

**AGENDA
FINANCE COMMITTEE MEETING
OF THE EL CAMINO HOSPITAL BOARD**

Monday, March 25, 2024 – 5:30 pm

El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040 | Sobrato Boardroom 1

THE PUBLIC IS INVITED TO JOIN THE OPEN SESSION PORTION OF THE MEETING LIVE AT THE ADDRESS ABOVE OR VIA TELECONFERENCE AT:

Dial-In: 1-669-900-9128. Meeting Code: 977 0958 7021#. No participant code. Just press #.

MISSION: To provide oversight, information sharing, and financial reviews related to budgeting, capital budgeting, long-range financial planning and forecasting, and monthly financial reporting for the El Camino Hospital Board of Directors. In carrying out its review, advisory, and oversight responsibilities, the Committee shall remain flexible in order to best define financial strategies that react to changing conditions.

AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
1. CALL TO ORDER / ROLL CALL	Don Watters, Chair	information	5:30 pm - 5:31 pm
2. CONSIDER APPROVAL OF AB 2449 REQUEST	Don Watters, Chair	possible motion	5:31 - 5:32
3. POTENTIAL CONFLICT OF INTEREST DISCLOSURES	Don Watters, Chair	information	5:32 - 5:33
4. PUBLIC COMMUNICATION a. Oral Comments <i>This opportunity is provided for persons to address the Committee on any matter within the subject matter jurisdiction of the Committee that is not on this agenda. Speakers are limited to three (3) minutes each.</i> b. Written Public Comments <i>Comments may be submitted by mail to the Finance Committee of the El Camino Hospital Board of Directors at 2500 Grant Avenue, Mountain View, CA 94040. Written comments will be distributed to the Board as quickly as possible. Please note it may take up to 24 hours for documents to be posted on the agenda.</i>	Don Watters, Chair	information <i>public comment</i>	5:33 - 5:36
5. CONSENT CALENDAR <i>Any Committee Member may remove an item for discussion before a motion is made. Items removed from the consent calendar will be considered separately.</i> Approval a. Approve Minutes of the Open Session of the Finance Committee Meeting (02/26/2024) b. Approve Minutes of the Closed Session of the Finance Committee Meeting (02/26/2024) Information c. Receive FY2024 Pacing Plan d. Receive Article(s) of Interest	Don Watters, Chair	motion required	5:36 - 5:41
6. FY2025 COMMITTEE PLANNING a. Proposed FY2025 Committee Meeting Dates	Don Watters, Chair	motion required	5:41 - 5:51

A copy of the agenda for the Regular Meeting will be posted and distributed at least seventy-two (72) hours prior to the meeting. In observance of the Americans with Disabilities Act, please notify us at 650-988-8483 prior to the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations.

AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
<ul style="list-style-type: none"> b. Proposed FY2025 Committee Goals c. Proposed FY2025 Committee Pacing Plan 			
<p>7. APPROVE FY2024 PERIOD 8 FINANCIAL REPORT</p>	<p>Carlos Bohorquez, CFO</p>	<p>motion required</p>	<p>5:51 - 6:01</p>
<p>8. FY2024 COMMUNITY BENEFIT GRANT PROGRAM UPDATE & MIDYEAR GRANT PERFORMANCE UPDATE</p>	<p>Jon Cowan, Exec. Dir. Gov't Relations &Comm Partnerships</p>	<p>discussion</p>	<p>6:01 - 6:11</p>
<p>9. ADJOURN TO CLOSED SESSION</p>	<p>Don Watters, Chair</p>	<p>motion required</p>	<p>6:11 - 6:12</p>
<p>10. Health and Safety Code Section 32106(b) -for a report on health facility trade secrets regarding new services or programs: Physician Services Contract</p> <ul style="list-style-type: none"> a. Updated Physician Financial Arrangement Policy 	<p>Mark Adams, MD, CMO</p>	<p>information</p>	<p>6:12 - 6:17</p>
<p>11. Health and Safety Code Section 32106(b) -for a report on health facility trade secrets regarding new services or programs: SUMMARY OF PHYSICIAN FINANCIAL ARRANGEMENTS (YEAR-END)</p>	<p>Mark Adams, MD, CMO</p>	<p>discussion</p>	<p>6:17 - 6:32</p>
<p>12. Health and Safety Code Section 32106(b) -for a report on health facility trade secrets regarding new services or programs PAYOR MIX SHIFT MITIGATION PLAN</p>	<p>Carlos Bohorquez, CFO</p>	<p>discussion</p>	<p>6:32 - 6:42</p>
<p>13. Health and Safety Code Section 32106(b) -for a report on health facility trade secrets regarding new services or programs: FY205 BUDGET PREVIEW PART 1: KEY OPERATIONAL & CAPITAL BUDGET ASSUMPTIONS / TARGETS</p>	<p>Carlos Bohorquez, CFO</p>	<p>information</p>	<p>6:42 - 6:57</p>
<p>14. Health and Safety Code Section 32106(b) - for a report on health facility trade secrets regarding new services or programs: STRATEGIC MEDICAL NETWORK INVESTMENT ANALYSIS</p>	<p>Carlos Bohorquez, CFO</p>	<p>information</p>	<p>6:57 - 7:07</p>
<p>15. ADJOURN TO OPEN SESSION</p>	<p>Don Watters, Chair</p>	<p>motion required</p>	<p>7:07 - 7:08</p>
<p>RECONVENE OPEN SESSION / REPORT OUT</p>	<p>Don Watters, Chair</p>	<p>information</p>	<p>7:08 - 7:09</p>
<p>16. To report any required disclosures regarding permissible actions taken during the Closed Session.</p>			
<p>17. APPROVE THE AUTHORITY OF THE CHIEF EXECUTIVE OFFICER TO EXECUTE THE FOLLOWING</p> <ul style="list-style-type: none"> a. Updated Physician Financial Arrangement Policy b. Summary of Physician Financial Arrangements (Year-End) 	<p>Mark Adams, MD, CMO</p>	<p>motion required</p>	<p>7:09 - 7:11</p>

AGENDA ITEM	PRESENTED BY	ACTION	ESTIMATED TIMES
18. CLOSING COMMENTS	Don Watters, Chair	information	information 7:11 - 7:16
19. ADJOURNMENT	Don Watters, Chair	motion required	7:16 - 7:17 pm

Upcoming Meetings:

Regular Meetings: May 20, 2024

**Minutes of the Open Session of the
Finance Committee of the
El Camino Hospital Board of Directors
Monday, February 26, 2024**

El Camino Hospital | 2500 Grant Road, Mountain View, CA 94040

Members Present

Don Watters, Chair
Wayne Doiguchi
Peter Fung, MD
Bill Hooper
Cynthia Stewart**

Members Absent

**via teleconference

Staff Present

Carlos Bohorquez, Chief Financial Officer
Dan Woods**, Chief Executive Officer
Ken King, Chief Administrative Services Officer
Mark Adams, MD, Chief Medical Officer
Omar Chughtai, Chief Growth Officer
Victor Cabrera, Senior Dir. Decision Supp & Business Analytics
Samreen Salehi, Executive Assistant II

Agenda Item	Comments/Discussion	Approvals/ Action
1. CALL TO ORDER/ ROLL CALL	The open session meeting of the Finance Committee of El Camino Hospital (the “Committee”) was called to order at 6:06 pm by Chair Don Watters. A verbal roll call was taken and all members were present at roll call and attended in person except for Cynthia Stewart joined telephonically. A quorum was present pursuant to State of California Executive Orders N-25-20 dated March 12, 2020, and N-29-20 dated March 18, 2020.	
2. CONSIDER APPROVAL OF AB 2449 REQUEST	Cynthia Stewart, Finance Committee member joined this session telephonically under the AB 2449 guidelines a motion was taken by the Committee for approval. Motion: Consider approval of AB 2449 Request Movant: Hooper Second: Doiguchi Ayes: Doiguchi, Fung, Hooper, Stewart, Watters Noes: None Abstentions: None Absent: None Recused: None	
3. POTENTIAL CONFLICT OF INTEREST	Chair Watters asked if any Committee members had a conflict of interest with any of the items on the agenda. No conflicts were reported.	
4. PUBLIC COMMUNICATION	No public members joined this session and no written correspondence was received from the public.	
5. CONSENT CALENDAR	Motion: To approve the consent calendar: (a) Minutes of the Open Session of the Finance Committee meeting (11/27/2023); (b) Minutes of the Closed of the Finance Committee meeting (11/27/2023); (c) FY2024 Period 5 Financial Report (d) FY2024 Period 6 Financial Report and for information; (e) Progress Against FY2024 FC Committee Goals (f) FY2024 Pacing Plan Movant: Doiguchi Second: Fung Ayes: Doiguchi, Fung, Hooper, Stewart, Watters Noes: None Abstentions: None Absent: None Recused: None	Consent Calendar approved.

