



El Camino Hospital
THE HOSPITAL OF SILICON VALLEY

**Summary of Financial Operations
Fiscal Year 2019 – Period 8**

7/1/2018 to 2/28/2019

El Camino Hospital Board of Directors

Iftikhar Hussain, CFO

April 10, 2018

Financial Overview

Volume:

- Weak volume in the last 2 months brings the YTD combined volume measured in adjusted discharges to drop below budget by 0.7%. Inpatient volume is lower in General/Pulmonary Medicine, MCH (deliveries), and Ortho/Spine service lines.
- YTD outpatient volume is below budget -0.7% mainly in ED due to lower level of flu activity and 322 Cases for LG Infusion which has been delayed to Q2 FY20.
- Imaging and Rehab services remain favorable to budget.

Financial Performance:

- Operating income is favorable to budget by 20.8% (\$13.6M) YTD primarily due to favorable revenue cycle operations.
- YTD Operating Expense is favorable to budget 1.1% (\$6.0M). YTD Salaries & Wages are favorable to budget by 1.0% (\$3.3M). YTD Non Labor expenses are also favorable to budget by 1.3% (\$2.78M).

Payor Mix:

- YTD, Medicare is 1.7 percentage points unfavorable to budget and the Commercial Payor mix is 1.7 percentage points unfavorable to budget. Commercial mix has declined due to lower MCH volume

Cost:

- Prod FTEs were favorable to target for February by 1.3% and on budget YTD.

Balance Sheet:

- Cash position remains strong and revenue cycle operation consistently ahead of targets and benchmarks.

Dashboard - ECH combined as of February 28, 2019

| | Month | | | | YTD | | | |
|---|---------|---------|------------|-----------------------|---------|---------|------------|-----------------------|
| | PY | CY | Bud/Target | Variance CY vs Bud | PY | CY | Bud/Target | Variance CY vs Bud |
| Volume | | | | | | | | |
| Licenced Beds | 443 | 443 | 443 | - | 443 | 443 | 443 | - |
| ADC | 243 | 258 | 257 | 1 | 244 | 237 | 243 | (6) |
| Utilization MV | 68% | 71% | 69% | 1% | 67% | 65% | 67% | -2% |
| Utilization LG | 28% | 32% | 34% | -2% | 30% | 29% | 30% | -1% |
| Utilization Combined | 55% | 58% | 58% | 0% | 55% | 54% | 55% | -1% |
| Financial Perf. | | | | | | | | |
| Total Operating Revenue | 69,564 | 75,544 | 75,532 | 13 | 610,103 | 625,572 | 618,017 | 7,555 |
| Operating Income \$ | 7,600 | 9,224 | 6,951 | 2,273 | 94,643 | 79,044 | 65,446 | 13,597 |
| Operating Margin | 10.9% | 12.2% | 9.2% | 3.0% | 15.5% | 12.6% | 10.6% | 2.0% |
| EBIDA % | 18.0% | 18.5% | 15.7% | 2.9% | 21.5% | 18.6% | 16.8% | 1.8% |
| Payor Mix | | | | | | | | |
| Medicare | 49.6% | 52.9% | 46.9% | 5.9% | 47.2% | 48.4% | 46.6% | 1.8% |
| Medi-Cal | 7.9% | 8.2% | 8.0% | 0.2% | 7.9% | 8.1% | 7.9% | 0.2% |
| Total Commercial | 39.6% | 36.5% | 42.5% | -6.1% | 42.6% | 41.1% | 42.8% | -1.7% |
| Other | 2.9% | 2.5% | 2.5% | -0.1% | 2.4% | 2.4% | 2.7% | -0.2% |
| Cost | | | | | | | | |
| Total FTE | 2,591.7 | 2,713.2 | 2,786.1 | (73) | 2,575.8 | 2,647.1 | 2,679.7 | (33) |
| Productive Hrs/APD | 30.2 | 30.2 | 30.7 | (1) | 29.9 | 30.6 | 31.6 | (1) |
| Balance Sheet | | | | | | | | |
| Net Days in AR | 50.7 | 49.1 | 48.0 | 1 | 50.7 | 49.1 | 48.0 | 1.1 |
| Days Cash | 505 | 504 | 449 | 55 | 505 | 504 | 449 | 55 |
| Affiliates - Net Income (\$000s) | | | | | | | | |
| Hosp | (7,298) | 24,790 | 7,298 | 17,493 | 139,987 | 77,367 | 68,878 | 8,489 |
| Concern | (245) | 327 | 101 | 226 | 865 | 1,898 | 597 | 1,302 |
| ECSC | (1) | (17) | 0 | (17) | (22) | (47) | 0 | (47) |
| Foundation | (701) | 496 | 148 | 348 | 1,516 | 1,445 | 1,083 | 362 |
| SVMD | (416) | 41 | 29 | 12 | (282) | 1,217 | (167) | 1,384 |

Budget Variances

Fiscal Year 2019 YTD (7/1/2018-2/28/2019) Waterfall

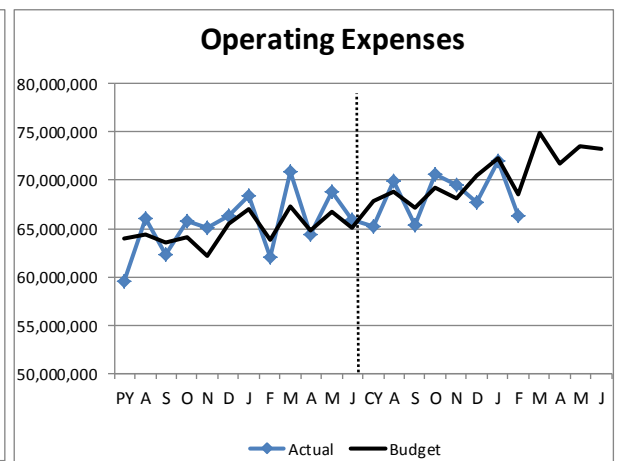
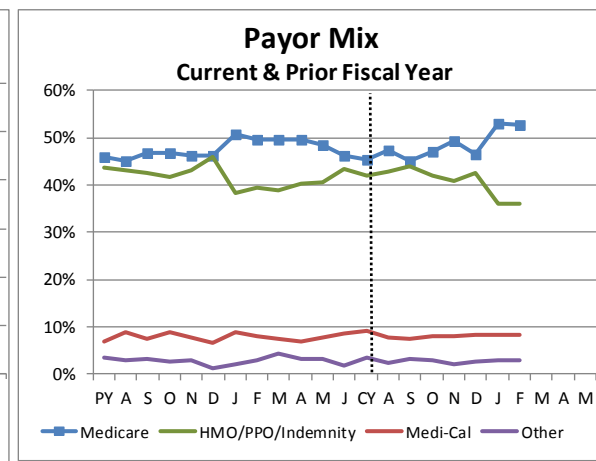
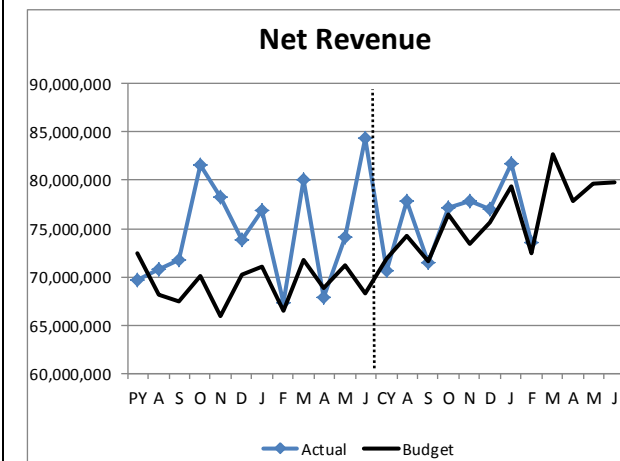
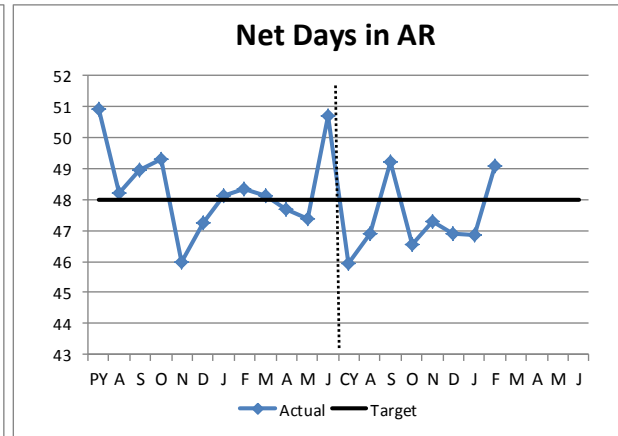
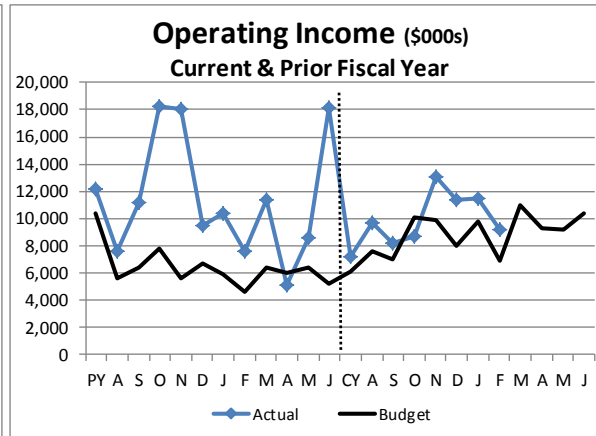
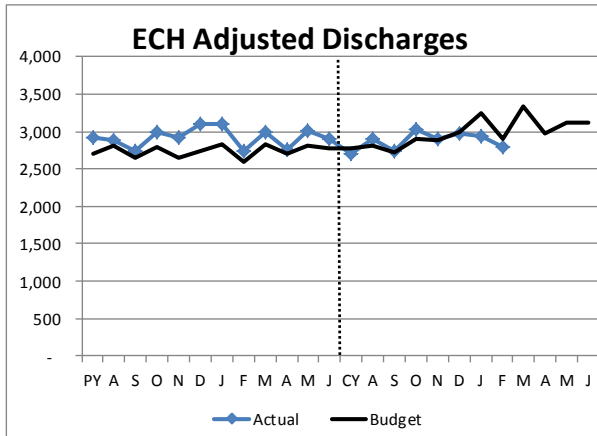
| (in thousands; \$000s) | Year to Date (YTD) | |
|--|--------------------|---------------|
| | Net Op Income | % Net Revenue |
| Budgeted Hospital Operations FY2019 | 65,446 | 10.6% |
| Net Revenue | 7,555 | 1.2% |
| Labor and Benefit Expense Change - Flexing staff and vacancies in support departments. | 3,287 | 0.5% |
| Professional Fees & Purchased Services - JACHO readiness and purchased services (in place of FTE) are the biggest drivers | (580) | -0.1% |
| Supplies - Positive variance in Drugs due to slow growth in OP Pharmacy. | 2,268 | 0.4% |
| Other Expenses | (142) | 0.0% |
| Depreciation & Interest - primarily due to delayed capital spending | 1,209 | 0.2% |
| Actual Hospital Operations FY2019 | 79,044 | 12.6% |

