



El Camino Hospital
THE HOSPITAL OF SILICON VALLEY

Summary of Financial Operations

Fiscal Year 2017 – Period 11
7/1/2016 to 5/31/2017

| | Annual | | | | Month | | | YTD | | |
|---|---------|---------|---------------|--------------------|---------|---------|------------|---------|---------|------------|
| | 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 |
| ADC | 246 | 242 | 239 | 245 | 256 | 235 | 247 | 243 | 239 | 246 |
| Adjusted Discharges | 22,342 | 22,499 | 23,343 | 22,992 | 1,838 | 2,052 | 2,007 | 20,236 | 21,398 | 21,147 |
| Total Discharges | 19,637 | 19,367 | 19,604 | 19,781 | 1,622 | 1,673 | 1,720 | 17,621 | 17,984 | 18,207 |
| Inpatient Cases | | | | | | | | | | |
| MS Discharges | 13,114 | 13,344 | 13,577 | 13,499 | 1,109 | 1,180 | 1,173 | 12,004 | 12,446 | 12,419 |
| Deliveries | 5,067 | 4,717 | 4,660 | 4,810 | 404 | 377 | 418 | 4,316 | 4,272 | 4,426 |
| BHS | 901 | 806 | 907 | 901 | 77 | 86 | 79 | 849 | 845 | 837 |
| Rehab | 555 | 500 | 459 | 570 | 32 | 30 | 50 | 452 | 421 | 525 |
| Outpatient Cases | | | | | | | | | | |
| ED | 128,110 | 139,935 | 145,560 | 147,053 | 11,707 | 12,728 | 12,448 | 128,172 | 133,430 | 131,795 |
| Procedural Cases | 49,106 | 48,609 | 48,636 | 51,258 | 4,135 | 4,275 | 4,440 | 44,764 | 44,583 | 47,007 |
| OP Surg | 6,488 | 6,070 | 6,680 | 6,427 | 470 | 533 | 540 | 5,536 | 6,123 | 5,714 |
| Endo | 2,520 | 2,324 | 2,140 | 2,479 | 191 | 167 | 207 | 2,140 | 1,962 | 2,188 |
| Interventional | 1,998 | 2,021 | 2,016 | 2,323 | 159 | 165 | 198 | 1,858 | 1,848 | 2,098 |
| All Other | 67,998 | 80,911 | 86,088 | 84,566 | 6,752 | 7,588 | 7,063 | 73,874 | 78,914 | 74,788 |
| Financial Perf. | | | | | | | | | | |
| Net Patient Revenues | 746,645 | 772,020 | 812,625 | 789,585 | 69,230 | 70,653 | 73,383 | 698,855 | 744,907 | 725,154 |
| Total Operating Revenue | 767,751 | 795,657 | 839,074 | 814,645 | 70,880 | 74,454 | 75,471 | 718,671 | 769,151 | 748,126 |
| Operating Expenses | 689,631 | 743,044 | 743,112 | 764,828 | 64,060 | 65,507 | 64,564 | 677,510 | 681,186 | 693,585 |
| Operating Income \$ | 78,120 | 52,613 | 95,962 | 49,817 | 6,821 | 8,947 | 10,907 | 41,162 | 87,965 | 54,541 |
| Operating Margin | 10.2% | 6.6% | 11.4% | 6.1% | 9.6% | 12.0% | 14.5% | 5.7% | 11.4% | 7.3% |
| EBITDA \$ | 128,002 | 108,554 | 148,216 | 109,890 | 11,685 | 13,183 | 15,920 | 91,235 | 135,865 | 107,951 |
| EBITDA % | 16.7% | 13.6% | 17.7% | 13.5% | 16.5% | 17.7% | 21.1% | 12.7% | 17.7% | 14.4% |
| IP Margin ¹ | -3.9% | -8.7% | -5.2% | -6.1% | -3.9% | -5.8% | -6.1% | -9.6% | -5.2% | -6.1% |
| OP Margin ¹ | 26.7% | 26.7% | 34.4% | 26.4% | 25.8% | 36.1% | 26.4% | 25.2% | 34.4% | 26.4% |
| Payor Mix | | | | | | | | | | |
| Medicare | 46.2% | 46.6% | 47.7% | 46.4% | 50.6% | 47.8% | 46.4% | 46.6% | 47.7% | 46.4% |
| Medi-Cal | 6.6% | 7.4% | 7.3% | 6.5% | 7.4% | 8.0% | 6.5% | 7.3% | 7.3% | 6.5% |
| Commercial IP | 24.2% | 23.2% | 22.3% | 24.0% | 21.8% | 22.2% | 24.0% | 24.0% | 22.3% | 24.0% |
| Commercial OP | 18.7% | 18.7% | 20.1% | 19.0% | 18.2% | 19.8% | 19.0% | 19.3% | 20.1% | 19.0% |
| Total Commercial | 42.9% | 41.9% | 42.4% | 43.0% | 40.0% | 42.0% | 43.0% | 43.3% | 42.4% | 43.0% |
| Other | 4.3% | 4.1% | 2.5% | 4.1% | 2.0% | 2.3% | 4.1% | 2.8% | 2.5% | 4.1% |
| Cost | | | | | | | | | | |
| Employees | 2,452.4 | 2,542.8 | 2,500.4 | 2,551.7 | 2,529.3 | 2,536.9 | 2,556.1 | 2,590.3 | 2,500.4 | 2,551.7 |
| Hrs/APD | 30.45 | 30.35 | 29.86 | 29.40 | 29.15 | 30.93 | 29.20 | 31.04 | 29.86 | 29.40 |
| Balance Sheet | | | | | | | | | | |
| Net Days in AR | 43.6 | 53.7 | 47.5 | 48.0 | 53.7 | 47.5 | 48.0 | 53.7 | 47.5 | 48.0 |
| Days Cash | 401 | 361 | 441 | 266 | 361 | 441 | 266 | 361 | 441 | 266 |
| Affiliates - Net Income (\$000s) | | | | | | | | | | |
| Hosp | 94,787 | 43,043 | 216,125 | 67,032 | 10,062 | 18,137 | 11,636 | 28,706 | 144,084 | 62,559 |
| Concern | 1,202 | 1,823 | 1,874 | 2,604 | 80 | (108) | 221 | 1,937 | 1,249 | 2,372 |
| ECSC | (41) | (282) | (138) | 0 | 1 | (9) | 0 | (311) | (92) | 0 |
| Foundation | 710 | 982 | 3,265 | (450) | 180 | 37 | (20) | 919 | 2,177 | (477) |
| SVMd | 106 | 156 | 8 | 0 | (67) | (85) | (1) | 88 | 5 | (1) |

Inpatient Volume:

- May inpatient acute MS discharges exceeds budget by 0.6% and PY by 6.4%. YTD discharge is also higher than budget by 0.2%.
- Deliveries and Rehab discharges remain soft and are 9.8% and 39.4% below budget for the month and 3.5% and 19.8% below budget YTD.
- Volumes for Behavioral Health (0.9%), General Medicine (4.1%), General Surgery (2.3%), HVI (8.1%), Spine Surgery (10.0%), Urology (5.6%) and GYN (13.7) are all ahead of budget YTD.

Outpatient Volume:

- OP was ahead of budget for the month of May by 2.2% and prior month last year by 8.7%. YTD OP remains ahead of budget by 1.2% and last year YTD by 4.1%
- OP volume remained strong and ahead of budget YTD especially in Behavioral Health 40.1%, Oncology 31.6%, Rehab Services 14.7% and HVI 14.6%.

Financial Performance:

- Operating Income was behind budget by \$2.0M for the month, but remains ahead YTD by \$33.4. In May, \$6.3M was budgeted as IGT income, but has not been received as of yet due to timing.

Payor Mix:

- Commercial mix decreased from April from 42.7% to 42.0%. YTD PM is still under budget due to higher Medicare.

Cost:

- YTD Paid FTEs is under budget by 51 FTEs.

Balance Sheet:

- Net days in AR are ahead of target and improved further in May. Total cash on hand is still at an all time high of 441 days in May.

Green - Equal to or better than budget; Yellow - Unfav by up to 5%; Red - Greater than 5% unfav
FY2017 budget presented excludes 2016 and 2017 bonds cost of issuance and interest expense