<p>6. APPROVE UPDATED SIGNATURE AUTHORITY POLICY AS REVIEWED AND RECOMMENDED FOR APPROVAL BY BOARD</p>	<p>Carlos Bohorquez, Chief Financial Officer presented an overview of the revisions of the updated Signature Authority policy and highlighted the following key revisions as further detailed in the materials:</p> <ul style="list-style-type: none">• Given the increase in size / scope of the organization and value of contracts due to inflation / complexity, the signature authorities for the CEO, CFO, COO, and other leaders have been updated.• The updated policy includes new language that authorizes the CEO to approve the expenditure of funds in an Emergency. <p>Motion: To approve the updated signature authority policy and recommend for Board approval</p> <p>Movant: Hooper Second: Fung Ayes: Doiguchi, Fung, Hooper, Stewart, Watters Noes: None Abstentions: Absent: None Recused: None</p>	
<p>7. FY2024 PERIOD 7 FINANCIAL REPORT</p>	<p>Carlos Bohorquez, Chief Financial Officer presented the FY2024 Period 7 Operational / Financial Results as of January 31, 2024, and highlighted the following:</p> <p><u>Period 7 – January 2024 Results</u></p> <ul style="list-style-type: none">• Gross charges were favorable to budget by 6.4% and year over year favorable to budget by 12.7%.• Total operating revenue is \$139.5M which is favorable to budget by 7.6% and 18.2% higher than the same period last year.• Net Days in A/R are 52.2 days which is a reduction by almost 1.8 days compared to period 6.• Operating EBIDA is favorable to budget by \$5.4M / 28.4% and \$6.9M / 39.6% higher than the same period last year. <p><u>YTD FY2024 Results</u></p> <ul style="list-style-type: none">• Total operating revenue of \$896.6M is favorable to budget by \$1.7M / 0.2% and \$71.3M / 8.6% higher than the same period last year.• Operating EBIDA of \$148.3M is favorable to budget by \$11.7M / 8.6% favorable to budget.• Net income of \$155.3M is favorable to budget by about \$57.0M / 58.1%. <p>Motion: To approve the FY2024 Period 7 Financial Report</p> <p>Movant: Doiguchi Second: Fung Ayes: Doiguchi, Fung, Hooper, Stewart, Watters Noes: None Abstentions: None</p>	

	<p>Absent: None Recused: None</p>	
<p>8. ADJOURN TO CLOSED SESSION</p>	<p>Motion: To adjourn to closed session at 6:18 pm. Movant: Fung Second: Doiguchi Ayes: Doiguchi, Fung, Hooper, Stewart, Watters Noes: None Abstentions: None Absent: None Recused: None</p>	<p><i>Adjourned to closed session at 6:18 pm</i></p>
<p>9. AGENDA ITEM 16: RECONVENE OPEN SESSION/REPORT OUT</p>	<p>During the closed session, there was no action taken by the Finance Committee.</p>	
<p>10. AGENDA ITEM 17: APPROVE THE RECOMMENDATION FOR THE HOSPITAL BOARD TO APPROVE THE FOLLOWING AGREEMENTS (a) Interventional Radiology Call Panel (MV) (b) Interventional Radiology Call panel (LG) (c) NICU Professional Service (MV)</p>	<p>Motion: To recommend Board approval for the physician contracts. Movant: Doiguchi Second: Fung Ayes: Doiguchi, Fung, Hooper, Stewart, Watters Noes: None Abstentions: None Absent: None Recused: None</p>	
<p>11. AGENDA ITEM 18: CLOSING COMMENTS</p>	<p>None</p>	
<p>12. AGENDA ITEM 19: ADJOURNMENT</p>	<p>Motion: To adjourn at 8:08 pm. Movant: Fung Second: Doiguchi Ayes: Doiguchi, Fung, Hooper, Stewart, Watters Noes: None Abstentions: None Absent: None Recused: None</p>	<p><i>Meeting adjourned at 8:08 pm</i></p>

Attest as to the approval of the foregoing minutes by the Finance Committee of El Camino Hospital:

 Don Watters
 Chair, Finance Committee

Prepared by: Samreen Salehi, Executive Assistant II, Administrative Services
 Reviewed by: Carlos A. Bohorquez, Chief Financial Officer

FY2024 Finance Committee Pacing Plan												
AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	8/28	9/25	OCT	11/27	DEC	JAN	2/26	3/25	APR	5/20	JUN
STANDING AGENDA ITEMS												
Standing Consent Agenda Items		✓	✓		✓			✓	✓		✓	
Minutes		✓	✓		✓			✓	✓		✓	
Period Financials Report (Approval)		✓	✓		✓			✓	✓		✓	
Board Actions		✓	✓		✓			✓	✓		✓	
APPROVAL ITEMS												
Candidate Interviews & Recommendation to Appoint (If required to add / replace committee member)												
Financial Report Year End Results			✓									
Next FY Committee Goals, Dates, Plan									✓		✓	
Next FY Org. Goals											✓	
Next FY Community Benefit Grant Program											✓	
Physician Contracts		✓	✓		✓			✓	✓		✓	
DISCUSSION ITEMS												
Financial Report (Pre-Audit Year End Results)		✓										
Financial Performance JVs/ Business Affiliates		✓										
Progress on Opportunities/ Risks					✓							
Medical Staff Development Plan (every 2 years)									✓			
Impact of Strategic Initiatives/Market Share Update								✓				
Progress Against Committee Goals & Pacing Plan (Quarterly)					✓			✓			✓	
Foundation Strategic Update					✓							

FY2024 Finance Committee Pacing Plan												
AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	8/23	9/25	OCT	11/27	DEC	JAN	2/26	3/25	APR	5/20	JUN
ECHMN Update					✓				✓			
Community Benefit Grant Application Process					✓				✓			
Progress Against 2027 Strategic Plan					✓				✓		✓	
Key Service Lines Performance/ Growth Plans											✓	
Managed Care Update								✓				
Long-Range Financial Forecast								✓				
Next FY Budget and Preliminary Assumptions Review									✓			
Review FY Operational / Capital Budget for Recommendation to Board									✓		✓	
Summary Physician Financial Arrangements									✓			
Post Implementation (as needed)												
Other Updates ¹ (as needed)												

1: Includes updates on special projects/joint ventures/real estate, ad-hoc updates

KaufmanHall

FEBRUARY 2024

National Hospital Flash Report

Real Data. Real Insight. Real Time.

Based on Data from More Than 1,300 Hospitals

Table of Contents

About the Data	3
Key Takeaways	5
Action Steps	6
Operating Margin	7
National and Regional Data: Profitability, Revenue, Expense, and Volume	9
Data by Hospital Bed Size: Profitability, Revenue, Expense, and Volume	22
Non-Operating	29
Contacts	34

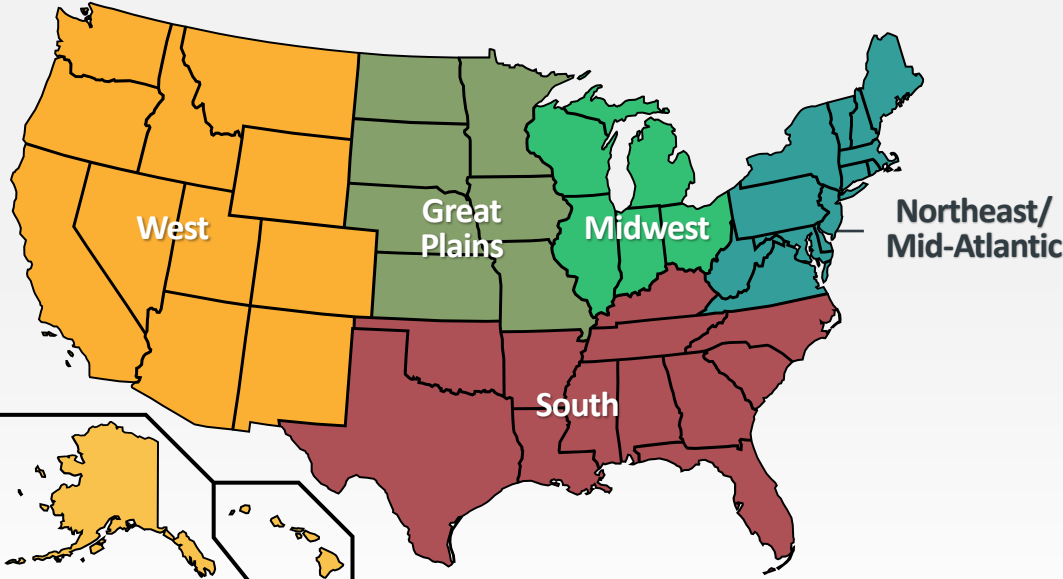
About the Data

The *National Hospital Flash Report* uses both actual and budget data over the last three years, sampled from more than 1,300 hospitals on a recurring monthly basis from Syntellis Performance Solutions.