El Camino Hospital (\$000s)

Period ending 02/28/2019

| Period 8 FY 2018 | Period 8 FY 2019 | Period 8 Budget 2019 | Variance Fav (Unfav) | Var% | \$000s | YTD FY 2018 | YTD FY 2019 | YTD Budget 2019 | Variance Fav (Unfav) | Var% |
|--------------------------|---------------------|-------------------------|-------------------------|---------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|--------------|
| OPERATING REVENUE | | | | | | | | | | |
| 259,224 | 284,875 | 282,064 | 2,812 | 1.0% | Gross Revenue | 2,201,507 | 2,293,250 | 2,305,973 | (12,723) | (0.6%) |
| (191,860) | (211,260) | (209,644) | (1,616) | (0.8%) | Deductions | (1,611,332) | (1,686,016) | (1,711,024) | 25,008 | 1.5% |
| 67,364 | 73,615 | 72,419 | 1,196 | 1.7% | Net Patient Revenue | 590,175 | 607,234 | 594,949 | 12,285 | 2.1% |
| 2,200 | 1,929 | 3,113 | (1,184) | (38.0%) | Other Operating Revenue | 19,928 | 18,338 | 23,068 | (4,730) | (20.5%) |
| 69,564 | 75,544 | 75,532 | 13 | 0.0% | Total Operating Revenue | 610,103 | 625,572 | 618,017 | 7,555 | 1.2% |
| OPERATING EXPENSE | | | | | | | | | | |
| 37,254 | 40,128 | 41,177 | 1,050 | 2.5% | Salaries & Wages | 312,367 | 331,215 | 334,502 | 3,287 | 1.0% |
| 9,625 | 10,695 | 11,342 | 647 | 5.7% | Supplies | 82,735 | 87,442 | 89,710 | 2,268 | 2.5% |
| 7,906 | 8,197 | 8,879 | 682 | 7.7% | Fees & Purchased Services | 65,645 | 71,296 | 70,717 | (580) | (0.8%) |
| 2,224 | 2,519 | 2,290 | (229) | (10.0%) | Other Operating Expense | 18,441 | 19,435 | 19,292 | (142) | (0.7%) |
| 741 | 468 | 490 | 22 | 4.5% | Interest | 3,602 | 2,965 | 2,921 | (44) | (1.5%) |
| 4,213 | 4,315 | 4,403 | 88 | 2.0% | Depreciation | 32,670 | 34,175 | 35,429 | 1,254 | 3.5% |
| 61,963 | 66,321 | 68,581 | 2,260 | 3.3% | Total Operating Expense | 515,460 | 546,528 | 552,571 | 6,043 | 1.1% |
| 7,600 | 9,224 | 6,951 | 2,273 | 32.7% | Net Operating Income/(Loss) | 94,643 | 79,044 | 65,446 | 13,597 | 20.8% |
| (14,898) | 15,567 | 346 | 15,220 | 4393.6% | Non Operating Income | 45,344 | (1,677) | 3,431 | (5,108) | (148.9%) |
| (7,298) | 24,790 | 7,298 | 17,493 | 239.7% | Net Income(Loss) | 139,987 | 77,367 | 68,878 | 8,489 | 12.3% |
| 18.0% | 18.5% | 15.7% | 2.9% | | EBITDA | 21.5% | 18.6% | 16.8% | 1.8% | |
| 10.9% | 12.2% | 9.2% | 3.0% | | Operating Margin | 15.5% | 12.6% | 10.6% | 2.0% | |
| -10.5% | 32.8% | 9.7% | 23.2% | | Net Margin | 22.9% | 12.4% | 11.1% | 1.2% | |

Monthly Financial Trends



El Camino Hospital Investment Committee Scorecard December 31, 2018

| Key Performance Indicator | Status | El Camino | Benchmark | El Camino | Benchmark | El Camino | Benchmark | FY19 Year-end Budget | Expectation Per Asset Allocation |
|---|--------|-----------|-------------------------|---------------------|-----------|---------------------------------------|-----------|----------------------------|--|
| Investment Performance | | | | | | | | | |
| | | 4Q 2018 | | Fiscal Year-to-date | | 6y 2m Since Inception (annualized) | | | 2018 |
| Surplus cash balance* | | \$933.4 | -- | -- | -- | -- | -- | \$886.6 | -- |
| Surplus cash return | | -6.2% | -5.7% | -4.0% | -3.8% | 4.5% | 4.3% | 3.2% | 5.3% |
| Cash balance plan balance (millions) | | \$249.2 | -- | -- | -- | -- | -- | \$276.9 | -- |
| Cash balance plan return | | -7.9% | -7.0% | -5.3% | -4.7% | 6.5% | 5.8% | 6.0% | 5.7% |
| 403(b) plan balance (millions) | | \$435.2 | -- | -- | -- | -- | -- | -- | -- |
| Risk vs. Return | | | | | | | | | |
| | | 3-year | | | | 6y 2m Since Inception (annualized) | | | 2018 |
| Surplus cash Sharpe ratio | | 0.73 | 0.70 | -- | -- | 0.88 | 0.86 | -- | 0.43 |
| Net of fee return | | 4.6% | 4.3% | -- | -- | 4.5% | 4.3% | -- | 5.3% |
| Standard deviation | | 5.0% | 4.7% | -- | -- | 4.5% | 4.4% | -- | 6.7% |
| Cash balance Sharpe ratio | | 0.70 | 0.70 | -- | -- | 1.00 | 0.94 | -- | 0.40 |
| Net of fee return | | 5.3% | 5.0% | -- | -- | 6.5% | 5.8% | -- | 5.7% |
| Standard deviation | | 6.2% | 5.7% | -- | -- | 6.0% | 5.6% | -- | 8.1% |
| Asset Allocation | | | | | | | | | |
| | | 4Q 2018 | | | | | | | |
| Surplus cash absolute variances to target | | 9.4% | < 10% | -- | -- | -- | -- | -- | -- |
| Cash balance absolute variances to target | | 5.4% | < 10% | -- | -- | -- | -- | -- | -- |
| Manager Compliance | | | | | | | | | |
| | | 4Q 2018 | | | | | | | |
| Surplus cash manager flags | | 28 | <24 Green <30 Yellow | -- | -- | -- | -- | -- | -- |
| Cash balance plan manager flags | | 33 | <27 Green <34 Yellow | -- | -- | -- | -- | -- | -- |

*Excludes debt reserve funds (~\$129 mm), District assets (~\$34 mm), and balance sheet cash not in investable portfolio (~\$125 mm).