Budget Variances

Fiscal Year 2017 YTD (7/1/2016-5/31/2017) Waterfall

| (in thousands) | Month to Date (MTD) | | | Year to Date (YTD) | | |
|--|---------------------|-------------------|---------------|--------------------|-------------------|---------------|
| | Detail | Net Income Impact | % Net Revenue | Detail | Net Income Impact | % Net Revenue |
| Budgeted Hospital Operations FY2017 | | 10,907 | 14.5% | | 54,541 | 7.3% |
| Net Revenue | | (1,017) | -1.4% | | 21,025 | 2.7% |
| * Volume and Payor Mix | (1,802) | | | 978 | | |
| * Rev cycle improvements | 500 | | | 9,167 | | |
| * Insurance (Payment Variance) | | | | 1,120 | | |
| * Mcare Settlement | 54 | | | 3,298 | | |
| * BPCI Settlement | 76 | | | (2,092) | | |
| * Medi-Cal Supplemental | 144 | | | 1,510 | | |
| * IGT Supplemental | | | | 6,535 | | |
| * Various Adjustments under \$250k | 11 | | | 510 | | |
| Labor and Benefit Expense Change | | 622 | 0.8% | | 9,708 | 1.3% |
| * Benefits -FICA and WC Cash Replenish | 273 | | | (1,404) | | |
| * Accrued Time Off - Reprising PRN PTO Banks | | | | 1,079 | | |
| * Productivity, volume and service mix | (90) | | | 10,039 | | |
| * WC Reserve Update based on Favorable Exp | | | | 2,524 | | |
| * Vacancies filled with purchased services | 439 | | | 3,073 | | |
| * Pay for performance bonus | | | | (3,204) | | |
| * Ratification bonus | | | | (2,400) | | |
| Professional Fees & Purchased Services | | (991) | -1.3% | | (2,869) | -0.4% |
| * Physician Fees - Below Budget in MD Director Fee both May & YTD | 79 | | | 1,560 | | |
| * Consulting Fee - Various Administration and Strategic Planning consultants | (648) | | | (4,776) | | |
| * Purchased Services - Outside Labor (EPIC Consultants) | (585) | | | (4,097) | | |
| * Repairs and Maintenance Fees | 163 | | | 4,445 | | |
| Supplies | | (1,489) | -2.0% | | 58 | 0.0% |
| * Drug Expense - Offset by \$4.7M in revenue | (497) | | | (2,760) | | |
| * Medical Supplies - Structural Heart Valves & Spine Surgery | (898) | | | 1,426 | | |
| * Non Med Supplies - Misc (Food/Volumes) | (94) | | | 1,391 | | |
| Other Expenses | | 138 | 0.2% | | (9) | 0.0% |
| * Leases & Rental Fees (Facility Building Leases & Imaging Equipment Rental YTD) | 11 | | | (271) | | |
| * Utilities & Telephone | 141 | | | 411 | | |
| * Other G&A | (13) | | | (149) | | |
| Depreciation & Interest | | 777 | 1.0% | | 5,511 | 0.7% |
| * Depreciation (Under budget in Facilities Dev and Real Estate & ICARE depreciation and equipment) | 621 | | | 4,431 | | |
| * Interest Expense - 2017 bonds & Capital Interest 2015 bonds | 156 | | | 1,080 | | |
| Actual Hospital Operations FY2017 | | 8,947 | 12.0% | | 87,965 | 11.4% |

El Camino Hospital (\$000s)

11 months ending 5/31/2017

| PERIOD 11 FY 2016 | PERIOD 11 FY 2017 | PERIOD 11 Budget 2017 | Variance Fav (Unfav) | Var% | | YTD FY 2016 | YTD FY 2017 | YTD Budget 2017 | Variance Fav (Unfav) | Var% |
|--------------------------|----------------------|--------------------------|-------------------------|---------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|---------------|
| | | | | | \$000s | | | | | |
| OPERATING REVENUE | | | | | | | | | | |
| 243,812 | 264,096 | 248,699 | 15,396 | 6.2% | Gross Revenue | 2,520,630 | 2,754,532 | 2,661,876 | 92,656 | 3.5% |
| (174,582) | (193,442) | (175,316) | (18,126) | 1.0% | Deductions | (1,821,775) | (2,009,625) | (1,936,722) | (72,903) | 3.8% |
| 69,230 | 70,653 | 73,383 | (2,730) | -3.7% | Net Patient Revenue | 698,855 | 744,907 | 725,154 | 19,753 | 2.7% |
| 1,650 | 3,800 | 2,088 | 1,712 | 82.0% | Other Operating Revenue | 19,816 | 24,245 | 22,972 | 1,272 | 5.5% |
| 70,880 | 74,454 | 75,471 | (1,017) | -1.3% | Total Operating Revenue | 718,671 | 769,151 | 748,126 | 21,025 | 2.8% |
| OPERATING EXPENSE | | | | | | | | | | |
| 39,553 | 38,903 | 39,524 | 622 | 1.6% | Salaries & Wages | 397,620 | 411,216 | 420,923 | 9,708 | 2.3% |
| 10,866 | 11,455 | 9,966 | (1,489) | -14.9% | Supplies | 106,951 | 108,254 | 108,312 | 58 | 0.1% |
| 6,769 | 8,764 | 7,773 | (991) | -12.8% | Fees & Purchased Services | 90,355 | 88,872 | 86,003 | (2,869) | -3.3% |
| 2,008 | 2,149 | 2,287 | 138 | 6.1% | Other Operating Expense | 32,511 | 24,946 | 24,937 | (9) | 0.0% |
| 617 | 292 | 448 | 156 | 34.8% | Interest | 5,575 | 3,851 | 4,930 | 1,080 | 21.9% |
| 4,247 | 3,944 | 4,565 | 621 | 13.6% | Depreciation | 44,498 | 44,049 | 48,480 | 4,431 | 9.1% |
| 64,060 | 65,507 | 64,564 | (943) | -1.5% | Total Operating Expense | 677,510 | 681,186 | 693,585 | 12,399 | 1.8% |
| 6,821 | 8,947 | 10,907 | (1,960) | -18.0% | Net Operating Income/(Loss) | 41,162 | 87,965 | 54,541 | 33,424 | 61.3% |
| 3,242 | 9,191 | 729 | 8,462 | 1160.9% | Non Operating Income | (12,455) | 56,118 | 8,018 | 48,100 | 599.9% |
| 10,062 | 18,137 | 11,636 | 6,502 | 55.9% | Net Income(Loss) | 28,706 | 144,084 | 62,559 | 81,524 | 130.3% |
| 16.5% | 17.7% | 21.1% | -3.4% | | EBITDA | 12.7% | 17.7% | 14.4% | 3.2% | |
| 9.6% | 12.0% | 14.5% | -2.4% | | Operating Margin | 5.7% | 11.4% | 7.3% | 4.1% | |
| 14.2% | 24.4% | 15.4% | 8.9% | | Net Margin | 4.0% | 18.7% | 8.4% | 10.4% | |

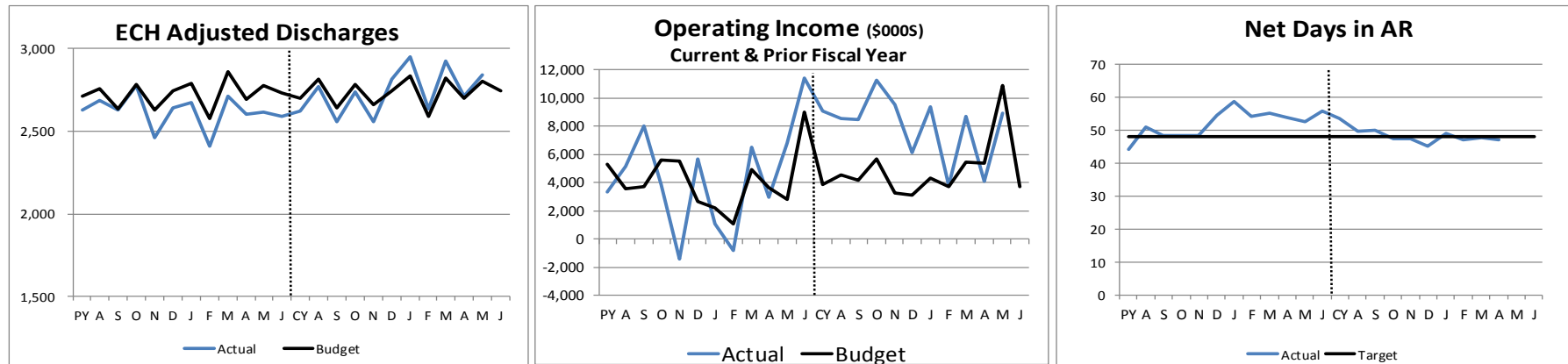
Non Operating Items and Net Income by Affiliate

\$ in thousands

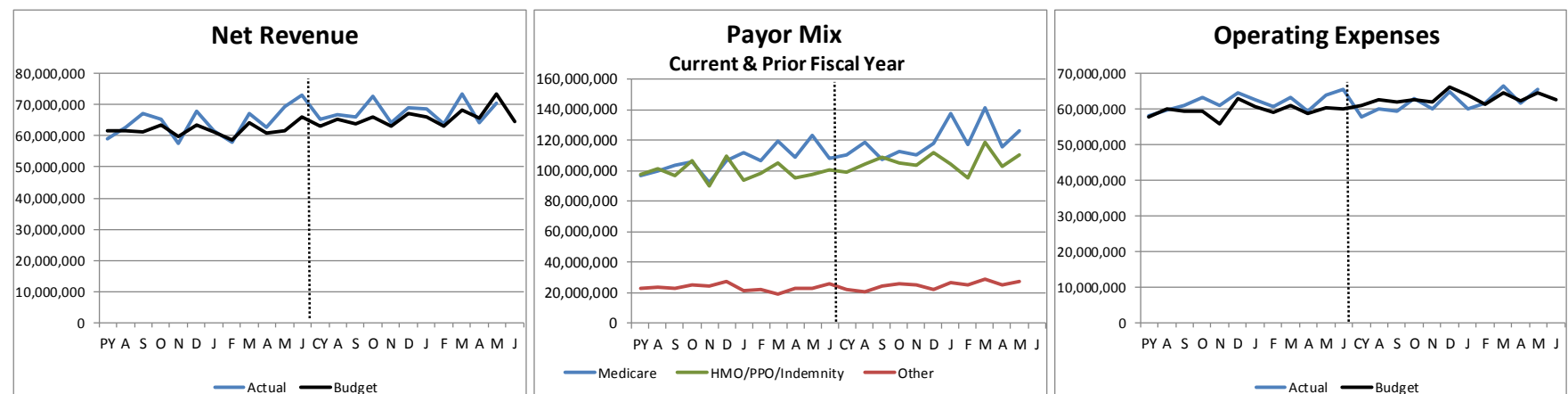
| | Period 11 - Month | | | Period 11 - FYTD | | |
|---|-------------------|---------------|----------------|------------------|---------------|---------------|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| El Camino Hospital Income (Loss) from Operations | | | | | | |
| Mountain View | 9,695 | 9,786 | (91) | 84,453 | 43,663 | 40,790 |
| Los Gatos | (748) | 1,121 | (1,869) | 3,512 | 10,878 | (7,366) |
| Sub Total - El Camino Hospital, excl. Affiliates | 8,947 | 10,907 | (1,960) | 87,965 | 54,541 | 33,424 |
| Operating Margin % | 12.0% | 14.5% | | 11.4% | 7.3% | |
| El Camino Hospital Non Operating Income | | | | | | |
| Investments | 10,260 | 1,512 | 8,748 | 59,905 | 16,628 | 43,277 |
| Swap Adjustments | (751) | 0 | (751) | 3,030 | 0 | 3,030 |
| Community Benefit | (92) | (283) | 191 | (3,081) | (3,117) | 36 |
| Other (IPECH / Foundation) | (226) | (499) | 274 | (3,736) | (5,494) | 1,757 |
| Sub Total - Non Operating Income | 9,191 | 729 | 8,462 | 56,118 | 8,018 | 48,100 |
| El Camino Hospital Net Income (Loss) | 18,137 | 11,636 | 6,502 | 144,084 | 62,559 | 81,524 |
| ECH Net Margin % | 24.4% | 15.4% | | 18.7% | 8.4% | |
| Concern | (108) | 221 | (329) | 1,249 | 2,372 | (1,122) |
| ECSC | (9) | 0 | (9) | (92) | 0 | (92) |
| Foundation | 37 | (20) | 57 | 2,177 | (477) | 2,654 |
| Silicon Valley Medical Development | (85) | (1) | (84) | 5 | (1) | 7 |
| Net Income Hospital Affiliates | (165) | 200 | (365) | 3,340 | 1,893 | 1,447 |
| Total Net Income Hospital & Affiliates | 17,972 | 11,835 | 6,137 | 147,423 | 64,452 | 82,971 |