The sample of hospitals for this report is representative of all hospitals in the United States both geographically and by bed size. Additionally, hospitals of all types are represented, from large academic to small critical access. Advanced statistical techniques are used to standardize data, identify and handle outliers, and ensure statistical soundness prior to inclusion in the report.

While this report presents data in the aggregate, Syntellis Performance Solutions also has real-time data down to individual department, jobcode, paytype, and account levels, which can be customized into peer groups for unparalleled comparisons to drive operational decisions and performance improvement initiatives.

Map of Regions



About the Data *(continued)*

About Kaufman Hall

KaufmanHall

[Kaufman Hall](#) provides management consulting solutions to help society’s foundational institutions realize sustained success amid changing market conditions. Since 1985, Kaufman Hall has been a trusted advisor to boards and executive management teams, helping them incorporate proven methods, rigorous analytics, and industry-leading solutions into their strategic planning and financial management processes, with a focus on achieving their most challenging goals.

Kaufman Hall services use a rigorous, disciplined, and structured approach that is based on the principles of corporate finance. The breadth and integration of Kaufman Hall advisory services are unparalleled, encompassing strategy; financial and capital planning; performance improvement; treasury and capital markets management; mergers, acquisitions, partnerships, and joint ventures; and real estate.

About Syntellis Performance Solutions

SYNTELLIS

[Syntellis Performance Solutions](#) provides innovative enterprise performance management software, data and intelligence solutions for healthcare organizations. Its solutions include enterprise planning, cost and decision support, and financial and clinical analytics tools to elevate organizational performance and transform vision into reality. With over 2,800 organizations and 450,000 users relying on its Axiom, Connected Analytics and Stratasan software, combined with No. 1 rankings from Black Book Research and an HFMA Peer Review designation for six consecutive years, Syntellis helps healthcare providers acquire insights, accelerate decisions and advance their business plans. For more information, please visit syntellis.com.

Key Takeaways

- 1. Margins improved in January relative to previous years.** While margins declined slightly from December, they were higher in January relative to the same periods in 2022 and 2021.
- 2. Net revenue has not risen as fast as gross revenue.** This might reflect payers negotiating more aggressively and a shift to value-based payment models.
- 3. Total expenses on a volume-adjusted basis have improved.** Though there's been continued growth in drugs and supply expenses, labor expenses have improved.

Action Steps

One of the driving factors of the growing divide between the highest and lowest performing healthcare organizations is the adoption, or lack thereof, of advanced analytics and artificial intelligence. A well-defined AI and analytics strategy should include:

- Business objectives that can be solved using AI, rather than AI seeking business objectives
- A focus on early wins with AI for the science of healthcare *delivery* rather than the science of healthcare; areas like workforce optimization, simulation modeling for strategic planning, task routinization and automation, and predictive analytics
- Adoption that moves at the *speed of trust*, which requires appropriate stakeholders to be engaged early on; explainable and transparent AI; and controls to ensure appropriate use
- Appropriate infrastructure and policies to manage data and analytics and ensure they can be deployed in an economically viable and efficient manner