Includes Foundation (~\$28 mm) and Concern (~\$13 mm) assets. Budget adds back in current Foundation and Concern assets and backs out current debt reserve funds.



Balance Sheet (in thousands)

| ASSETS | | Audited | | LIABILITIES AND FUND BALANCE | | | |
|--------------------------------|--|-------------------|------------------|---|--|-------------------|------------------|
| | | February 28, 2019 | June 30, 2018 | | | February 28, 2019 | June 30, 2018 |
| CURRENT ASSETS | | | | CURRENT LIABILITIES | | | |
| | Cash | 122,714 | 118,992 | (5) Accounts Payable | | 59,030 | 49,925 |
| | Short Term Investments | 169,709 | 150,664 | Salaries and Related Liabilities | | 25,098 | 26,727 |
| | Patient Accounts Receivable, net | 126,697 | 124,427 | Accrued PTO | | 24,437 | 24,532 |
| | Other Accounts and Notes Receivable | 2,711 | 3,402 | Worker's Comp Reserve | | 2,300 | 2,300 |
| | Intercompany Receivables | 2,136 | 2,090 | Third Party Settlements | | 11,733 | 10,068 |
| (1) | Inventories and Prepays | 80,798 | 75,594 | Intercompany Payables | | 79 | 125 |
| | Total Current Assets | 504,764 | 475,171 | Malpractice Reserves | | 1,831 | 1,831 |
| | | | | Bonds Payable - Current | | 3,965 | 3,850 |
| BOARD DESIGNATED ASSETS | | | | (6) Bond Interest Payable | | 3,539 | 12,975 |
| | Plant & Equipment Fund | 161,376 | 153,784 | Other Liabilities | | 7,769 | 8,909 |
| (2) | Women's Hospital Expansion | 15,472 | 9,298 | Total Current Liabilities | | 139,782 | 141,242 |
| (3) | Operational Reserve Fund | 139,057 | 127,908 | | | | |
| | Community Benefit Fund | 17,819 | 18,675 | LONG TERM LIABILITIES | | | |
| | Workers Compensation Reserve Fund | 21,403 | 20,263 | Post Retirement Benefits | | 29,612 | 29,212 |
| | Postretirement Health/Life Reserve Fund | 29,612 | 29,212 | Worker's Comp Reserve | | 19,103 | 17,963 |
| | PTO Liability Fund | 24,437 | 24,532 | Other L/T Obligation (Asbestos) | | 3,936 | 3,859 |
| | Malpractice Reserve Fund | 1,831 | 1,831 | Other L/T Liabilities (IT/Medl Leases) | | - | - |
| | Catastrophic Reserves Fund | 18,882 | 18,322 | (7) Bond Payable | | 513,960 | 517,781 |
| | Total Board Designated Assets | 429,890 | 403,826 | Total Long Term Liabilities | | 566,611 | 568,815 |
| (4) | FUNDS HELD BY TRUSTEE | 111,697 | 197,620 | | | | |
| | | | | DEFERRED REVENUE-UNRESTRICTED | | 307 | 528 |
| | LONG TERM INVESTMENTS | 340,870 | 345,684 | | | | |
| | | | | DEFERRED INFLOW OF RESOURCES | | 22,835 | 22,835 |
| | INVESTMENTS IN AFFILIATES | 32,934 | 32,412 | | | | |
| | | | | FUND BALANCE/CAPITAL ACCOUNTS | | | |
| | PROPERTY AND EQUIPMENT | | | Unrestricted | | 1,299,448 | 1,243,529 |
| | Fixed Assets at Cost | 1,294,153 | 1,261,854 | Board Designated | | 429,890 | 403,825 |
| | Less: Accumulated Depreciation | (603,349) | (577,959) | Restricted | | 0 | 0 |
| | Construction in Progress | 327,138 | 220,991 | (8) Total Fund Bal & Capital Accts | | 1,729,338 | 1,647,355 |
| | Property, Plant & Equipment - Net | 1,017,942 | 904,886 | | | | |
| | | | | TOTAL LIABILITIES AND FUND BALANCE | | 2,458,873 | 2,380,776 |
| | DEFERRED OUTFLOWS | 20,777 | 21,177 | | | | |
| | RESTRICTED ASSETS - CASH | 0 | 0 | | | | |
| | TOTAL ASSETS | 2,458,873 | 2,380,776 | | | | |

February 2019 El Camino Hospital Comparative Balance Sheet Variances and Footnotes

- (1) The increase is due to annual insurance premiums for D&O, Property and Auto that are paid in July and amortized throughout the fiscal year. Also a quarterly pension funding was paid.
- (2) The increase is due to the District making a transfer from its Capital Appropriation Fund in support of the upcoming renovation to the Women's Hospital.
- (3) The increase is due to annual resetting of the 60 day Operational Reserve based on the new FY2019 budget that has started.
- (4) Decrease is due to draws from the 2015A/2017 Bond Project funds for the on-going IMOB and BHS construction and semi-annual 2015/2017 bond payment
- (5) Decrease is due to the yearend accruals that were paid out in July and August.
- (6) Semi-annual bond payments of interest and principal were made on the 2015A and 2017 Bonds in August and January.
- (7) Decrease is due to the establishment of FY2020 2015A Bond Principal Payable in January.
- (8) Increase in total Fund Balance is driven by y-t-d net income and that Capital Appropriate Fund transfer by District, discussed in item #2 above.

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

- **Plant & Equipment Fund** – original established by the District Board in the early 1960's to fund new capital expansion projects of building facilities or equipment (new or replacements). The funds came from the M&O property taxes being received and the funding depreciation expense at 100%. When at the end of 1992, the 501(c)(3) Hospital was performed by the District, the property tax receipts remained with the District. The newly formed Hospital entity continued on with funding depreciation expense, but did that funding at 130% of the depreciation expense to account for an expected replacement cost of current plant and property assets. It is to be noted that within this fund is an itemized amount of \$14 million for the Behavioral Health Service building replacement project. This amount came from the District's Capital Appropriation Fund (excess Gann Limit property taxes) of the fiscal years of 2010 thru 2013 by various District board actions.
- **Women's Hospital Expansion** – established June 2016 by the District authorizing the amounts accumulated in its Capital Appropriation Fund (excess Gann Limit property taxes) for the fiscal years of 2014 and 2015 to be allocated for the renovation of the Women's Hospital upon the completion of Integrated Medical Office Building currently under construction. At the end of fiscal year 2018 another \$6.2 million was added to this fund.
- **Operational Reserve Fund** – originally established by the District in May 1992 to establish a fund equal to sixty (60) days of operational expenses (based on the current projected budget) and only be used in the event of a major business interruption event and/or cash flow.
- **Community Benefit Fund** – following in the footsteps of the District in 2008 of forming its Community Benefit Fund using Gann Limit tax receipts, the Hospital in 2010 after opening its campus outside of District boundaries in Los Gatos formed its own Community Benefit Fund to provide grants/sponsorships in Los Gatos and surrounding areas. The funds come from the Hospital reserving \$1.5M a year from its operations, the entity of CONCERN contributing 40% of its annual income each year (an amount it would have paid in corporate taxes if it wasn't granted tax exempt status), that generates an amount of \$500,000 or more a year. \$15 million within this fund is a board designated endowment fund formed in 2015 with a \$10 million contribution, and added to at the end of the 2017 fiscal year end with another \$5 million contribution, to generate investment income to be used for grants and sponsorships, in fiscal year it generated over \$1.1 million of investment income for the program.

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

- **Workers Compensation Reserve Fund** – as the Hospital is self-insured for its workers compensation program (since 1978) this fund was originally formed in early 2000's by management to reserve cash equal to the yearly actuarially determined Workers Compensation amount. The thought being if the business was to terminate for some reason this is the amount in cash that would be needed to pay out claims over the next few years.
- **Postretirement Health/Life Reserve Fund** – following the same formula as the Workers Compensation Reserve Fund this fund was formed in the early 2000's by management to reserve cash equal to the yearly actuarially determined amount to fund the Hospital's postretirement health and life insurance program. Note this program was frozen in 1995 for all new hires after that date. At the end of fiscal year 2018, GASB #75 was implemented that now represents the full actuarially determined liability.
- **PTO (Paid Time Off) Liability Fund** – originally formed in 1993 as the new 501(c)(3) Hospital began operations, management thought as a business requirement of this vested benefit program that monies should be set aside to extinguish this employee liability should such a circumstance arise. This balance is equal to the PTO Liability on the Balance Sheet.
- **Malpractice Reserve Fund** – originally established in 1989 by the then District's Finance Committee and continued by the Hospital. The amount is actuarially determined each year as part of the annual audit to fund potential claims less than \$50,000. Above \$50,000 our policy with the BETA Healthcare Group kicks in to a \$30 million limit per claim/\$40 million in the aggregate.
- **Catastrophic Loss Fund** – was established in 1999 by the Hospital Board to be a "self-insurance" reserve fund for potential non-major earthquake repairs. Initially funded by the District transferring \$5 million and has been added to by the last major payment from FEMA for the damage caused the Hospital by the October 1989 earthquake. It is to be noted that it took 10 years to receive final settlement from FEMA grants that totaled \$6.8 million that did mostly cover all the necessary repairs.