- Investments favorable for May and YTD due to Unrealized Gains on investments.
- Swap Adjustments unfavorable for May due to revenue bond swap (-\$751k).
- Concern unfavorable both May and YTD due to medical outside services.
- Foundation favorable both May and YTD due to unrealized investment gain and investment income.

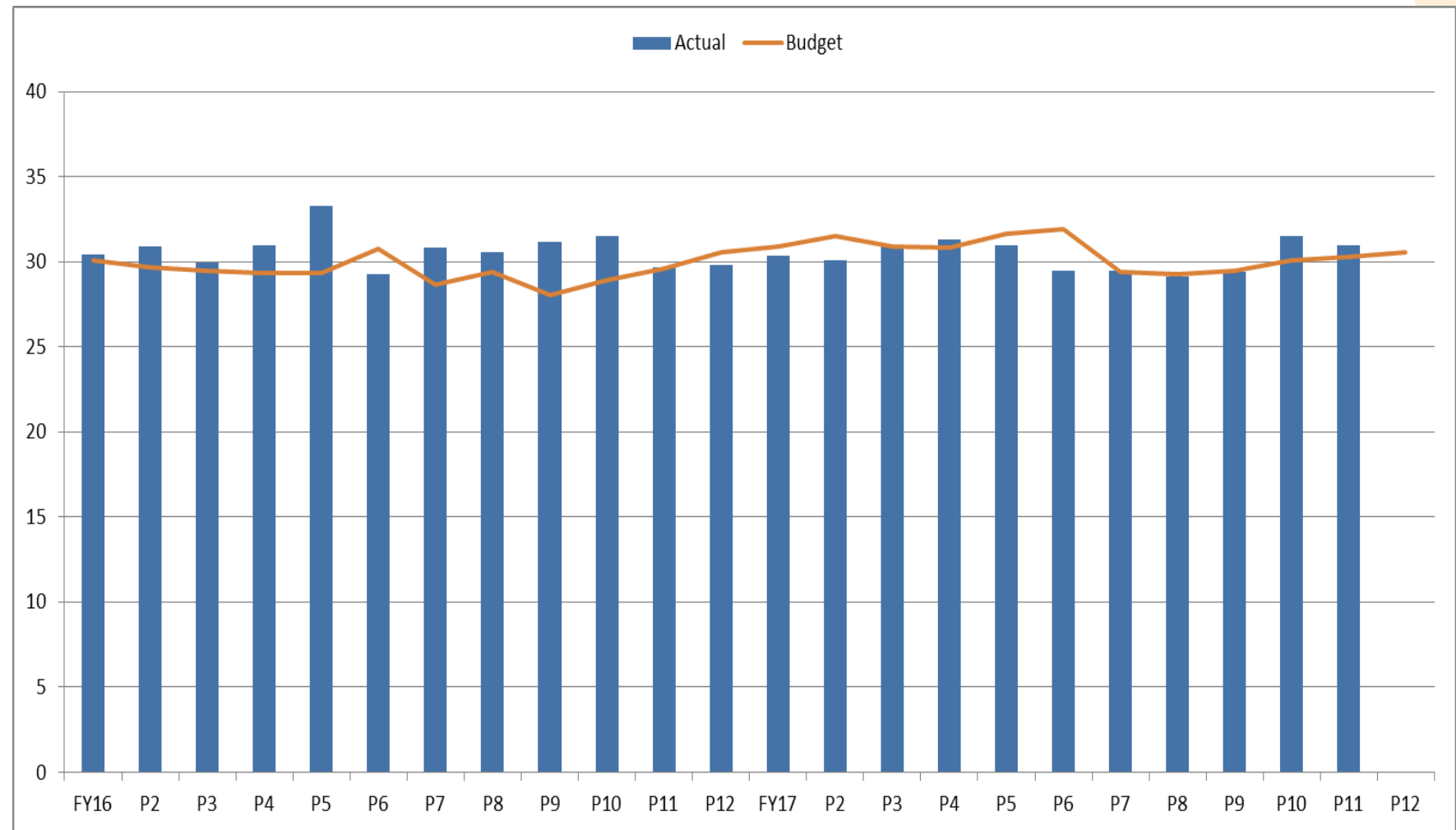
Monthly Financial Trends



May volume is slightly higher than previous month. MV discharges is at 100.3% of budget and LG discharges is at 95.3% of budget. Operating expenses are higher than budgeted in May due to higher volume and is \$12.4M favorable to budget YTD.

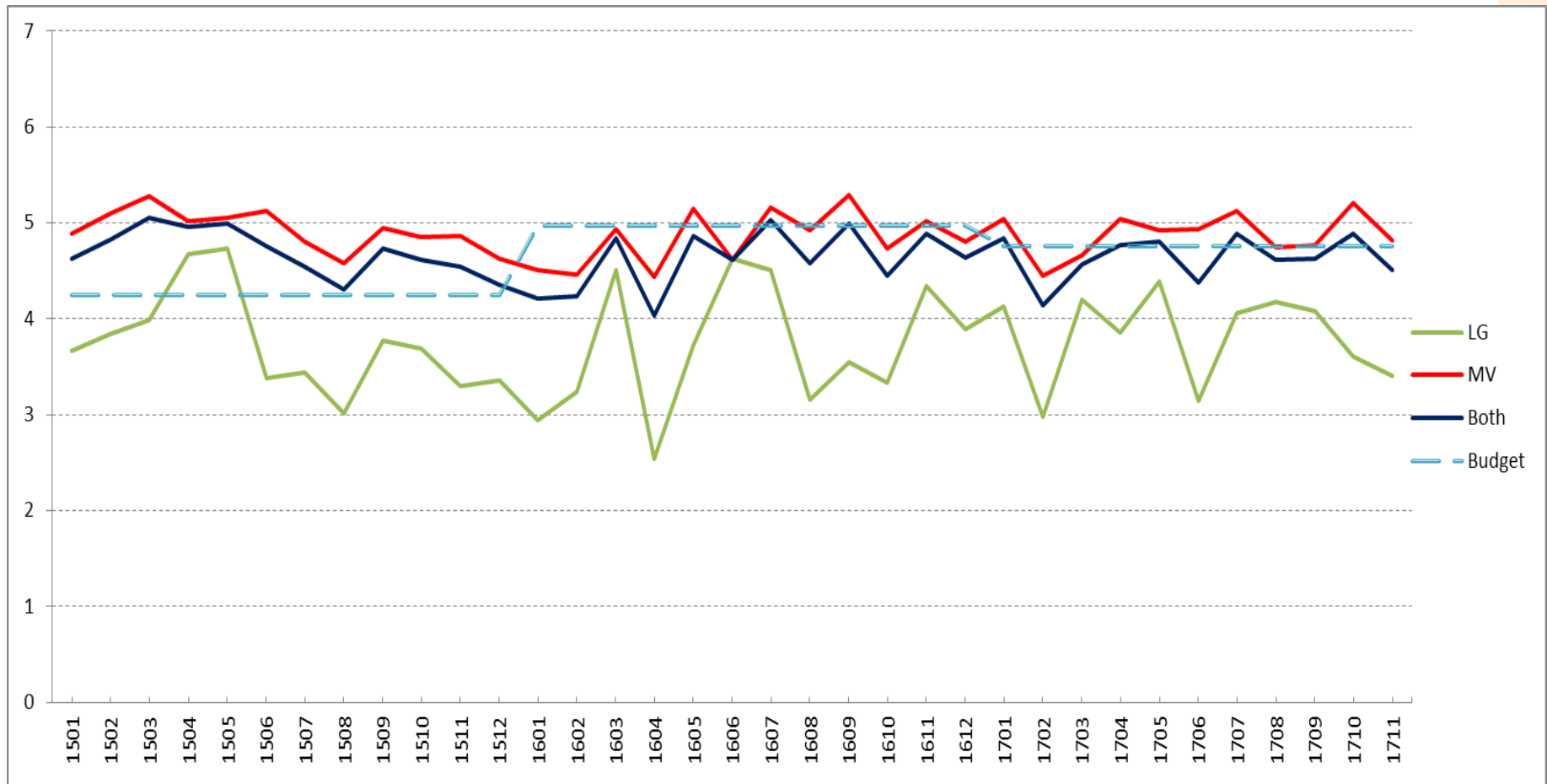


Worked Hours per Adjusted Patient Day



Work hours per adjusted patient day decreased in May, with a slight decrease in IT hours while sitter hours remained the same. Overall, May decreased slightly after an increase in April and has an average of 30.3 worked hours per adjusted patient day for FY 2017.

