% |
| Cost | | | | | | | | | | | | |
| Employees | 388.0 | 408.1 | 422.6 | 421.8 | 418.7 | 413.4 | 420.0 | 418.7 | 413.4 | 420.0 | 418.7 | 413.4 |
| Hrs/APD | 29.13 | 27.65 | 28.00 | 29.34 | 28.21 | 27.50 | 29.34 | 28.21 | 27.31 | 29.34 | 28.21 | 27.50 |

El Camino Hospital – Mountain View (\$000s)⁽¹⁾

1 month ending 7/31/2016

| PERIOD 1 FY 2016 | PERIOD 1 FY 2017 | PERIOD 1 Budget 2017 | Variance Fav (Unfav) | Var% |
|---------------------|---------------------|-------------------------|-------------------------|---------------|
| 179,020 | 193,631 | 189,826 | 3,805 | 2.0% |
| (130,557) | (140,313) | (138,917) | (1,396) | 1.0% |
| 48,462 | 53,318 | 50,909 | 2,410 | 4.7% |
| 2,084 | 1,534 | 1,926 | (392) | -20.3% |
| 50,546 | 54,852 | 52,834 | 2,018 | 3.8% |
| 29,173 | 29,540 | 30,256 | 716 | 2.4% |
| 8,089 | 7,080 | 7,930 | 850 | 10.7% |
| 5,999 | 5,652 | 6,886 | 1,235 | 17.9% |
| 304 | 758 | 706 | (51) | -7.3% |
| 451 | 616 | 602 | (14) | -2.4% |
| 3,222 | 3,489 | 3,776 | 287 | 7.6% |
| 47,238 | 47,135 | 50,157 | 3,023 | 6.0% |
| 3,308 | 7,717 | 2,677 | 5,041 | 188.3% |
| 1,266 | 11,371 | 933 | 10,439 | 1119.0% |
| 4,574 | 19,089 | 3,610 | 15,479 | 428.8% |
| 11.3% | 19.3% | 11.0% | 8.3% | |
| 6.5% | 14.1% | 5.1% | 9.0% | |
| 9.0% | 34.8% | 6.8% | 28.0% | |

\$000s

OPERATING REVENUE

| |
|--------------------------------|
| Gross Revenue |
| Deductions |
| Net Patient Revenue |
| Other Operating Revenue |
| Total Operating Revenue |

OPERATING EXPENSE

| |
|------------------------------------|
| Salaries & Wages |
| Supplies |
| Fees & Purchased Services |
| Other Operating Expense |
| Interest |
| Depreciation |
| Total Operating Expense |
| Net Operating Income/(Loss) |
| Non Operating Income |
| Net Income(Loss) |

EBITDA

Operating Margin

Net Margin

| YTD FY 2016 | YTD FY 2017 | YTD Budget 2017 | Variance Fav (Unfav) | Var% |
|----------------|----------------|--------------------|-------------------------|---------------|
| 179,020 | 193,631 | 189,826 | 3,805 | 2.0% |
| (130,557) | (140,313) | (138,917) | (1,396) | 1.0% |
| 48,462 | 53,318 | 50,909 | 2,410 | 4.7% |
| 2,084 | 1,534 | 1,926 | (392) | -20.3% |
| 50,546 | 54,852 | 52,834 | 2,018 | 3.8% |
| 29,173 | 29,540 | 30,256 | 716 | 2.4% |
| 8,089 | 7,080 | 7,930 | 850 | 10.7% |
| 5,999 | 5,652 | 6,886 | 1,235 | 17.9% |
| 304 | 758 | 706 | (51) | -7.3% |
| 451 | 616 | 602 | (14) | -2.4% |
| 3,222 | 3,489 | 3,776 | 287 | 7.6% |
| 47,238 | 47,135 | 50,157 | 3,023 | 6.0% |
| 3,308 | 7,717 | 2,677 | 5,041 | 188.3% |
| 1,266 | 11,371 | 933 | 10,439 | 1119.0% |
| 4,574 | 19,089 | 3,610 | 15,479 | 428.8% |
| 11.3% | 19.3% | 11.0% | 8.3% | |
| 6.5% | 14.1% | 5.1% | 9.0% | |
| 9.0% | 34.8% | 6.8% | 28.0% | |