APPENDIX

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

Period ending 02/28/2019

| Period 8 FY 2018 | Period 8 FY 2019 | Period 8 Budget 2019 | Variance Fav (Unfav) | Var% | \$000s | YTD FY 2018 | YTD FY 2019 | YTD Budget 2019 | Variance Fav (Unfav) | Var% |
|--------------------------|---------------------|-------------------------|-------------------------|---------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|--------------|
| OPERATING REVENUE | | | | | | | | | | |
| 217,551 | 233,158 | 224,782 | 8,376 | 3.7% | Gross Revenue | 1,804,329 | 1,884,004 | 1,877,441 | 6,563 | 0.3% |
| (159,423) | (171,466) | (167,505) | (3,961) | (2.4%) | Deductions | (1,318,516) | (1,383,260) | (1,396,060) | 12,799 | 0.9% |
| 58,128 | 61,692 | 57,277 | 4,415 | 7.7% | Net Patient Revenue | 485,813 | 500,744 | 481,381 | 19,363 | 4.0% |
| 2,000 | 1,614 | 2,873 | (1,260) | (43.8%) | Other Operating Revenue | 18,552 | 15,996 | 21,151 | (5,155) | (24.4%) |
| 60,128 | 63,306 | 60,150 | 3,155 | 5.2% | Total Operating Revenue | 504,365 | 516,739 | 502,532 | 14,208 | 2.8% |
| OPERATING EXPENSE | | | | | | | | | | |
| 31,178 | 33,533 | 33,907 | 375 | 1.1% | Salaries & Wages | 260,011 | 276,053 | 279,139 | 3,086 | 1.1% |
| 8,111 | 8,761 | 8,908 | 147 | 1.7% | Supplies | 66,791 | 71,218 | 72,634 | 1,415 | 1.9% |
| 6,657 | 6,832 | 7,578 | 746 | 9.8% | Fees & Purchased Services | 54,910 | 60,015 | 59,986 | (29) | (0.0%) |
| 768 | 954 | 783 | (171) | (21.9%) | Other Operating Expense | 5,892 | 6,941 | 6,957 | 16 | 0.2% |
| 741 | 468 | 490 | 22 | 4.5% | Interest | 3,602 | 2,965 | 2,921 | (44) | (1.5%) |
| 3,523 | 3,526 | 3,665 | 139 | 3.8% | Depreciation | 27,952 | 28,094 | 29,487 | 1,394 | 4.7% |
| 50,977 | 54,073 | 55,331 | 1,258 | 2.3% | Total Operating Expense | 419,158 | 445,286 | 451,124 | 5,838 | 1.3% |
| 9,151 | 9,233 | 4,819 | 4,413 | 91.6% | Net Operating Income/(Loss) | 85,207 | 71,453 | 51,408 | 20,046 | 39.0% |
| (14,898) | 15,567 | 346 | 15,220 | 4393.6% | Non Operating Income | 45,389 | (1,677) | 3,431 | (5,108) | (148.9%) |
| (5,748) | 24,799 | 5,166 | 19,633 | 380.1% | Net Income(Loss) | 130,596 | 69,776 | 54,839 | 14,937 | 27.2% |
| 22.3% | 20.9% | 14.9% | 6.0% | | EBITDA | 23.2% | 19.8% | 16.7% | 3.2% | |
| 15.2% | 14.6% | 8.0% | 6.6% | | Operating Margin | 16.9% | 13.8% | 10.2% | 3.6% | |
| -9.6% | 39.2% | 8.6% | 30.6% | | Net Margin | 25.9% | 13.5% | 10.9% | 2.6% | |

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

Period ending 02/28/2019

| Period 8 FY 2018 | Period 8 FY 2019 | Period 8 Budget 2019 | Variance Fav (Unfav) | Var% | \$000s | YTD FY 2018 | YTD FY 2019 | YTD Budget 2019 | Variance Fav (Unfav) | Var% |
|--------------------------|---------------------|-------------------------|-------------------------|-----------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|----------------|
| OPERATING REVENUE | | | | | | | | | | |
| 41,674 | 51,718 | 57,281 | (5,564) | (9.7%) | Gross Revenue | 397,178 | 409,246 | 428,532 | (19,286) | (4.5%) |
| (32,437) | (39,794) | (42,139) | 2,345 | 5.6% | Deductions | (292,816) | (302,756) | (314,964) | 12,209 | 3.9% |
| 9,236 | 11,923 | 15,142 | (3,219) | (21.3%) | Net Patient Revenue | 104,363 | 106,490 | 113,568 | (7,077) | (6.2%) |
| 200 | 315 | 239 | 76 | 31.8% | Other Operating Revenue | 1,376 | 2,343 | 1,918 | 425 | 22.1% |
| 9,436 | 12,239 | 15,381 | (3,143) | (20.4%) | Total Operating Revenue | 105,738 | 108,833 | 115,485 | (6,653) | (5.8%) |
| OPERATING EXPENSE | | | | | | | | | | |
| 6,076 | 6,595 | 7,270 | 675 | 9.3% | Salaries & Wages | 52,356 | 55,162 | 55,363 | 201 | 0.4% |
| 1,514 | 1,934 | 2,434 | 500 | 20.5% | Supplies | 15,944 | 16,223 | 17,076 | 853 | 5.0% |
| 1,249 | 1,365 | 1,301 | (64) | (4.9%) | Fees & Purchased Services | 10,734 | 11,281 | 10,731 | (551) | (5.1%) |
| 1,457 | 1,565 | 1,507 | (58) | (3.9%) | Other Operating Expense | 12,549 | 12,494 | 12,335 | (159) | (1.3%) |
| 0 | 0 | 0 | 0 | 0.0% | Interest | 0 | 0 | 0 | 0 | 0.0% |
| 691 | 789 | 738 | (51) | (6.9%) | Depreciation | 4,719 | 6,081 | 5,941 | (140) | (2.4%) |
| 10,986 | 12,247 | 13,250 | 1,002 | 7.6% | Total Operating Expense | 96,303 | 101,242 | 101,447 | 205 | 0.2% |
| (1,550) | (9) | 2,132 | (2,141) | (100.4%) | Net Operating Income/(Loss) | 9,436 | 7,591 | 14,039 | (6,448) | (45.9%) |
| 0 | 0 | 0 | 0 | 0.0% | Non Operating Income | (45) | 0 | 0 | 0 | 0.0% |
| (1,550) | (9) | 2,132 | (2,141) | (100.4%) | Net Income(Loss) | 9,391 | 7,591 | 14,039 | (6,448) | (45.9%) |
| -9.1% | 6.4% | 18.7% | (12.3%) | | EBITDA | 13.4% | 12.6% | 17.3% | (4.7%) | |
| -16.4% | -0.1% | 13.9% | (13.9%) | | Operating Margin | 8.9% | 7.0% | 12.2% | (5.2%) | |
| -16.4% | -0.1% | 13.9% | (13.9%) | | Net Margin | 8.9% | 7.0% | 12.2% | (5.2%) | |

- Lower Gross Revenue:
 - -\$2.5M Due to delay start of the Infusion center
 - -\$1.2M OR and OR Related Supplies (Spine/Orthopedic cases)
 - -\$700K Delivery related volume shortfall
- Patient Days are lower than expected by 5%
- Contract labor showing up in the Fees and Purchased services are offset by open positions in employee Salaries and Wages.
- Lower Gross Revenue:
 - -\$10.2M OR and OR Related Supplies (Spine/Orthopedic cases)
 - -\$1.2M Delivery related volume shortfall
 - -\$2.5M Due to delay start of the Infusion center
 - -\$1.0M OP Emergency Room
- High purchased services due to higher rehab volume (paid per case) (\$475K)
- TJC facility repair and maintenance costs in the early part of the fiscal year continues to be reflected in the YTD numbers.