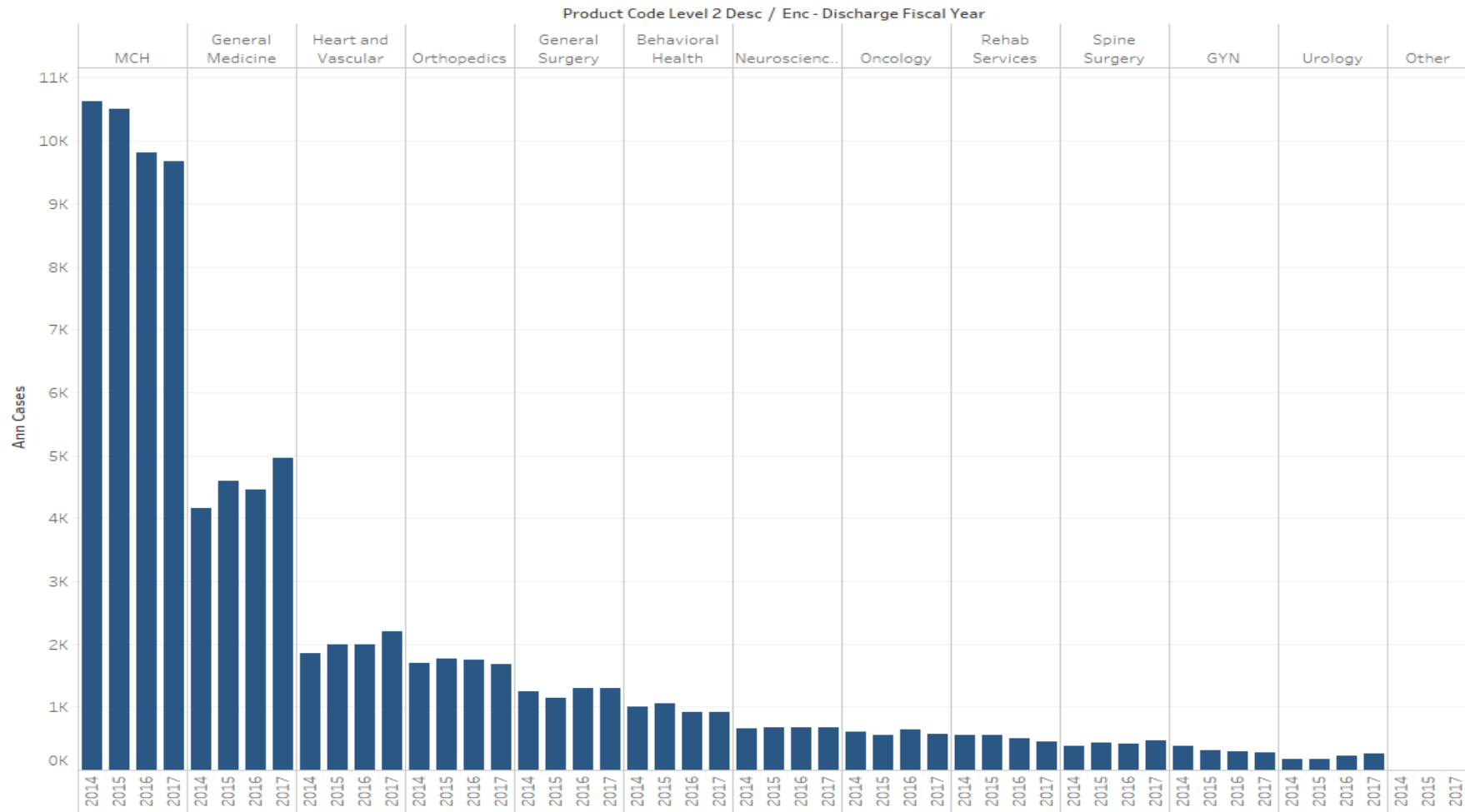
Medicare ALOS



•ALOS is ahead of target as of May. YTD ALOS (4.65) is below budget (4.76) by .11.

El Camino Hospital Volume Annual Trends – Inpatient

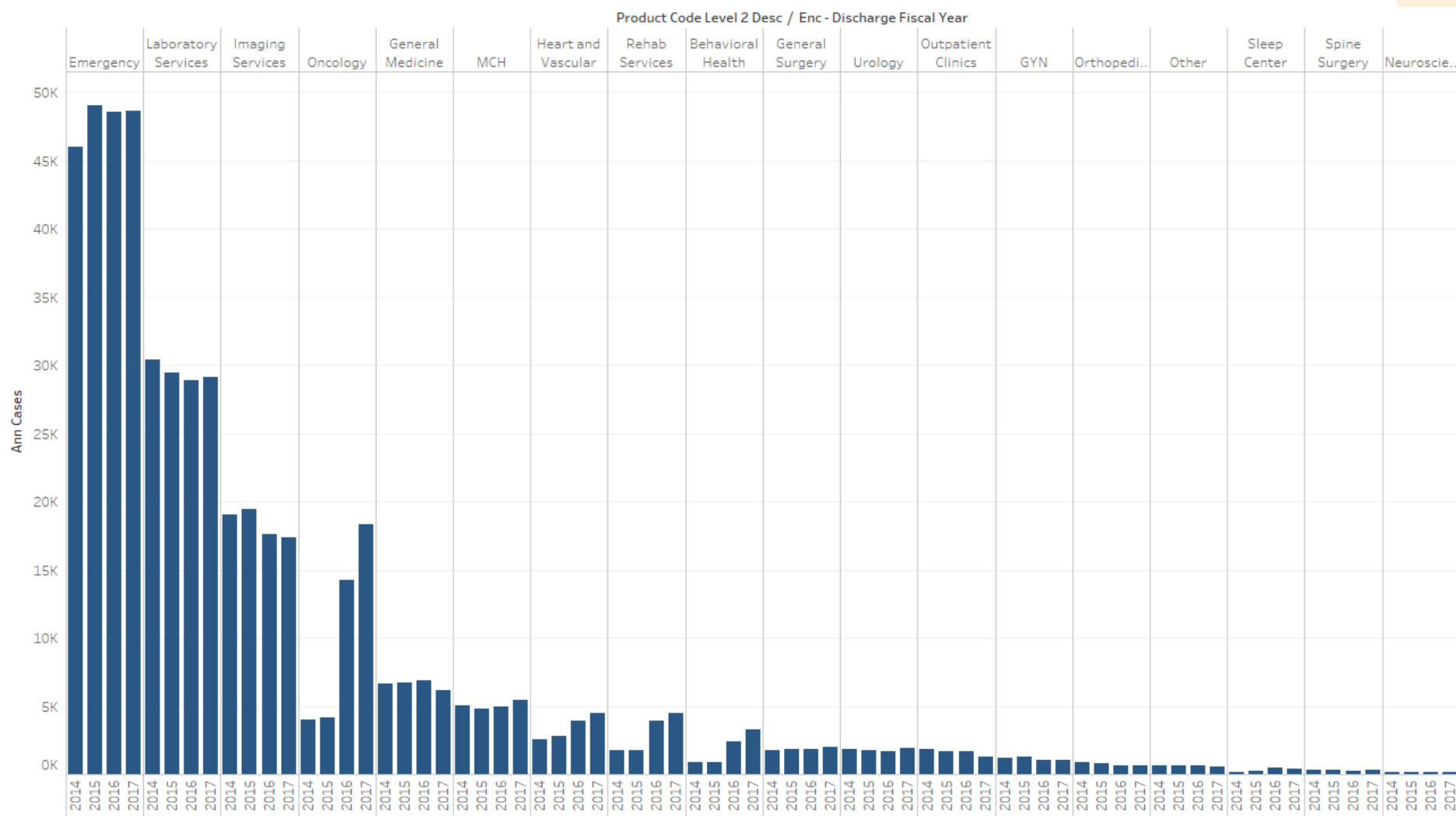
FY 2017 is annualized



- MCH volume shows a decreasing trend year-over-year and is currently at 96.5% YTD of budget.
- Both HVI and General Surgery show an increasing trend year-over-year. HVI is ahead of budget by 8.1% YTD. Similarly General Surgery is ahead of budget by 2.3% YTD.