CONTACT THE EXPERT / REPORT AUTHOR

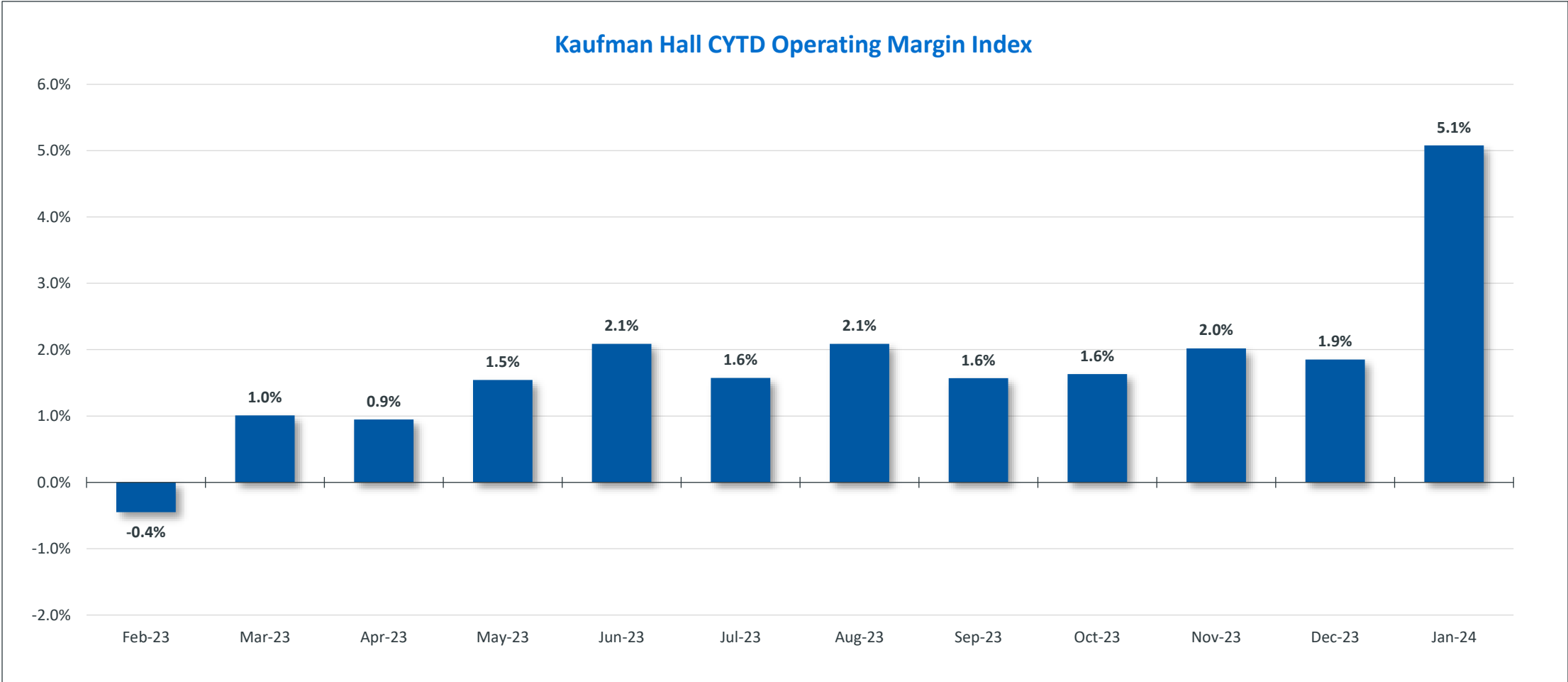


Erik Swanson

**Senior Vice President,
Data and Analytics**

eswanson@kaufmanhall.com

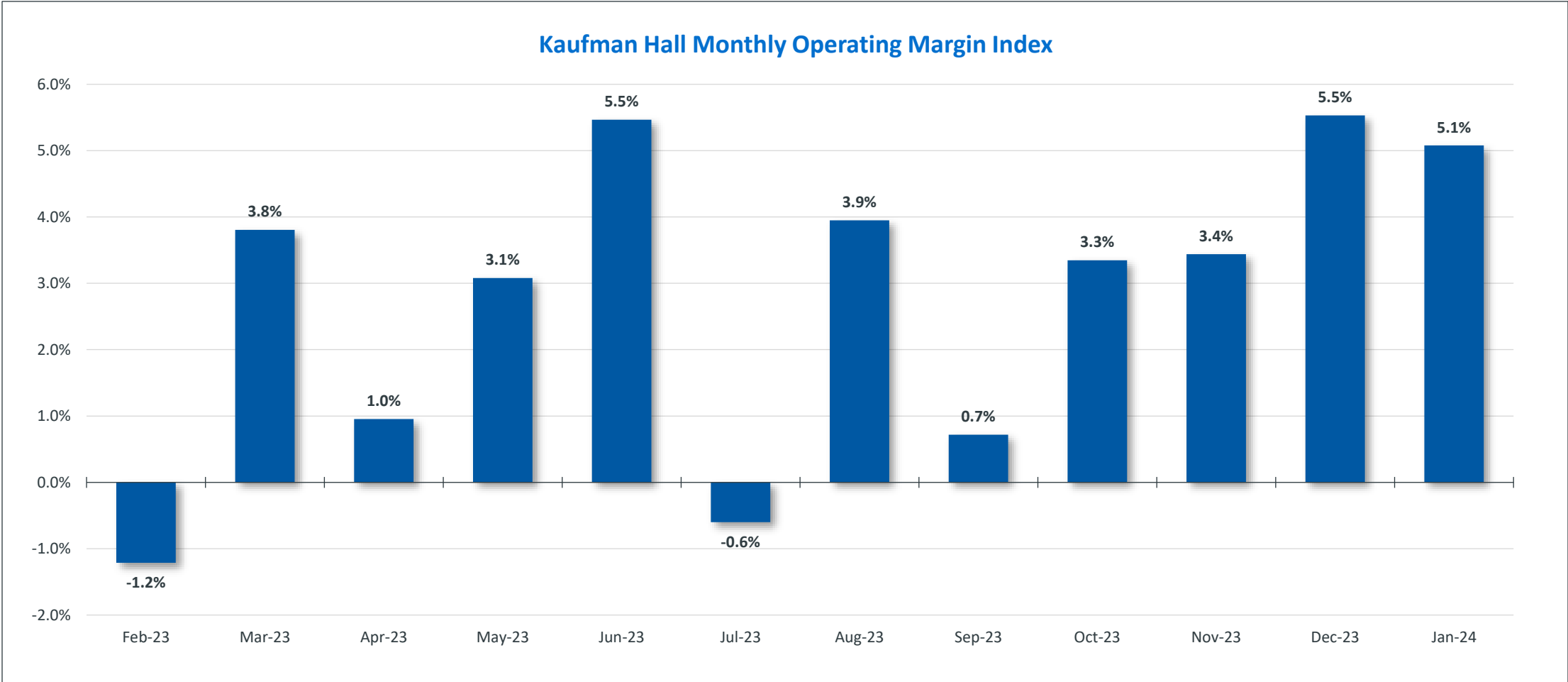
Operating Margin



Kaufman Hall, National Hospital Flash Report (February 2024)

* Note: The Kaufman Hall Hospital Operating Margin and Operating EBITDA Margin Indices are comprised of the national median of our dataset adjusted