Non Operating Items and Net Income by Affiliate

\$ in thousands

| | Period 8 - Month | | | Period 8 - FYTD | | |
|---|------------------|--------------|---------------|-----------------|---------------|----------------|
| | Actual | Budget | Variance | Actual | Budget | Variance |
| El Camino Hospital Income (Loss) from Operations | | | | | | |
| Mountain View | 9,233 | 4,819 | 4,413 | 71,453 | 51,408 | 20,046 |
| Los Gatos | (9) | 2,132 | (2,141) | 7,591 | 14,039 | (6,448) |
| Sub Total - El Camino Hospital, excl. Affiliates | 9,224 | 6,951 | 2,273 | 79,044 | 65,446 | 13,597 |
| Operating Margin % | 12.2% | 9.2% | | 12.6% | 10.6% | |
| El Camino Hospital Non Operating Income | | | | | | |
| Investments ² | 16,908 | 2,368 | 14,540 | 10,980 | 19,602 | (8,622) |
| Swap Adjustments | 110 | (100) | 210 | (586) | (800) | 214 |
| Community Benefit | (940) | (300) | (640) | (3,525) | (2,400) | (1,125) |
| Pathways | 747 | 0 | 747 | (1,243) | 0 | (1,243) |
| Satellite Dialysis | 59 | (25) | 84 | 449 | (200) | 649 |
| Community Connect | 0 | (53) | 53 | 0 | (424) | 424 |
| SVMD Funding ¹ | (1,172) | (1,219) | 47 | (6,032) | (9,752) | 3,720 |
| Other | (145) | (324) | 179 | (1,840) | (2,594) | 754 |
| Sub Total - Non Operating Income | 15,567 | 346 | 15,220 | (1,677) | 3,431 | (5,108) |
| El Camino Hospital Net Income (Loss) | 24,790 | 7,298 | 17,493 | 77,367 | 68,878 | 8,489 |
| ECH Net Margin % | 32.8% | 9.7% | | 12.4% | 11.1% | |
| Concern | 327 | 101 | 226 | 1,898 | 597 | 1,302 |
| ECSC | (17) | 0 | (17) | (47) | 0 | (47) |
| Foundation | 496 | 148 | 348 | 1,445 | 1,083 | 362 |
| Silicon Valley Medical Development | 41 | 29 | 12 | 1,217 | (167) | 1,384 |
| Net Income Hospital Affiliates | 847 | 278 | 568 | 4,513 | 1,513 | 3,000 |
| Total Net Income Hospital & Affiliates | 25,637 | 7,576 | 18,061 | 81,880 | 70,391 | 11,489 |

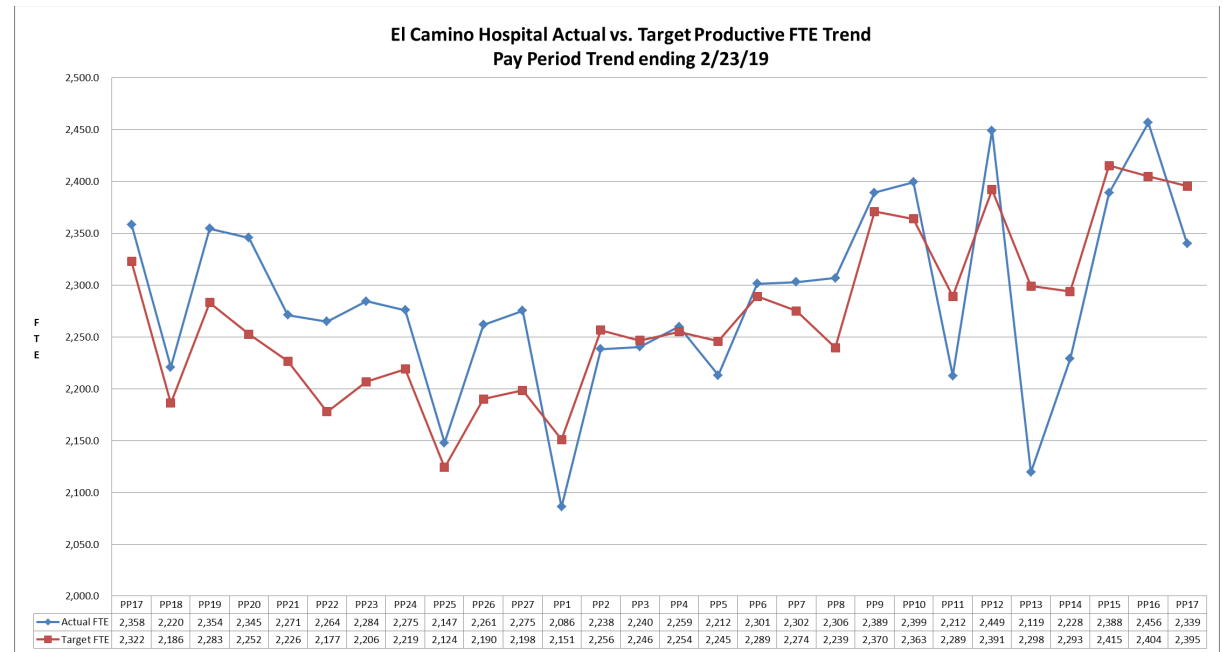
¹Favorable variances for SVMD and Community Connect are due to delayed implementation

²Equity markets experienced a massive selloff during October, and volatility is continuing

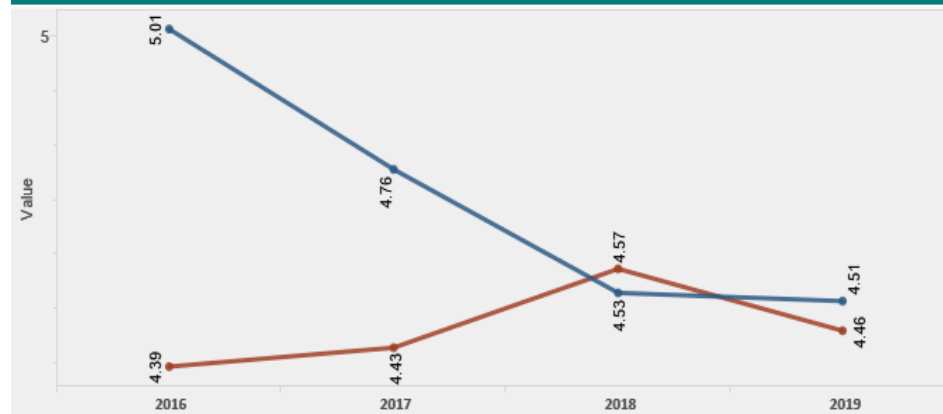
Productivity and Medicare Length of Stay

At or below FTE target. YTD we are on budget (adjusted for volume)

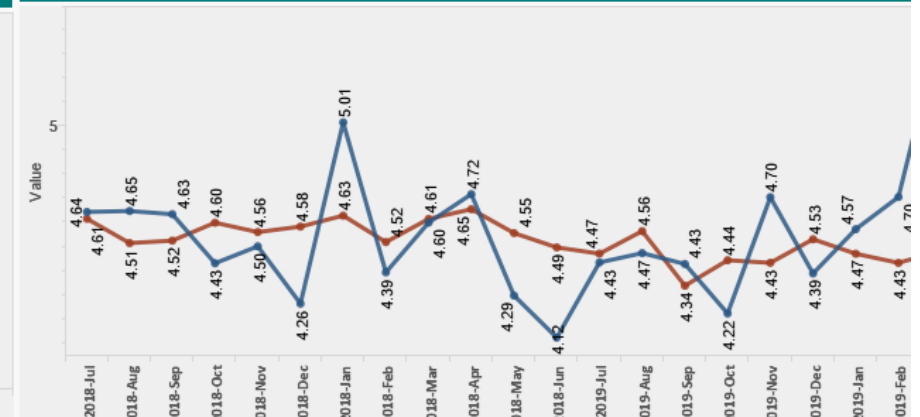
ALOS vs Milliman well-managed benchmark. Trend shows steady improvement with FY 2019 below benchmark (blue). Increase in benchmark beginning in FY 2017 due to Clinical Documentation Improvement (CDI)



AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



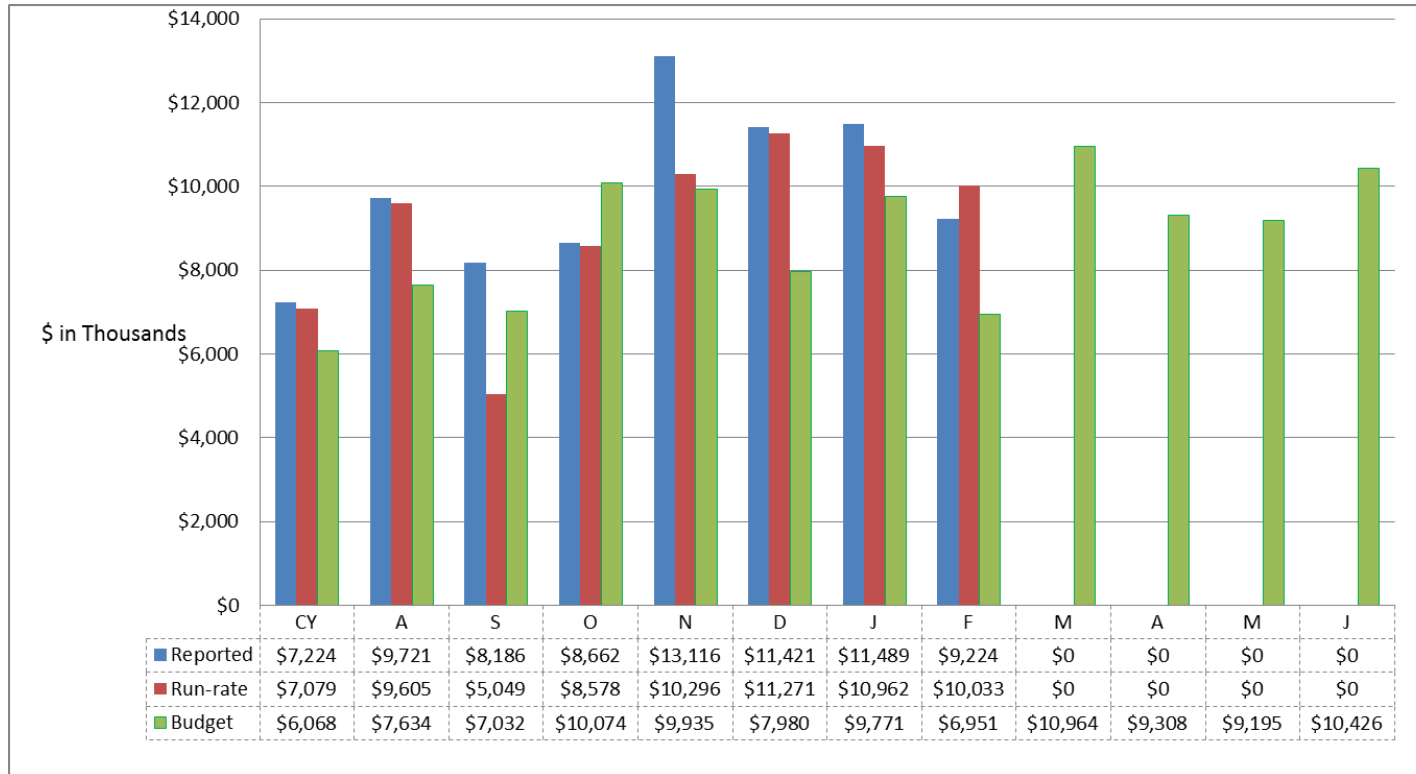
El Camino Hospital Volume Annual Trends

| VOLUME BY SERVICE LINE | | ANNUAL TREND | | | | | FY19 Bud vs FY18 | | MONTH | | | | | YEAR | | | | | |
|------------------------|-----------------------|--------------|---------|---------|---------|---------|------------------|-------|---------|--------|--------|--------|---------|--------|--------|--------|--------|---------|--------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019(b) | Cases | Percent | PY | CY | Bud | Bud Var | PY Var | PY | CY | Bud | Bud Var | PY Var |
| IP | Behavioral Health | 1,012 | 1,052 | 928 | 924 | 1,098 | 1,062 | -36 | -3.2% | 86 | 87 | 88 | -1 | 1 | 749 | 755 | 704 | 51 | 6 |
| | General Medicine & .. | 4,165 | 4,592 | 4,459 | 4,961 | 5,285 | 5,325 | 40 | 0.8% | 415 | 474 | 451 | 23 | 59 | 3,585 | 3,283 | 3,481 | -198 | -302 |
| | General Surgery | 1,243 | 1,150 | 1,311 | 1,318 | 1,305 | 1,344 | 39 | 3.0% | 104 | 102 | 104 | -2 | -2 | 859 | 911 | 859 | 52 | 52 |
| | GYN | 390 | 313 | 293 | 270 | 243 | 255 | 12 | 4.9% | 18 | 12 | 26 | -14 | -6 | 166 | 146 | 163 | -17 | -20 |
| | Heart and Vascular | 1,859 | 1,998 | 2,001 | 2,203 | 2,372 | 2,445 | 73 | 3.1% | 204 | 196 | 209 | -13 | -8 | 1,573 | 1,477 | 1,523 | -46 | -96 |
| | MCH | 6,695 | 6,371 | 5,953 | 5,822 | 5,718 | 5,764 | 46 | 0.8% | 411 | 380 | 455 | -75 | -31 | 3,816 | 3,570 | 3,814 | -244 | -246 |
| | Neurosciences | 667 | 672 | 677 | 688 | 870 | 907 | 37 | 4.3% | 66 | 66 | 56 | 10 | 0 | 582 | 582 | 618 | -36 | 0 |
| | Oncology | 606 | 564 | 652 | 594 | 632 | 726 | 94 | 14.9% | 45 | 58 | 42 | 16 | 13 | 429 | 470 | 459 | 12 | 41 |
| | Orthopedics | 1,695 | 1,773 | 1,746 | 1,690 | 1,706 | 1,819 | 113 | 6.6% | 136 | 142 | 156 | -14 | 6 | 1,179 | 1,111 | 1,231 | -120 | -68 |
| | Rehab Services | 547 | 555 | 500 | 461 | 441 | 436 | -5 | -1.1% | 35 | 42 | 34 | 8 | 7 | 291 | 332 | 289 | 43 | 41 |
| | Spine Surgery | 377 | 429 | 417 | 474 | 375 | 465 | 90 | 24.0% | 21 | 33 | 30 | 3 | 12 | 264 | 217 | 298 | -81 | -47 |
| | Urology | 172 | 169 | 234 | 257 | 255 | 274 | 19 | 7.4% | 22 | 25 | 21 | 4 | 3 | 162 | 190 | 175 | 15 | 28 |
| Total | | 19,428 | 19,638 | 19,171 | 19,662 | 20,300 | 20,823 | 523 | 2.6% | 1,563 | 1,617 | 1,673 | -56 | 54 | 13,655 | 13,044 | 13,614 | -570 | -611 |
| OP | Behavioral Health | 910 | 886 | 2,394 | 3,260 | 3,151 | 3,417 | 266 | 8.4% | 245 | 215 | 310 | -95 | -30 | 2,129 | 1,810 | 2,171 | -361 | -319 |
| | Dialysis | 1,059 | 155 | 6 | | | 0 | | | | | 0 | | | | | 0 | | |
| | Emergency | 46,006 | 49,091 | 48,590 | 48,625 | 49,413 | 49,122 | -291 | -0.6% | 4,091 | 3,792 | 3,950 | -158 | -299 | 33,209 | 31,389 | 32,095 | -706 | -1,820 |
| | General Medicine & .. | 6,637 | 6,620 | 7,195 | 7,129 | 7,265 | 7,457 | 192 | 2.6% | 561 | 644 | 600 | 44 | 83 | 4,785 | 5,204 | 4,893 | 311 | 419 |
| | General Surgery | 1,837 | 1,853 | 1,797 | 1,836 | 2,004 | 2,068 | 64 | 3.2% | 181 | 158 | 169 | -11 | -23 | 1,322 | 1,299 | 1,333 | -34 | -23 |
| | GYN | 1,220 | 1,308 | 1,018 | 1,081 | 1,099 | 1,171 | 72 | 6.6% | 84 | 113 | 87 | 26 | 29 | 744 | 924 | 734 | 190 | 180 |
| | Heart and Vascular | 2,570 | 2,712 | 3,795 | 4,361 | 4,363 | 4,410 | 47 | 1.1% | 346 | 373 | 356 | 17 | 27 | 2,823 | 3,029 | 2,890 | 139 | 206 |
| | Imaging Services | 19,546 | 20,072 | 17,807 | 17,249 | 18,503 | 18,744 | 241 | 1.3% | 1,337 | 1,437 | 1,416 | 21 | 100 | 12,146 | 12,734 | 12,163 | 571 | 588 |
| | Laboratory Services | 30,599 | 29,726 | 29,007 | 29,153 | 28,566 | 29,071 | 505 | 1.8% | 2,198 | 2,057 | 2,267 | -210 | -141 | 19,149 | 18,192 | 19,066 | -874 | -957 |
| | MCH | 5,034 | 4,826 | 5,092 | 5,577 | 5,644 | 5,928 | 284 | 5.0% | 443 | 419 | 502 | -83 | -24 | 3,753 | 3,577 | 3,850 | -273 | -176 |
| | Neurosciences | 110 | 61 | 127 | 125 | 114 | 155 | 41 | 36.0% | 5 | 8 | 16 | -8 | 3 | 79 | 57 | 116 | -59 | -22 |
| | Oncology | 4,015 | 4,179 | 14,329 | 18,540 | 19,276 | 22,037 | 2,761 | 14.3% | 1,485 | 1,591 | 1,756 | -165 | 106 | 12,793 | 13,286 | 13,397 | -111 | 493 |
| | Orthopedics | 866 | 776 | 584 | 615 | 641 | 714 | 73 | 11.4% | 49 | 71 | 49 | 22 | 22 | 396 | 479 | 469 | 10 | 83 |
| | Outpatient Clinics | 1,817 | 1,705 | 1,680 | 1,288 | 1,884 | 1,517 | -367 | -19.5% | 122 | 114 | 117 | -3 | -8 | 1,317 | 1,145 | 1,006 | 139 | -172 |
| | Rehab Services | 1,731 | 1,747 | 3,954 | 4,518 | 4,926 | 4,900 | -26 | -0.5% | 391 | 452 | 385 | 67 | 61 | 3,187 | 3,525 | 3,148 | 377 | 338 |
| | Sleep Center | 160 | 223 | 498 | 368 | 242 | 300 | 58 | 24.0% | 15 | 26 | 23 | 3 | 11 | 122 | 204 | 198 | 6 | 82 |
| | Spine Surgery | 325 | 399 | 309 | 324 | 311 | 326 | 15 | 4.8% | 18 | 14 | 21 | -7 | -4 | 207 | 188 | 209 | -21 | -19 |
| | Urology | 1,755 | 1,771 | 1,739 | 1,898 | 2,052 | 2,058 | 6 | 0.3% | 159 | 164 | 178 | -14 | 5 | 1,332 | 1,342 | 1,355 | -13 | 10 |
| Total | | 126,197 | 128,110 | 139,921 | 145,947 | 149,454 | 153,395 | 3,941 | 2.6% | 11,730 | 11,648 | 12,201 | -553 | -82 | 99,493 | 98,384 | 99,093 | -709 | -1,109 |