⁽¹⁾ Hospital only, excludes controlled affiliates

El Camino Hospital – Los Gatos(\$000s) ⁽¹⁾

1 month ending 7/31/2016

| PERIOD 1 FY 2016 | PERIOD 1 FY 2017 | PERIOD 1 Budget 2017 | Variance Fav (Unfav) | Var% |
|---------------------|---------------------|-------------------------|-------------------------|--------------|
| 37,946 | 37,631 | 43,593 | (5,961) | -13.7% |
| (27,213) | (25,763) | (31,555) | 5,792 | -18.4% |
| 10,733 | 11,868 | 12,038 | (170) | -1.4% |
| 189 | 168 | 210 | (42) | -19.9% |
| 10,923 | 12,037 | 12,248 | (212) | -1.7% |
| 5,940 | 5,974 | 6,090 | 116 | 1.9% |
| 1,625 | 1,360 | 1,737 | 377 | 21.7% |
| 1,343 | 1,347 | 1,309 | (38) | -2.9% |
| 1,518 | 1,619 | 1,560 | (59) | -3.8% |
| 0 | 0 | 0 | 0 | 0.0% |
| 500 | 541 | 537 | (4) | -0.8% |
| 10,925 | 10,841 | 11,232 | 392 | 3.5% |
| (3) | 1,196 | 1,016 | 180 | 17.7% |
| 0 | 0 | 0 | 0 | 0.0% |
| (3) | 1,196 | 1,016 | 180 | 17.7% |
| 16.0% | 24.8% | 22.9% | 1.9% | |
| 0.0% | 9.9% | 8.3% | 1.6% | |
| 0.0% | 9.9% | 8.3% | 1.6% | |

\$000s OPERATING REVENUE

| |
|--------------------------------|
| Gross Revenue |
| Deductions |
| Net Patient Revenue |
| Other Operating Revenue |
| Total Operating Revenue |

OPERATING EXPENSE

| |
|------------------------------------|
| Salaries & Wages |
| Supplies |
| Fees & Purchased Services |
| Other Operating Expense |
| Interest |
| Depreciation |
| Total Operating Expense |
| Net Operating Income/(Loss) |
| Non Operating Income |
| Net Income(Loss) |

EBITDA
Operating Margin
Net Margin

| YTD FY 2016 | YTD FY 2017 | YTD Budget 2017 | Variance Fav (Unfav) | Var% |
|----------------|----------------|--------------------|-------------------------|--------------|
| 37,946 | 37,631 | 43,593 | (5,961) | -13.7% |
| (27,213) | (25,763) | (31,555) | 5,792 | -18.4% |
| 10,733 | 11,868 | 12,038 | (170) | -1.4% |
| 189 | 168 | 210 | (42) | -19.9% |
| 10,923 | 12,037 | 12,248 | (212) | -1.7% |
| 5,940 | 5,974 | 6,090 | 116 | 1.9% |
| 1,625 | 1,360 | 1,737 | 377 | 21.7% |
| 1,343 | 1,347 | 1,309 | (38) | -2.9% |
| 1,518 | 1,619 | 1,560 | (59) | -3.8% |
| 0 | 0 | 0 | 0 | 0.0% |
| 500 | 541 | 537 | (4) | -0.8% |
| 10,925 | 10,841 | 11,232 | 392 | 3.5% |
| (3) | 1,196 | 1,016 | 180 | 17.7% |
| 0 | 0 | 0 | 0 | 0.0% |
| (3) | 1,196 | 1,016 | 180 | 17.7% |
| 16.0% | 24.8% | 22.9% | 1.9% | |
| 0.0% | 9.9% | 8.3% | 1.6% | |
| 0.0% | 9.9% | 8.3% | 1.6% | |

⁽¹⁾ Hospital only, excludes affiliates

El Camino Hospital Capital Spending (in thousands) FY 2012 – FY 2016

| Category | 2012 | 2013 | 2014 | 2015 | 2016 |
|---------------------------------------|--------|--------|--------|--------|--------|
| IT Hardware/Software Equipment | 7,289 | 8,019 | 2,788 | 4,660 | 6,483 |
| Medical/Non Medical Equipment | 11,203 | 10,284 | 12,891 | 13,340 | 11,846 |
| Non CIP Land, Land I, BLDG, Additions | 7,311 | 0 | 22,292 | 0 | 30,274 |