for allocations to hospitals from corporate, physician, and other entities.

Operating Margin *(continued)*



Kaufman Hall, National Hospital Flash Report (February 2024)

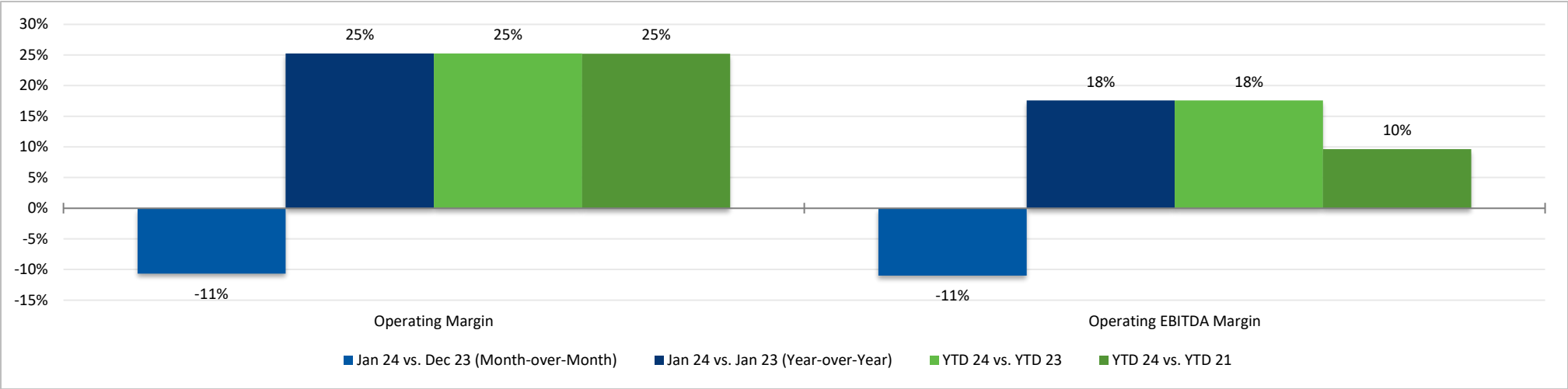
* Note: The Kaufman Hall Hospital Operating Margin and Operating EBITDA Margin Indices are comprised of the national median of our dataset adjusted for allocations to hospitals from corporate, physician, and other entities.