El Camino Hospital Volume Annual Trends – Outpatient

FY 2017 is annualized

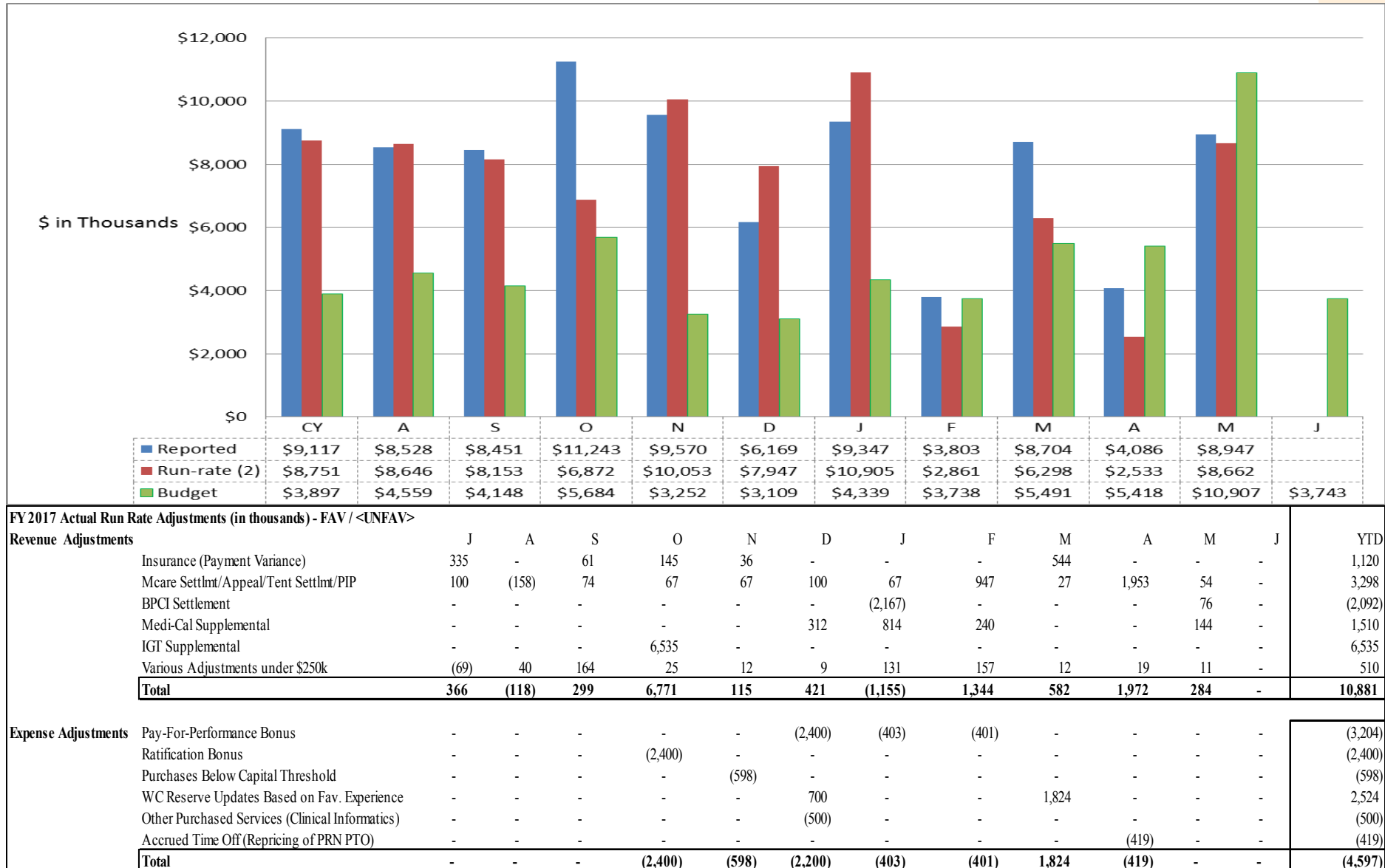


- Behavioral Health, General Surgery, Heart & Vascular, Laboratory Service, MCH, Oncology, Orthopedics, Rehab Services and Urology are all ahead of budget for May as well as YTD.
- Comparing year-over-year, Oncology, MCH, HVI, Behavioral Health shows an increasing trend in volume.

Medicare data excludes Medicare HMOs

ECH Operating Margin

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



El Camino Hospital Investment Committee Scorecard

March 31, 2017

Updated Quarterly
Last update 04/01/17

| Key Performance Indicator | Status | El Camino | Benchmark | El Camino | Benchmark | El Camino | Benchmark | FY17 Year-end Budget | Expectation Per Asset Allocation |
|--|--------|-----------|---------------------------|---------------------|-----------|---------------------------------------|-----------|----------------------------|--|
| Investment Performance | | 1Q 2017 | | Fiscal Year-to-date | | 4y 5m Since Inception (annualized) | | May 2016 | |
| Surplus cash balance & op. cash (millions) | | \$854.8 | -- | -- | -- | -- | -- | \$657.2 | -- |
| Surplus cash return | | 3.3% | 3.1% | 6.4% | 6.4% | 5.1% | 5.1% | 4.0% | 5.2% |
| Cash balance plan balance (millions) | | \$238.0 | -- | -- | -- | -- | -- | \$220.6 | -- |
| Cash balance plan return | | 4.1% | 3.6% | 7.7% | 7.6% | 7.6% | 7.0% | 6.0% | 5.8% |
| 403(b) plan balance (millions) | | \$394.4 | -- | -- | -- | -- | -- | -- | -- |
| Risk vs. Return | | 3-year | | | | 4y 5m Since Inception (annualized) | | May 2016 | |
| Surplus cash Sharpe ratio | | 0.82 | 0.90 | -- | -- | 1.19 | 1.17 | -- | 0.55 |
| Net of fee return | | 3.8% | 4.2% | -- | -- | 5.1% | 5.1% | -- | 5.2% |
| Standard deviation | | 4.5% | 4.6% | -- | -- | 4.2% | 4.2% | -- | 8.6% |
| Cash balance Sharpe ratio | | 0.82 | 0.84 | -- | -- | 1.29 | 1.26 | -- | 0.49 |
| Net of fee return | | 4.8% | 4.8% | -- | -- | 7.6% | 7.0% | -- | 5.8% |
| Standard deviation | | 5.8% | 5.6% | -- | -- | 5.7% | 5.5% | -- | 10.7% |
| Asset Allocation | | 1Q 2017 | | | | | | | |
| Surplus cash absolute variances to target | | 7.2% | < 10% | -- | -- | -- | -- | -- | -- |
| Cash balance absolute variances to target | | 6.8% | < 10% | -- | -- | -- | -- | -- | -- |
| Manager Compliance | | 1Q 2017 | | | | | | | |
| Surplus cash manager flags | | 16 | < 19 Green < 23 Yellow | -- | -- | -- | -- | -- | -- |
| Cash balance plan manager flags | | 19 | < 20 Green < 25 Yellow | -- | -- | -- | -- | -- | -- |

El Camino Hospital

Capital Spending (in millions)

| Category | Detail | Total Estimated Cost of Project | Total Authorized Active | Spent from Inception | 2017 Proj Spend | FY 17 YTD Spent |
|---|---|---------------------------------------|-------------------------------|-------------------------|-----------------|-----------------|
| CIP | EPIC Upgrade | | 6.1 | 2.3 | 6.1 | 2.3 |
| IT Hardware, Software, Equipment* | | | 5.4 | 2.2 | 5.4 | 2.2 |
| Medical & Non Medical Equipment FY 16** | | | 4.3 | 4.2 | 4.3 | 4.2 |
| Medical & Non Medical Equipment FY 17*** | | | 10.3 | 7.3 | 13.9 | 7.3 |
| Facility Projects | | | | | | |
| | 1245 Behavioral Health Bldg | 91.5 | 91.5 | 15.2 | 24.8 | 9.1 |
| | 1413 North Drive Parking Expansion | 24.5 | 24.5 | 15.3 | 21.1 | 15.7 |
| | 1414 Integrated MOB | 275.0 | 275.0 | 40.7 | 70.1 | 28.2 |
| | 1422 CUP Upgrade | 9.0 | 9.0 | 2.0 | 5.0 | 1.1 |
| | 1430 Women's Hospital Expansion | 91.0 | 6.0 | 0.1 | 0.8 | 0.4 |
| | 1425 IMOB Preparation Project - Old Main | 3.0 | 3.0 | 2.6 | 0.3 | 1.9 |
| | 1502 Cabling & Wireless Upgrades | 2.8 | 2.8 | 2.4 | 2.8 | 0.3 |
| | 1525 New Main Lab Upgrades | 1.6 | 3.1 | 0.3 | 2.6 | 0.4 |
| | 1515 ED Remodel Triage/Psych Observation | 1.6 | 0.0 | 0.0 | 0.6 | 0.0 |
| | 1503 Willow Pavilion Tomosynthesis | 1.3 | 1.3 | 0.3 | 1.3 | 0.2 |
| | 1602 JW House (Patient Family Residence) | 2.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| | Site Signage and Other Improvements | 1.0 | 0.0 | 0.0 | 0.2 | 0.0 |
| | IR Room #6 Development | 2.6 | 0.0 | 0.0 | 0.6 | 0.0 |
| | Nurse Call System Upgrades | 2.4 | 0.0 | 0.0 | 0.0 | 0.0 |
| | 1707 Imaging Equipment Replacement (5 or 6 | 20.7 | 0.0 | 0.0 | 0.0 | 0.0 |
| | 1708 IR/ Cath Lab Equipment Replacement | 19.4 | 0.0 | 0.0 | 0.0 | 0.0 |
| | 1709 ED Remodel / CT Triage - Other | 5.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | Flooring Replacement | 1.6 | 0.0 | 0.0 | 0.0 | 0.0 |
| | 1219 LG Spine OR | 4.1 | 4.1 | 3.2 | 3.1 | 2.0 |
| | 1313 LG Rehab HVAC System & Structural | 3.7 | 3.7 | 3.6 | 1.0 | 1.9 |
| | 1248 LG Imaging Phase II (CT & Gen Rad) | 8.8 | 8.8 | 6.4 | 7.8 | 6.4 |
| | 1307 LG Upgrades | 19.3 | 19.3 | 12.7 | 6.3 | 2.6 |
| | 1519 LG Electrical Systems Upgrade | 1.2 | 0.0 | 0.0 | 0.5 | 0.0 |
| | 1508 LG NICU 4 Bed Expansion | 0.0 | 0.5 | 0.2 | 4.0 | 0.2 |
| | 1507 LG IR Upgrades | 1.1 | 0.0 | 0.0 | 0.2 | 0.0 |
| | LG Building Infrastructure Upgrades | 1.5 | 0.0 | 0.0 | 1.5 | 0.0 |
| | 1603 LG MOB Improvements (17) | 5.0 | 5.0 | 0.1 | 4.0 | 0.2 |
| | All Other Projects under \$1M | 26.4 | 4.8 | 40.2 | 12.2 | 0.0 |
| | | 627.6 | 462.3 | 145.4 | 170.8 | 70.7 |
| GRAND TOTAL | | | 488.4 | 161.4 | 200.4 | 86.7 |