Facilities Projects CIP

| | | | | | |
|----------------------------------------|-------|-------|-------|--------|-------|
| 0101 - Hosp Replace | 313 | 0 | 0 | 0 | 0 |
| 0317 - Melchor TI's | 117 | 0 | 0 | 0 | 0 |
| 0701 - Cyberknife | 0 | 0 | 0 | 0 | 0 |
| 0704 - 1 South Upgrade | 2 | 0 | 0 | 0 | 0 |
| 0802 - Willow Pavillion Upgrades | 0 | 0 | 0 | 0 | 0 |
| 0805 - Women's Hospital Finishes | 0 | 0 | 0 | 0 | 0 |
| 0809 - Hosp Renovations | 0 | 0 | 0 | 0 | 0 |
| 0815 - Orc Pav Water Heater | 0 | 0 | 0 | 0 | 0 |
| 0816 - Hospital Signage | 0 | 0 | 0 | 0 | 0 |
| 0904 - LG Facilities Upgrade | 41 | 2 | 0 | 0 | 0 |
| 0907 - LG Imaging Masterplan | 162 | 244 | 774 | 1,402 | 17 |
| 1000 - LG Rehab Building | 0 | 0 | 0 | 0 | 0 |
| 1104 - New Main CDU TV's | 0 | 0 | 0 | 0 | 0 |
| 9900 - Unassigned Costs | 279 | 734 | 470 | 3,717 | 0 |
| 0803 - Park Pav Foundation | 270 | 0 | 0 | 0 | 0 |
| 1005 - LG OR Light Upgrd | 108 | 14 | 0 | 0 | 0 |
| 1101 - Melchor Pavilion - Genomics | 0 | 0 | 0 | 0 | 0 |
| 1102 - LG Joint Hotel | 657 | 0 | 0 | 0 | 0 |
| 1106 - SHC Project | 2,245 | 0 | 0 | 0 | 0 |
| 1108 - Cooling Towers | 932 | 450 | 0 | 0 | 0 |
| 1115 - Womens Hosp TI's | 50 | 0 | 0 | 0 | 0 |
| 1118 - Park Pav Roto Care | 119 | 0 | 0 | 0 | 0 |
| 1120 - BHS Out Patient TI's | 472 | 66 | 0 | 0 | 0 |
| 1122 - LG Sleep Studies | 147 | 7 | 0 | 0 | 0 |
| 1129 - Old Main Card Rehab | 400 | 9 | 0 | 0 | 0 |
| 0817 - Womens Hosp Upgrds | 1,242 | 645 | 1 | 0 | 0 |
| 0906 - Slot Build-Out | 0 | 1,003 | 1,576 | 15,101 | 1,251 |
| 1107 - Boiler Replacement | 49 | 0 | 0 | 0 | 0 |
| 1109 - New Main Upgrades | 589 | 423 | 393 | 2 | 0 |
| 1111 - Mom/Baby Overflow | 267 | 212 | 29 | 0 | 0 |
| 1129 - Cardic Rehab Improv | 0 | 0 | 0 | 0 | 0 |
| 1132 - Pneumatic Tube Prj | 78 | 0 | 0 | 0 | 0 |
| 1204 - Elevator Upgrades | 24 | 25 | 30 | 0 | 0 |
| 1210 - Los Gatos VOIP | 1 | 147 | 89 | 0 | 0 |
| 0800 - Womens L&D Expansion | 129 | 2,104 | 1,531 | 269 | 0 |
| 1116 - LG Ortho Pavillion | 44 | 177 | 24 | 21 | 0 |
| 1124 - LG Rehab BLDG | 11 | 49 | 458 | 0 | 0 |
| 1128 - LG Boiler Replacement | 3 | 0 | 0 | 0 | 0 |
| 1131 - MV Equipment Replace | 190 | 216 | 0 | 0 | 0 |
| 1135 - Park Pavilion HVAC | 47 | 0 | 0 | 0 | 0 |
| 1208 - Willow Pav. High Risk | 0 | 110 | 0 | 0 | 0 |
| 1213 - LG Sterilizers | 0 | 102 | 0 | 0 | 0 |
| 1225 - Rehab BLDG Roofing | 0 | 7 | 241 | 4 | 0 |
| 1227 - New Main eICU | 0 | 96 | 21 | 0 | 0 |
| 1230 - Fog Shop | 0 | 339 | 80 | 0 | 0 |
| 1247 - LG Infant Security | 0 | 134 | 0 | 0 | 0 |
| 1307 - LG Upgrades | 0 | 376 | 2,979 | 3,282 | 3,511 |
| 1308 - LG Infrastructure | 0 | 0 | 114 | 0 | 0 |
| 1313 - LG Rehab HVAC System/Structural | 0 | 0 | 0 | 0 | 1,597 |
| 1315 - 205 So. Drive TI's | 0 | 0 | 500 | 2 | 0 |
| 0908 - NPCR3 Seismic Upgrds | 554 | 1,302 | 1,224 | 1,328 | 240 |