Medicare data excludes Medicare HMOs
MOUNTAIN VIEW | LOS GATOS

ECH Operating Margin

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



| FY 2019 Actual Run Rate Adjustments (in thousands) - FAV / <UNFAV> | | | | | | | | | | |
|--|------------|------------|--------------|-----------|--------------|------------|------------|--------------|--------------|--|
| Revenue Adjustments | J | A | S | O | N | D | J | F | YTD | |
| Mcare Settlmt/Appeal/Tent Settlmt/PIP | 141 | 112 | 92 | 76 | 137 | 443 | 516 | 129 | 1,645 | |
| IGT Supplemental | - | - | - | - | 2,672 | - | - | - | 2,672 | |
| AB 915 | - | - | 2,875 | - | - | - | - | - | 2,875 | |
| RAC Release | - | - | 161 | - | - | (305) | - | (1,005) | (1,149) | |
| Various Adjustments under \$250k | 4 | 5 | 6 | 8 | 11 | 12 | 12 | 66 | 124 | |
| Total | 145 | 116 | 3,137 | 84 | 2,820 | 150 | 528 | (809) | 6,170 | |

Capital Spend Trend & FY 19 Budget

| Capital Spending (in 000's) | Actual FY2016 | Actual FY2017 | Actual FY2018 | Projected FY2019 | Budget 2019 |
|--|------------------|------------------|------------------|---------------------|----------------|
| EPIC | 20,798 | 2,755 | 1,114 | - | - |
| IT Hardware / Software Equipment** | 6,483 | 2,659 | 1,108 | 19,732 | 19,732 |
| Medical / Non Medical Equipment* | 17,133 | 9,556 | 15,780 | 11,206 | 11,206 |
| Non CIP Land, Land I , BLDG, Additions | 4,189 | - | 2,070 | - | - |
| Facilities | 48,137 | 82,953 | 137,364 | 205,451 | 279,450 |
| GRAND TOTAL | 96,740 | 97,923 | 157,435 | 236,389 | 310,388 |
| *Includes 2 robot purchases in FY2017 | | | | | |
| **Includes ERP Implementation | | | | | |

Facilities

- Projected facilities spend is lower than forecast in the budget primarily due to timing of project activity.
 - \$27M for iMOB
 - \$6M Patient Family Residence
 - \$5M Women's Hospital Expansion
 - \$3M Behavioral Health Hospital replacement

El Camino Hospital

Capital Spending (in millions)

| Category | Detail | Approved | Total | | | FY19 Budget | FY 19 Proj Spend | Variance | | |
|---|--|----------|---------------------------------|-------------------|----------------------|--------------|------------------|----------------------|-----------------|--------------|
| | | | Total Estimated Cost of Project | Authorized Active | Spent from Inception | | | Projected vs Budget* | FY 19 YTD Spent | |
| CIP | ERP Upgrade | | | 9.6 | | 3.2 | 9.6 | 9.6 | 0.0 | 3.2 |
| IT Hardware, Software, Equipment & Imaging | | | | 10.1 | | 3.3 | 10.1 | 10.1 | 0.0 | 3.3 |
| Medical & Non Medical Equipment FY 18 | | | | 5.6 | | 9.6 | 0.0 | 0.0 | 0.0 | 3.5 |
| Medical & Non Medical Equipment FY 19 | | | | 11.2 | | 6.5 | 11.2 | 11.2 | 0.0 | 6.5 |
| Facility Projects | | | | | | | | | | |
| | 1245 Behavioral Health Bldg | FY16 | 96.1 | 96.1 | 64.4 | 45.0 | 41.7 | -3.3 | | 18.5 |
| | 1413 North Drive Parking Expansion | FY15 | 24.5 | 24.5 | 24.3 | 0.0 | 0.7 | 0.7 | | 0.0 |
| | 1414 Integrated MOB | FY15 | 302.1 | 302.1 | 200.8 | 150.0 | 123.3 | -26.7 | | 80.3 |
| | 1422 CUP Upgrade | FY16 | 9.0 | 9.0 | 8.2 | 0.8 | 1.4 | 0.6 | | 0.6 |
| | 1430 Women's Hospital Expansion | FY16 | 135.0 | 135.0 | 5.2 | 10.0 | 4.8 | -5.2 | | 1.9 |
| | Demo Old Main & Related Site Work | | 30.0 | 30.0 | 0.0 | 2.0 | 0.6 | -1.4 | | 0.0 |
| | 1502 Cabling & Wireless Upgrades | FY16 | 0.0 | 0.0 | 2.8 | 0.0 | 0.0 | 0.0 | | 0.0 |
| | 1525 New Main Lab Upgrades | | 3.1 | 3.1 | 2.7 | 0.3 | 0.0 | -0.3 | | 0.5 |
| | 1515 ED Remodel Triage/Psych Observation | FY16 | 5.0 | 5.0 | 0.0 | 4.6 | 0.3 | -4.3 | | 0.0 |
| | 1503 Willow Pavilion Tomosynthesis | FY16 | 1.0 | 0.0 | 0.4 | 1.0 | 0.0 | -1.0 | | 0.0 |
| | 1602 JW House (Patient Family Residence) | | 6.5 | 6.5 | 0.3 | 6.0 | 0.1 | -5.9 | | 0.0 |
| | Site Signage and Other Improvements | | 1.3 | 0.0 | 0.0 | 1.0 | 0.3 | -0.7 | | 0.0 |
| | Nurse Call System Upgrades | | 2.4 | 0.0 | 0.0 | 2.4 | 0.2 | -2.2 | | 0.0 |
| | 1707 Imaging Equipment Replacement (5 or 6 rooms) | | 20.7 | 0.3 | 0.0 | 6.0 | 6.0 | 0.0 | | 0.0 |
| | 1708 IR/ Cath Lab Equipment Replacement | | 19.4 | 19.4 | 0.0 | 5.0 | 1.0 | -4.0 | | 0.8 |
| | Flooring Replacement | | 1.6 | 1.6 | 0.0 | 1.5 | 0.4 | -1.1 | | 0.3 |
| | 1219 LG Spine OR | FY13 | 0.0 | 0.0 | 4.0 | 0.0 | 0.0 | 0.0 | | 0.2 |
| | 1313 LG Rehab HVAC System & Structural | FY16 | 0.0 | 0.0 | 4.1 | 0.0 | 0.0 | 0.0 | | 0.0 |
| | 1248 LG Imaging Phase II (CT & Gen Rad) | FY16 | 9.0 | 9.0 | 9.0 | 0.0 | 0.0 | 0.0 | | 0.1 |
| | 1307 LG Upgrades | FY13 | 19.3 | 19.3 | 18.8 | 0.8 | 0.0 | -0.8 | | 1.0 |
| | 1507 LG IR Upgrades | | 1.3 | 0.0 | 0.0 | 1.3 | 1.3 | 0.1 | | 0.0 |
| | 1603 LG MOB Improvements (17) | | 5.0 | 5.0 | 5.0 | 0.5 | 0.0 | -0.5 | | 0.0 |
| | 1711 Emergency Sanitary & Water Storage | | 1.5 | 1.5 | 0.2 | 1.3 | 1.5 | 0.3 | | 0.0 |
| | LG Modular MRI & Awning | | 3.9 | 3.9 | 0.2 | 3.5 | 0.6 | -2.9 | | 0.2 |
| | LG Nurse Call System Upgrade | | 0.8 | 0.0 | 0.0 | 0.5 | 0.4 | -0.1 | | 0.0 |
| | LG Observation Unit (Conversion of ICU 2) | | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | | 0.0 |
| | 1712 LG Cancer Center | | 5.0 | 5.0 | 0.3 | 4.8 | 3.7 | -1.1 | | 0.1 |
| | Workstation Inventory Replacement | | 2.0 | 2.0 | 0.0 | 0.0 | 0.0 | 0.0 | | 0.0 |
| | Primary Care Clinic Development (2 @ \$3 Million Ea) | | 6.0 | 6.0 | 0.0 | 5.0 | 4.0 | -1.0 | | 0.0 |
| | Other Strategic Capital FY-19 | | 5.0 | 5.0 | 0.0 | 15.0 | 9.0 | -6.0 | | 0.0 |
| | Willow SC Upgrades (35,000 @ \$50) | | 1.8 | 1.8 | 0.0 | 1.8 | 0.0 | -1.8 | | 0.0 |
| | New 28k MOB (Courthouse Prop) | | 22.4 | 22.4 | 0.0 | 1.2 | 0.2 | -1.0 | | 0.0 |
| | 80 Great Oaks Upgrades | | 4.5 | 4.5 | 0.0 | 0.0 | 0.0 | 0.0 | | 0.0 |
| | Primary Care Clinic (TI's Only) FY 17 (828 Wincheste | | 3.6 | 3.6 | 0.0 | 0.3 | 0.0 | -0.3 | | 0.0 |
| | All Other Projects | | 7.2 | 6.6 | 93.3 | 7.8 | 3.9 | -3.9 | | 1.1 |
| GRAND TOTAL | | | 755.9 | 728.4 | 443.9 | 279.5 | 205.5 | -74.0 | | 105.7 |
| | | | | 759.3 | 466.5 | 300.8 | 236.4 | -74.0 | | 122.3 |