*Excluding EPIC

** Unspent Prior Year routine used as contingency

***Includes 2 robot purchases

2017 projected spend includes items to be presented for approval during the fiscal year

El Camino Hospital

Capital Spending – Facility Projects (in millions)

Updated Quarterly
Last update 04/01/17

| FACILITY | PROJ | CAPITAL PROJECT DESCRIPTION | TOTAL BUDGET FY17 | FY17 PROJECTED SPEND | Variance from Budget |
|---|------|---|----------------------|-------------------------|-------------------------|
| Mountain View Campus Master Plan Projects | | | | | |
| 1 - Mountain View | 1245 | BHS Replacement | 30,000,000 | 24,762,757 | 5,237,243 |
| 1 - Mountain View | 1413 | North Dr Parking Structure Expansion | 20,500,000 | 21,145,944 | (645,944) |
| 1 - Mountain View | 1414 | Integrated Medical Office Building | 101,500,000 | 70,087,267 | 31,412,733 |
| 1 - Mountain View | 1422 | CUP Upgrades | 5,000,000 | 4,967,592 | 32,408 |
| 1 - Mountain View | 1430 | Women Hosp Expansion | 5,500,000 | 800,000 | 4,700,000 |
| Sub-total Mountain View Campus Master Plan | | | 162,500,000 | 121,763,560 | 40,736,440 |
| Mountain View Capital Projects | | | | | |
| 1 - Mountain View | 1501 | Womens Hosp NPC Closeout | 327,000 | 609,234 | (282,234) |
| 1 - Mountain View | 1425 | IMOB Preparation Project - Old Main | 1,000,000 | 3,000,000 | (2,000,000) |
| 1 - Mountain View | 1502 | Cabling and Wireless upgrades | 2,400,000 | 2,800,000 | (2,400,000) |
| 1 - Mountain View | 1525 | New Main Lab Upgrades | 1,200,000 | 2,640,000 | (1,440,000) |
| 1 - Mountain View | 1515 | ED Remodel Triage / Psych Observation | 1,400,000 | 600,000 | 800,000 |
| 1 - Mountain View | 1415 | Signage & Wayfinding | 300,000 | 541,500 | (241,500) |
| 1 - Mountain View | 1416 | Digital Directories | | 125,000 | (125,000) |
| 1 - Mountain View | 1503 | Breast Imaging Tomography (Excludes \$1M Equip) | 300,000 | 1,300,000 | (1,000,000) |
| 1 - Mountain View | 1316 | Willow Pavilion FA Sys and Equip Upgrades | 800,000 | 100,000 | 700,000 |
| 1 - Mountain View | 1423 | MV MOB TI Allowance | | 784,000 | (784,000) |
| 1 - Mountain View | | Facilities Planning Allowance | 300,000 | - | 300,000 |
| 1 - Mountain View | 1523 | MV Melchor Suite 309 TI's | | 464,000 | (464,000) |
| 1 - Mountain View | | Furniture Systems Inventory (17) | 250,000 | 496,000 | (246,000) |
| 1 - Mountain View | | Site Signage & Other Improvements | 200,000 | 100,000 | 100,000 |
| 1 - Mountain View | | MV Equipment & Infrastructure Upgrades (17) | 300,000 | - | 300,000 |
| 1 - Mountain View | | IR Room #6 Development | 500,000 | 200,000 | 300,000 |
| 1 - Mountain View | 1602 | JW House (Patient Family Residence) | 500,000 | - | 500,000 |
| Sub-total Mountain View Capital Projects | | | 7,777,000 | 13,759,734 | (5,982,734) |
| Los Gatos Capital Projects | | | | | |
| 11 - Los Gatos | 1219 | LG Spine Room Expansion - OR 4 | 3,100,000 | 4,100,000 | (1,000,000) |
| 11 - Los Gatos | 1313 | LG Rehab HVAC Upgrades | 400,000 | 3,675,000 | (3,275,000) |
| 11 - Los Gatos | 1248 | LG Imaging Phase II (CT & Gen Rad) & Sterile Processing | 7,250,000 | 8,100,000 | (850,000) |
| 11 - Los Gatos | 1307 | LG Upgrades - Major | 7,300,000 | 14,100,000 | (6,800,000) |
| 11 - Los Gatos | 1327 | LG Rehab Building Upgrades | 500,000 | 193,000 | 307,000 |
| 11 - Los Gatos | 1346 | LG Surgical Lights OR's 5,6 & 7 | | 500,000 | (500,000) |
| 11 - Los Gatos | 1421 | LG MOB Improvements | 150,000 | 900,000 | (750,000) |
| 11 - Los Gatos | 1507 | LG IR Upgrades | 800,000 | - | 800,000 |
| 11 - Los Gatos | 1508 | LG NICU 4 Bed Expansion | 5,000,000 | 247,000 | 4,753,000 |
| 11 - Los Gatos | 1600 | LG 825 Pollard - Aspire Phase 2 | | 525,000 | (525,000) |
| 11 - Los Gatos | | LG Building Infrastructure Improvements | 1,200,000 | - | 1,200,000 |
| 11 - Los Gatos | | LG Facilities Planning | 500,000 | - | 500,000 |
| 11 - Los Gatos | 1603 | LG MOB Improvements (17) | 4,000,000 | 1,500,000 | 2,500,000 |
| Sub-total Los Gatos Capital Projects | | | 30,200,000 | 33,840,000 | (3,640,000) |
| Other Strategic Capital Facility Projects | | | | | |
| Other Cap Fac Proj | | Primary Care Clinic (TI's Only) FY 17 (828 Winchester) | 1,600,000 | 1,400,000 | 200,000 |
| Other Cap Fac Proj | | Urgent Care Clinics (TI's Only) | 2,400,000 | - | 2,400,000 |
| Sub-total Other Strategic Projects | | | 4,000,000 | 1,400,000 | 2,600,000 |
| GRAND TOTAL FACILITIES PROJECTS | | | 204,477,000 | 170,763,294 | 33,713,706 |

Denotes project has been cancelled or replaced

2017 projected spend includes items to be presented for approval during the fiscal year

Balance Sheet (in thousands)

ASSETS

| | Audited | |
|--|------------------|------------------|
| | May 31, 2017 | June 30, 2016 |
| CURRENT ASSETS | | |
| (1) Cash | 110,567 | 59,169 |
| Short Term Investments | 133,839 | 105,284 |
| (2) Patient Accounts Receivable, net | 107,645 | 120,960 |
| Other Accounts and Notes Receivable | 2,669 | 4,369 |
| (3) Intercompany Receivables | 1,706 | 2,200 |
| (4) Inventories and Prepaids | 43,019 | 39,678 |
| Total Current Assets | 399,445 | 331,660 |
| BOARD DESIGNATED ASSETS | | |
| Plant & Equipment Fund | 116,542 | 119,650 |
| BHS Building Replacement | 14,292 | - |
| (5) Women's Hospital Expansion | 9,298 | - |
| Operational Reserve Fund | 100,196 | 100,196 |
| Community Benefit Fund | 12,200 | 13,037 |
| Workers Compensation Reserve Fund | 21,434 | 22,309 |
| Postretirement Health/Life Reserve Fund | 19,745 | 18,256 |
| PTO Liability Fund | 23,323 | 22,984 |
| Malpractice Reserve Fund | 1,800 | 1,800 |
| Catastrophic Reserves Fund | 16,164 | 14,125 |
| Total Board Designated Assets | 334,993 | 312,358 |
| (6) FUNDS HELD BY TRUSTEE | 290,704 | 30,841 |
| LONG TERM INVESTMENTS | 259,382 | 207,597 |
| INVESTMENTS IN AFFILIATES | 32,624 | 31,627 |
| PROPERTY AND EQUIPMENT | | |
| Fixed Assets at Cost | 1,186,789 | 1,171,372 |
| Less: Accumulated Depreciation | (527,909) | (485,856) |
| Construction in Progress | 111,885 | 46,009 |
| Property, Plant & Equipment - Net | 770,765 | 731,525 |
| DEFERRED OUTFLOWS | 29,263 | 29,814 |
| RESTRICTED ASSETS - CASH | 0 | - |
| TOTAL ASSETS | 2,117,176 | 1,675,422 |