| Category | 2012 | 2013 | 2014 | 2015 | 2016 |
|-------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Facilities Projects CIP cont. | | | | | |
| 1125 - Will Pav Fire Sprinkler | 9 | 57 | 39 | 0 | 0 |
| 1211 - SIS Monitor Install | 0 | 215 | 0 | 0 | 0 |
| 1216 - New Main Process Imp Office | 0 | 19 | 1 | 16 | 0 |
| 1217 - MV Campus MEP Upgrades FY13 | 0 | 0 | 181 | 274 | 28 |
| 1219 - LG Spine OR | 0 | 0 | 214 | 323 | 633 |
| 1221 - LG Kitchen Refrig | 0 | 0 | 85 | 0 | 0 |
| 1224 - Rehab Bldg HVAC Upgrades | 0 | 11 | 202 | 81 | 14 |
| 1245 - Behavioral Health Bldg Replace | 0 | 0 | 1,257 | 3,775 | 1,389 |
| 1248 - LG - CT Upgrades | 0 | 0 | 26 | 345 | 197 |
| 1249 - LG Mobile Imaging | 0 | 0 | 146 | 0 | 0 |
| 1301 - Desktop Virtual | 0 | 0 | 13 | 0 | 0 |
| 1304 - Rehab Wander Mgmt | 0 | 0 | 87 | 0 | 0 |
| 1310 - Melchor Cancer Center Expansion | 0 | 0 | 44 | 13 | 0 |
| 1318 - Women's Hospital TI | 0 | 0 | 48 | 48 | 29 |
| 1327 - Rehab Building Upgrades | 0 | 0 | 0 | 15 | 20 |
| 1320 - 2500 Hosp Dr Roofing | 0 | 0 | 75 | 81 | 0 |
| 1328 - LG Ortho Canopy FY14 | 0 | 0 | 255 | 209 | 0 |
| 1340 - New Main ED Exam Room TVs | 0 | 0 | 8 | 193 | 0 |
| 1341 - New Main Admin | 0 | 0 | 32 | 103 | 0 |
| 1344 - New Main AV Upgrd | 0 | 0 | 243 | 0 | 0 |
| 1345 - LG Lab HVAC | 0 | 0 | 112 | 0 | 0 |
| 1346 - LG OR 5, 6, and 7 Lights Replace | 0 | 0 | 0 | 285 | 53 |
| 1347 - LG Central Sterile Upgrades | 0 | 0 | 0 | 181 | 43 |
| 1400 - Oak Pav Cancer Center | 0 | 0 | 0 | 5,208 | 666 |
| 1403 - Hosp Drive BLDG 11 TI's | 0 | 0 | 86 | 103 | 0 |
| 1404 - Park Pav HVAC | 0 | 0 | 64 | 7 | 0 |
| 1405 - 1-South Accessibility Upgrades | 0 | 0 | 0 | 0 | 168 |
| 1408 - New Main Accessibility Upgrades | 0 | 0 | 0 | 7 | 46 |
| 1413 - North Drive Parking Structure Exp | 0 | 0 | 0 | 167 | 1,266 |
| 1414 - Integrated MOB | 0 | 0 | 0 | 2,009 | 8,875 |
| 1415 - Signage & Wayfinding | 0 | 0 | 0 | 0 | 106 |
| 1416 - MV Campus Digital Directories | 0 | 0 | 0 | 0 | 34 |
| 1421 - LG MOB Improvements | 0 | 0 | 0 | 198 | 65 |
| 1422 - CUP Upgrade | 0 | 0 | 0 | 0 | 896 |
| 1423 - MV MOB TI Allowance | 0 | 0 | 0 | 0 | 588 |
| 1425 - IMOB Preparation Project - Old Mai | 0 | 0 | 0 | 0 | 711 |
| 1429 - 2500 Hospital Dr Bldg 8 TI | 0 | 0 | 0 | 101 | 0 |
| 1432 - 205 South Dr BHS TI | 0 | 0 | 0 | 8 | 15 |
| 1501 - Women's Hospital NPC Comp | 0 | 0 | 0 | 4 | 0 |
| 1502 - Cabling & Wireless Upgrades | 0 | 0 | 0 | 0 | 1,261 |
| 1503 - Willow Pavilion Tomosynthesis | 0 | 0 | 0 | 0 | 53 |
| 1504 - Equipment Support Infrastructure | 0 | 0 | 0 | 61 | 311 |
| 1523 - Melchor Pavilion Suite 309 TI | 0 | 0 | 0 | 0 | 10 |
| 1526 - CONCERN TI | 0 | 0 | 0 | 0 | 37 |
| 1550 - Land Acquisition | 0 | 0 | 0 | 0 | 24,007 |
| Subtotal Facilities Projects CIP | 9,553 | 9,294 | 13,753 | 38,940 | 48,136 |
| Grand Total | 35,357 | 27,598 | 51,723 | 56,940 | 96,739 |
| Forecast at Beginning of year | 47,138 | 70,503 | 70,037 | 65,420 | 114,025 |