El Camino Hospital Capital Spending (in thousands) FY 2014 – FY 2018

| Category | 2014 | 2015 | 2016 | 2017 | 2018 | Category | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|--------------|---------------|---------------|---------------|----------------|--|---------------|---------------|---------------|---------------|----------------|
| EPIC | 6,838 | 29,849 | 20,798 | 2,755 | 1,114 | Facilities Projects CIP cont. | | | | | |
| IT Hardware/Software Equipment | 2,788 | 4,660 | 6,483 | 2,659 | 1,108 | 1415 - Signage & Wayfinding | - | - | 106 | 58 | 136 |
| Medical/Non Medical Equipment | 12,891 | 13,340 | 17,133 | 9,556 | 15,780 | 1416 - MV Campus Digital Directories | - | - | 34 | 23 | 95 |
| Non CIP Land, Land I, BLDG, Additions | 22,292 | - | 4,189 | - | 2,070 | 1423 - MV MOB TI Allowance | - | - | 588 | 369 | - |
| Facilities Projects CIP | | | | | | 1425 - IMOB Preparation Project - Old Main | - | - | 711 | 1,860 | 215 |
| Mountain View Campus Master Plan Projects | | | | | | 1429 - 2500 Hospital Dr Bldg 8 TI | - | 101 | - | - | - |
| 1245 - Behavioral Health Bldg Replace | 1,257 | 3,775 | 1,389 | 10,323 | 28,676 | 1430 - Women's Hospital Expansion | - | - | - | 464 | 2,763 |
| 1413 - North Drive Parking Structure Exp | - | 167 | 1,266 | 18,120 | 4,670 | 1432 - 205 South Dr BHS TI | - | 8 | 15 | - | 52 |
| 1414 - Integrated MOB | - | 2,009 | 8,875 | 32,805 | 75,319 | 1501 - Women's Hospital NPC Comp | - | 4 | - | 223 | 320 |
| 1422 - CUP Upgrade | - | - | 896 | 1,245 | 5,428 | 1502 - Cabling & Wireless Upgrades | - | - | 1,261 | 367 | 984 |
| Sub-Total Mountain View Campus Master Plan | 1,257 | 5,950 | 12,426 | 62,493 | 114,093 | 1503 - Willow Pavillion Tomosynthesis | - | - | 53 | 257 | 31 |
| Mountain View Capital Projects | | | | | | 1504 - Equipment Support Infrastructure | - | 61 | 311 | - | 60 |
| 9900 - Unassigned Costs | 470 | 3,717 | - | - | - | 1523 - Melchor Pavillion Suite 309 TI | - | - | 10 | 59 | 392 |
| 0906 - Slot Build-Out | 1,576 | 15,101 | 1,251 | 294 | - | 1525 - New Main Lab Upgrades | - | - | - | 464 | 1,739 |
| 1109 - New Main Upgrades | 393 | 2 | - | - | - | 1526 - CONCERN TI | - | - | 37 | 99 | 10 |
| 1111 - Mom/Baby Overflow | 29 | - | - | - | - | Sub-Total Mountain View Projects | 7,219 | 26,744 | 5,588 | 5,535 | 7,948 |
| 1204 - Elevator Upgrades | 30 | - | - | - | - | Los Gatos Capital Projects | | | | | |
| 0800 - Womens L&D Expansion | 1,531 | 269 | - | - | - | 0904 - LG Facilities Upgrade | - | - | - | - | - |
| 1225 - Rehab BLDG Roofing | 241 | 4 | - | - | - | 0907 - LG Imaging Masterplan | 774 | 1,402 | 17 | - | - |
| 1227 - New Main eICU | 21 | - | - | - | - | 1210 - Los Gatos VOIP | 89 | - | - | - | - |
| 1230 - Fog Shop | 80 | - | - | - | - | 1116 - LG Ortho Pavillion | 24 | 21 | - | - | - |
| 1315 - 205 So. Drive TI's | 500 | 2 | - | - | - | 1124 - LG Rehab BLDG | 458 | - | - | - | - |
| 0908 - NPCR3 Seismic Upgrds | 1,224 | 1,328 | 240 | 342 | 961 | 1307 - LG Upgrades | 2,979 | 3,282 | 3,511 | 3,081 | 4,551 |
| 1125 - Will Pav Fire Sprinkler | 39 | - | - | - | - | 1308 - LG Infrastructure | 114 | - | - | - | - |
| 1216 - New Main Process Imp Office | 1 | 16 | - | - | - | 1313 - LG Rehab HVAC System/Structural | - | - | 1,597 | 1,904 | 550 |
| 1217 - MV Campus MEP Upgrades FY13 | 181 | 274 | 28 | - | - | 1219 - LG Spine OR | 214 | 323 | 633 | 2,163 | 447 |
| 1224 - Rehab Bldg HVAC Upgrades | 202 | 81 | 14 | 6 | - | 1221 - LG Kitchen Refrig | 85 | - | - | - | - |
| 1301 - Desktop Virtual | 13 | - | - | - | - | 1248 - LG - CT Upgrades | 26 | 345 | 197 | 6,669 | 1,673 |
| 1304 - Rehab Wander Mgmt | 87 | - | - | - | - | 1249 - LG Mobile Imaging | 146 | - | - | - | - |
| 1310 - Melchor Cancer Center Expansion | 44 | 13 | - | - | - | 1328 - LG Ortho Canopy FY14 | 255 | 209 | - | - | - |
| 1318 - Women's Hospital TI | 48 | 48 | 29 | 2 | - | 1345 - LG Lab HVAC | 112 | - | - | - | - |
| 1327 - Rehab Building Upgrades | - | 15 | 20 | - | 22 | 1346 - LG OR 5, 6, and 7 Lights Replace | - | 285 | 53 | 22 | 127 |
| 1320 - 2500 Hosp Dr Roofing | 75 | 81 | - | - | - | 1347 - LG Central Sterile Upgrades | - | 181 | 43 | 66 | - |
| 1340 - New Main ED Exam Room TVs | 8 | 193 | - | - | - | 1421 - LG MOB Improvements | - | 198 | 65 | 303 | 356 |
| 1341 - New Main Admin | 32 | 103 | - | - | - | 1508 - LG NICU 4 Bed Expansion | - | - | - | 207 | - |
| 1344 - New Main AV Upgrd | 243 | - | - | - | - | 1600 - 825 Pollard - Aspire Phase II | - | - | - | 80 | 10 |
| 1400 - Oak Pav Cancer Center | - | 5,208 | 666 | 52 | 156 | 1603 - LG MOB Improvements | - | - | - | 285 | 4,593 |
| 1403 - Hosp Drive BLDG 11 TI's | 86 | 103 | - | - | - | Sub-Total Los Gatos Projects | 5,276 | 6,246 | 6,116 | 14,780 | 12,306 |
| 1404 - Park Pav HVAC | 64 | 7 | - | - | - | 1550 - Land Acquisition | - | - | 24,007 | - | - |
| 1405 - 1 - South Accessibility Upgrades | - | - | 168 | 95 | - | 1701 - 828 S Winchester Clinic TI | - | - | - | 145 | 3,018 |
| 1408 - New Main Accessibility Upgrades | - | 7 | 46 | 501 | 12 | Sub-Total Other Strategic Projects | - | - | 24,007 | 145 | 3,018 |
| | | | | | | Subtotal Facilities Projects CIP | 13,753 | 38,940 | 48,137 | 82,953 | 137,364 |
| | | | | | | Grand Total | 58,561 | 86,789 | 96,740 | 97,923 | 157,435 |