LIABILITIES AND FUND BALANCE

| | Audited | |
|--|------------------|------------------|
| | May 31, 2017 | June 30, 2016 |
| CURRENT LIABILITIES | | |
| (7) Accounts Payable | 26,000 | 28,519 |
| (8) Salaries and Related Liabilities | 21,294 | 22,992 |
| Accrued PTO | 23,323 | 22,984 |
| Worker's Comp Reserve | 2,300 | 2,300 |
| Third Party Settlements | 12,471 | 11,314 |
| Intercompany Payables | 58 | 105 |
| Malpractice Reserves | 1,772 | 1,936 |
| Bonds Payable - Current | 3,735 | 3,635 |
| Bond Interest Payable | 3,317 | 5,459 |
| Other Liabilities | 8,005 | 10,478 |
| Total Current Liabilities | 99,383 | 106,830 |
| LONG TERM LIABILITIES | | |
| Post Retirement Benefits | 19,745 | 18,256 |
| Worker's Comp Reserve | 19,134 | 20,009 |
| Other L/T Obligation (Asbestos) | 3,737 | 3,637 |
| Other L/T Liabilities (IT/Medl Leases) | - | - |
| (9) Bond Payable | 531,614 | 225,857 |
| Total Long Term Liabilities | 574,230 | 267,759 |
| DEFERRED REVENUE-UNRESTRICTED | 636 | - |
| DEFERRED INFLOW OF RESOURCES | 2,892 | 2,892 |
| FUND BALANCE/CAPITAL ACCOUNTS | | |
| Unrestricted | 1,105,043 | 985,583 |
| Board Designated | 334,993 | 312,358 |
| Restricted | 0 | - |
| (10) Total Fund Bal & Capital Accts | 1,440,036 | 1,297,941 |
| TOTAL LIABILITIES AND FUND BALANCE | 2,117,176 | 1,675,422 |

El Camino Hospital Comparative Balance Sheet Variances and Footnotes

- (1) The increase in cash is due allowing for immediate cash to be available for the recent significant construction projects that have started in MV campus.
- (2) The decrease is primarily due to the significant cash payments the Patient Accounts team has brought in during the nine months, three months were in excess of \$70M where the projected budgeted was approximately \$63M per month.
- (3) The decrease is just a timing issue of intercompany payments from one quarter to another. Normally at a fiscal year end, they are higher due to the books being held open for a longer period of time in preparation for audit.
- (4) The increase is principally due to three quarterly pension contributions of \$2.6M each since July 1, 2016, less reserves for pension expense.
- (5) A new item, the District allocated its FY 2014 and FY 2015 Capital Appropriation Funds in support of future renovations to the Women's Hospital when the IMOB is completed and those floors become for patient care.
- (6) This reflects the 2017 Revenue Bonds that were issued in March. The total amount now reflects this new issue of \$292M, the bond premium on it of \$21M, less paybacks to the hospital of \$36M for prior construction costs on the 4 major MV projects. Also there still exists \$21M in the LG Project Fund from the 2015A proceeds.
- (7) The decrease is due significant General Contractor payments being accrued at year end, that were subsequently relieved during the first quarter of fiscal year 2017.
- (8) The decrease over June 2016, is that at the end of June we had yet to payout the end of June's payroll (occurred the beginning of July, where here in May the last payroll had been paid out, thus no needed accrued payroll that approximates \$12M.
- (9) The increase is due to the new 2017 debt added as of March 2017, along with the associated bond premium that will be amortized over the life of the new debt.
- (10) The increase is to this year's financial performance (\$87M from Operations and \$56M in Non-Operations income - primarily driven by significant incomes from unrealized investment gains).

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

Plant & Equipment Fund – original established by the District Board in the early 1960's to fund new capital expansion projects of building facilities or equipment (new or replacements). The funds came from the M&O property taxes being received and the funding depreciation expense at 100%. When at the end of 1992, the 501(c)(3) Hospital was performed by the District, the property tax receipts remained with the District. The newly formed Hospital entity continued on with funding depreciation expense, but did that funding at 130% of the depreciation expense to account for an expected replacement cost of current plant and property assets. It is to be noted that within this fund is an itemized amount of \$14 million for the Behavioral Health Service building replacement project. This amount came from the District's Capital Appropriation Fund (excess Gann Limit property taxes) of the fiscal years of 2010 thru 2013 by various District board actions.

Women's Hospital Expansion – established June 2016 by the District authorizing the amounts accumulated in its Capital Appropriation Fund (excess Gann Limit property taxes) for the fiscal years of 2014 and 2015 to be allocated for the renovation of the Women's Hospital upon the completion of Integrated Medical Office Building currently under construction.

Operational Reserve Fund – originally established by the District in May 1992 to establish a fund equal to sixty (60) days of operational expenses (based on projected budget) and only be used in the event of a major business interruption event and/or cash flow.

Community Benefit Fund – following in the footsteps of the District in 2008 of forming its Community Benefit Fund using Gann Limit tax receipts, the Hospital in 2010 after opening its campus outside of District boundaries in Los Gatos formed its own Community Benefit Fund to provide grants/sponsorships in Los Gatos and surrounding areas. The funds come from the Hospital reserving \$1.5M a year from its operations, the entity of CONCERN contributing 40% of its annual income each year (an amount it would have paid in corporate taxes if it wasn't granted tax exempt status), that generates an amount of \$800,000 or more a year. \$10 million within this fund is board designated endowment fund formed in 2015 to generate investment income to be used for grants and sponsorships, currently generating approximately \$400,000 a year.

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

Workers Compensation Reserve Fund – as the Hospital is self-insured for its workers compensation program (since 1978) this fund was originally formed in early 2000's by management to reserve cash equal to the yearly actuarially determined Workers Compensation amount. The thought being if the business was to terminate for some reason this is the amount in cash that would be needed to pay out claims over the next few years.

Postretirement Health/Life Reserve Fund – following the same formula as the Workers Compensation Reserve Fund this fund was formed in the early 2000's by management to reserve cash equal to the yearly actuarially determined amount to fund the Hospital's postretirement health and life insurance program. Note this program was frozen in 1995 for all new hires after that date.

PTO (Paid Time Off) Liability Fund – originally formed in 1993 as the new 501(c)(3) Hospital began operations, management thought as a business requirement of this vested benefit program that monies should be set aside to extinguish this employee liability should such a circumstance arise. This balance is equal to the PTO Liability on the Balance Sheet.

Malpractice Reserve Fund – originally established in 1989 by the then District's Finance Committee and continued by the Hospital. The amount is actuarially determined each year as part of the annual audit to fund potential claims less than \$50,000. Above \$50,000 our policy with the BETA Healthcare Group kicks in to a \$30 million limit per claim/\$40 million in the aggregate.

Catastrophic Loss Fund – was established in 1999 by the Hospital Board to be a "self-insurance" reserve fund for potential non-major earthquake repairs. Initially funded by the District transferring \$5 million and has been added to by the last major payment from FEMA for the damage caused the Hospital by the October 1989 earthquake. It is to be noted that it took 10 years to receive final settlement from FEMA grants that totaled \$6.8 million that did mostly cover all the necessary repairs.

APPENDIX

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

11 months ending 5/31/2017

| PERIOD 11 FY 2016 | PERIOD 11 FY 2017 | PERIOD 11 Budget 2017 | Variance Fav (Unfav) | Var% | \$000s | YTD FY 2016 | YTD FY 2017 | YTD Budget 2017 | Variance Fav (Unfav) | Var% |
|--------------------------|----------------------|--------------------------|-------------------------|--------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|---------------|
| OPERATING REVENUE | | | | | | | | | | |
| 203,708 | 220,897 | 202,591 | 18,306 | 9.0% | Gross Revenue | 2,070,126 | 2,262,281 | 2,168,277 | 94,005 | 4.3% |
| (144,860) | (160,805) | (142,220) | (18,585) | 13.1% | Deductions | (1,498,502) | (1,646,517) | (1,579,709) | (66,809) | 4.2% |
| 58,848 | 60,092 | 60,371 | (279) | -0.5% | Net Patient Revenue | 571,624 | 615,764 | 588,568 | 27,196 | 4.6% |
| 1,475 | 3,630 | 1,873 | 1,757 | 93.8% | Other Operating Revenue | 17,693 | 22,404 | 20,611 | 1,793 | 8.7% |
| 60,323 | 63,722 | 62,244 | 1,478 | 2.4% | Total Operating Revenue | 589,316 | 638,168 | 609,179 | 28,989 | 4.8% |
| OPERATING EXPENSE | | | | | | | | | | |
| 33,014 | 32,622 | 32,853 | 231 | 0.7% | Salaries & Wages | 330,989 | 341,891 | 350,450 | 8,558 | 2.4% |
| 8,899 | 9,510 | 8,154 | (1,356) | -16.6% | Supplies | 87,366 | 88,091 | 88,619 | 528 | 0.6% |
| 5,550 | 7,405 | 6,526 | (879) | -13.5% | Fees & Purchased Services | 75,502 | 73,975 | 72,303 | (1,672) | -2.3% |
| 517 | 744 | 593 | (152) | -25.6% | Other Operating Expense | 15,271 | 7,488 | 7,266 | (222) | -3.1% |
| 617 | 292 | 448 | 156 | 34.8% | Interest | 5,575 | 3,851 | 4,930 | 1,080 | 21.9% |
| 3,723 | 3,453 | 3,884 | 431 | 11.1% | Depreciation | 38,926 | 38,419 | 41,949 | 3,529 | 8.4% |
| 52,319 | 54,027 | 52,458 | (1,569) | -3.0% | Total Operating Expense | 553,630 | 553,715 | 565,516 | 11,801 | 2.1% |
| 8,003 | 9,695 | 9,786 | (91) | -0.9% | Net Operating Income/(Loss) | 35,686 | 84,453 | 43,663 | 40,790 | 93.4% |
| 3,242 | 9,191 | 729 | 8,462 | 1160.9% | Non Operating Income | (12,429) | 56,129 | 8,018 | 48,110 | 600.0% |
| 11,245 | 18,885 | 10,515 | 8,371 | 79.6% | Net Income(Loss) | 23,257 | 140,582 | 51,681 | 88,901 | 172.0% |
| 20.5% | 21.1% | 22.7% | -1.6% | | EBITDA | 13.6% | 19.9% | 14.9% | 5.0% | |
| 13.3% | 15.2% | 15.7% | -0.5% | | Operating Margin | 6.1% | 13.2% | 7.2% | 6.1% | |
| 18.6% | 29.6% | 16.9% | 12.7% | | Net Margin | 3.9% | 22.0% | 8.5% | 13.5% | |

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

11 months ending 5/31/2017

| PERIOD 11 FY 2016 | PERIOD 11 FY 2017 | PERIOD 11 Budget 2017 | Variance Fav (Unfav) | Var% | \$000s | YTD FY 2016 | YTD FY 2017 | YTD Budget 2017 | Variance Fav (Unfav) | Var% |
|--------------------------|----------------------|--------------------------|-------------------------|----------------|-----------------------------|----------------|----------------|--------------------|-------------------------|---------------|
| OPERATING REVENUE | | | | | | | | | | |
| 40,103 | 43,198 | 46,108 | (2,910) | -6.3% | Gross Revenue | 450,504 | 492,251 | 493,600 | (1,349) | -0.3% |
| (29,722) | (32,637) | (33,096) | 459 | -1.4% | Deductions | (323,273) | (363,108) | (357,014) | (6,094) | 1.7% |
| 10,382 | 10,562 | 13,012 | (2,451) | -18.8% | Net Patient Revenue | 127,232 | 129,143 | 136,586 | (7,443) | -5.4% |
| 176 | 170 | 215 | (45) | -20.7% | Other Operating Revenue | 2,124 | 1,841 | 2,361 | (521) | -22.0% |
| 10,558 | 10,732 | 13,227 | (2,495) | -18.9% | Total Operating Revenue | 129,355 | 130,984 | 138,947 | (7,964) | -5.7% |
| OPERATING EXPENSE | | | | | | | | | | |
| 6,540 | 6,280 | 6,671 | 391 | 5.9% | Salaries & Wages | 66,631 | 69,324 | 70,474 | 1,149 | 1.6% |
| 1,967 | 1,945 | 1,813 | (133) | -7.3% | Supplies | 19,584 | 20,163 | 19,693 | (470) | -2.4% |
| 1,219 | 1,359 | 1,246 | (112) | -9.0% | Fees & Purchased Services | 14,853 | 14,897 | 13,700 | (1,197) | -8.7% |
| 1,490 | 1,404 | 1,695 | 290 | 17.1% | Other Operating Expense | 17,240 | 17,458 | 17,671 | 213 | 1.2% |
| 0 | 0 | 0 | 0 | 0.0% | Interest | 0 | 0 | 0 | 0 | 0.0% |
| 524 | 491 | 682 | 190 | 27.9% | Depreciation | 5,572 | 5,629 | 6,531 | 902 | 13.8% |
| 11,740 | 11,480 | 12,106 | 626 | 5.2% | Total Operating Expense | 123,880 | 127,471 | 128,069 | 598 | 0.5% |
| (1,183) | (748) | 1,121 | (1,869) | -166.7% | Net Operating Income/(Loss) | 5,475 | 3,512 | 10,878 | (7,366) | -67.7% |
| 0 | 0 | 0 | 0 | 0.0% | Non Operating Income | (26) | (10) | 0 | (10) | 0.0% |
| (1,183) | (748) | 1,121 | (1,869) | -166.7% | Net Income(Loss) | 5,449 | 3,502 | 10,878 | (7,376) | -67.8% |
| -6.2% | -2.4% | 13.6% | 7.5% | | EBITDA | 8.5% | 7.0% | 12.5% | -5.6% | |
| -11.2% | -7.0% | 8.5% | -15.4% | | Operating Margin | 4.2% | 2.7% | 7.8% | -5.1% | |
| -11.2% | -7.0% | 8.5% | -15.4% | | Net Margin | 4.2% | 2.7% | 7.8% | -5.2% | |

Capital Spend Trend & FY 18 Budget

| Capital Spending (in 000's) | Actual FY2013 | Actual FY2014 | Actual FY2015 | Actual FY2016 | Budget FY2017 | Projected FY2017 | Budget FY2018 |
|---|------------------|------------------|------------------|------------------|------------------|---------------------|------------------|
| EPIC | - | 6,838 | 29,849 | 20,798 | 6,137 | 6,137 | 1,922 |
| IT Hardware / Software Equipment | 8,019 | 2,788 | 4,660 | 6,483 | 5,391 | 5,391 | 12,238 |
| Medical / Non Medical Equipment* | 10,284 | 12,891 | 13,340 | 17,133 | 10,254 | 18,185 | 5,635 |
| Non CIP Land, Land I , BLDG, Additions | | 22,292 | - | 4,189 | - | - | - |
| Facilities | 9,294 | 13,753 | 38,940 | 48,137 | 204,477 | 170,763 | 211,886 |
| GRAND TOTAL | 27,598 | 58,561 | 86,789 | 96,740 | 226,259 | 200,476 | 231,681 |
| *Includes 2 robot purchases in projected FY 2017 & FY16 Medical/Non Medical Equipment spent in FY17 | | | | | | | |

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

| Category | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---------------|---------------|---------------|---------------|---------------|
| EPIC | 0 | 0 | 6,838 | 29,849 | 20,798 |
| 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 | 17,133 |
| Non CIP Land, Land I, BLDG, Additions | 7,311 | 0 | 22,292 | 0 | 4,189 |
| Facilities Projects CIP | | | | | |
| Mountain View Camputs Master Plan Projects | | | | | |
| 1245 - Behavioral Health Bldg Replace | 0 | 0 | 1,257 | 3,775 | 1,389 |
| 1413 - North Drive Parking Structure Exp | 0 | 0 | 0 | 167 | 1,266 |
| 1414 - Integrated MOB | 0 | 0 | 0 | 2,009 | 8,875 |
| 1422 - CUP Upgrade | 0 | 0 | 0 | 0 | 896 |
| Sub-Total Mountain View Campus Master Plan | 0 | 0 | 1,257 | 5,950 | 12,426 |
| Mountain View Capital Projects | | | | | |
| 0101 - Hosp Replace | 313 | 0 | 0 | 0 | 0 |
| 0317 - Melchor TI's | 117 | 0 | 0 | 0 | 0 |
| 0704 - 1 South Upgrade | 2 | 0 | 0 | 0 | 0 |
| 9900 - Unassigned Costs | 279 | 734 | 470 | 3,717 | 0 |
| 0803 - Park Pav Foundation | 270 | 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 |
| 1129 - Old Main Card Rehab | 400 | 9 | 0 | 0 | 0 |
| 0817 - Womens Hosp Upgrds | 1,242 | 645 | 1 | 0 | 0 |
| 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 |
| 0800 - Womens L&D Expansion | 129 | 2,104 | 1,531 | 269 | 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 |
| 1315 - 205 So. Drive TI's | 0 | 0 | 500 | 2 | 0 |
| 0908 - NPCR3 Seismic Upgrds | 554 | 1,302 | 1,224 | 1,328 | 240 |
| 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 |
| 1224 - Rehab Bldg HVAC Upgrades | 0 | 11 | 202 | 81 | 14 |
| 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 |

| Category | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|---------------|---------------|---------------|---------------|---------------|
| Facilities Projects CIP cont. | | | | | |
| 1327 - Rehab Building Upgrades | 0 | 0 | 0 | 15 | 20 |
| 1320 - 2500 Hosp Dr Roofing | 0 | 0 | 75 | 81 | 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 |
| 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 |
| 1415 - Signage & Wayfinding | 0 | 0 | 0 | 0 | 106 |
| 1416 - MV Campus Digital Directories | 0 | 0 | 0 | 0 | 34 |
| 1423 - MV MOB TI Allowance | 0 | 0 | 0 | 0 | 588 |
| 1425 - IMOB Preparation Project - Old Main | 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 Pavillion Tomosynthesis | 0 | 0 | 0 | 0 | 53 |
| 1504 - Equipment Support Infrastructure | 0 | 0 | 0 | 61 | 311 |
| 1523 - Melchor Pavillion Suite 309 TI | 0 | 0 | 0 | 0 | 10 |
| 1526 - CONCERN TI | 0 | 0 | 0 | 0 | 37 |
| Sub-Total Mountain View Projects | 8,380 | 8,145 | 7,219 | 26,744 | 5,588 |
| 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 |
| 1005 - LG OR Light Upgrd | 108 | 14 | 0 | 0 | 0 |
| 1102 - LG Joint Hotel | 657 | 0 | 0 | 0 | 0 |
| 1122 - LG Sleep Studies | 147 | 7 | 0 | 0 | 0 |
| 1210 - Los Gatos VOIP | 1 | 147 | 89 | 0 | 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 |
| 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 |
| 1219 - LG Spine OR | 0 | 0 | 214 | 323 | 633 |
| 1221 - LG Kitchen Refrig | 0 | 0 | 85 | 0 | 0 |
| 1248 - LG - CT Upgrades | 0 | 0 | 26 | 345 | 197 |
| 1249 - LG Mobile Imaging | 0 | 0 | 146 | 0 | 0 |
| 1328 - LG Ortho Canopy FY14 | 0 | 0 | 255 | 209 | 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 |
| 1421 - LG MOB Improvements | 0 | 0 | 0 | 198 | 65 |
| Sub-Total Los Gatos Projects | 1,174 | 1,150 | 5,276 | 6,246 | 6,116 |
| 1550 - Land Acquisition | 0 | 0 | 0 | 0 | 24,007 |
| Sub-Total Other Strategic Projects | 0 | 0 | 0 | 0 | 24,007 |
| Subtotal Facilities Projects CIP | 9,553 | 9,294 | 13,753 | 38,940 | 48,137 |
| Grand Total | 35,357 | 27,598 | 58,561 | 86,789 | 96,740 |
| Forecast at Beginning of year | 47,138 | 70,503 | 70,037 | 101,607 | 114,025 |