National and Regional Data

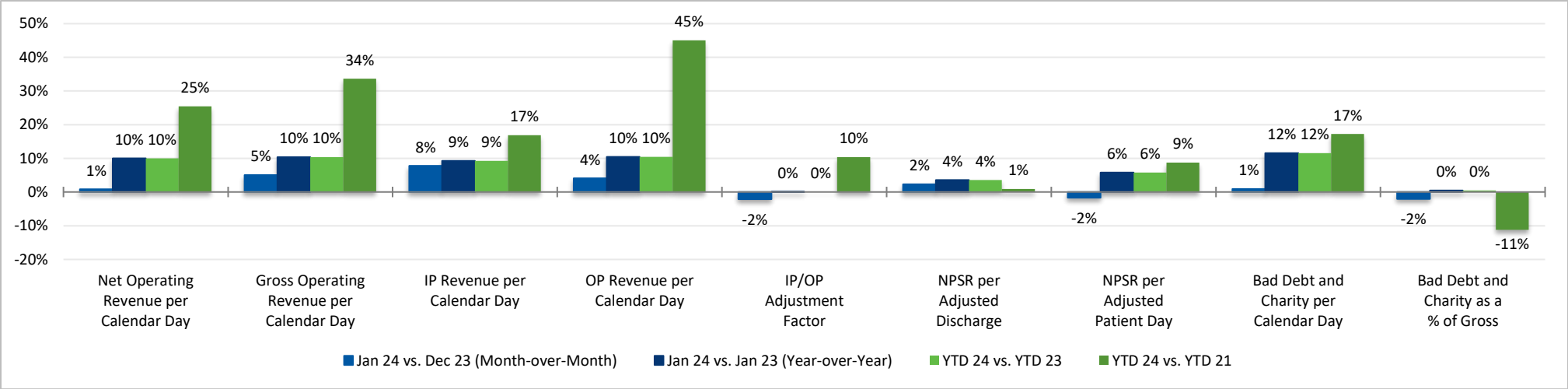
Profitability, Revenue, Expense, and Volume

National Data

Profitability

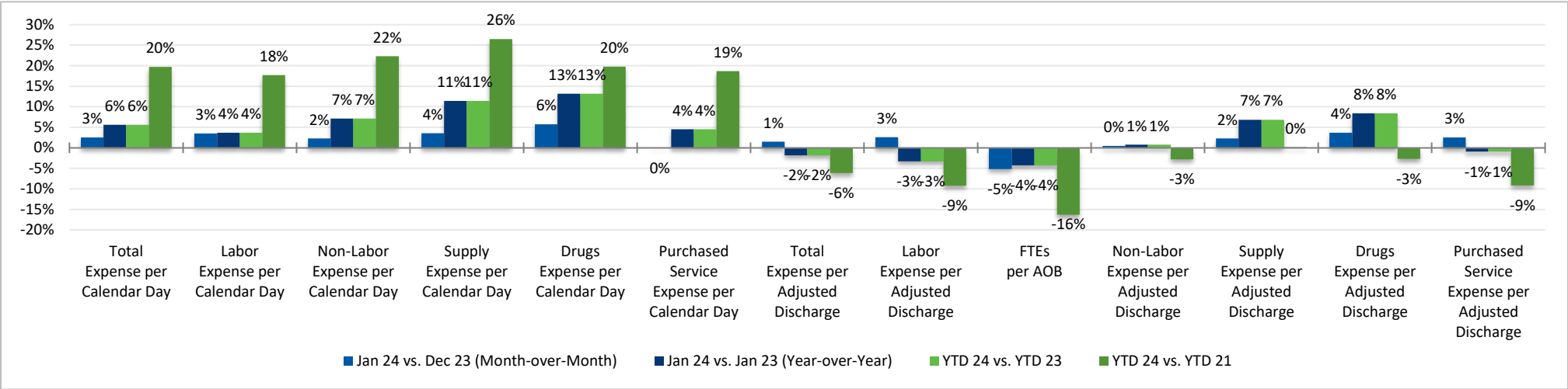


Revenue

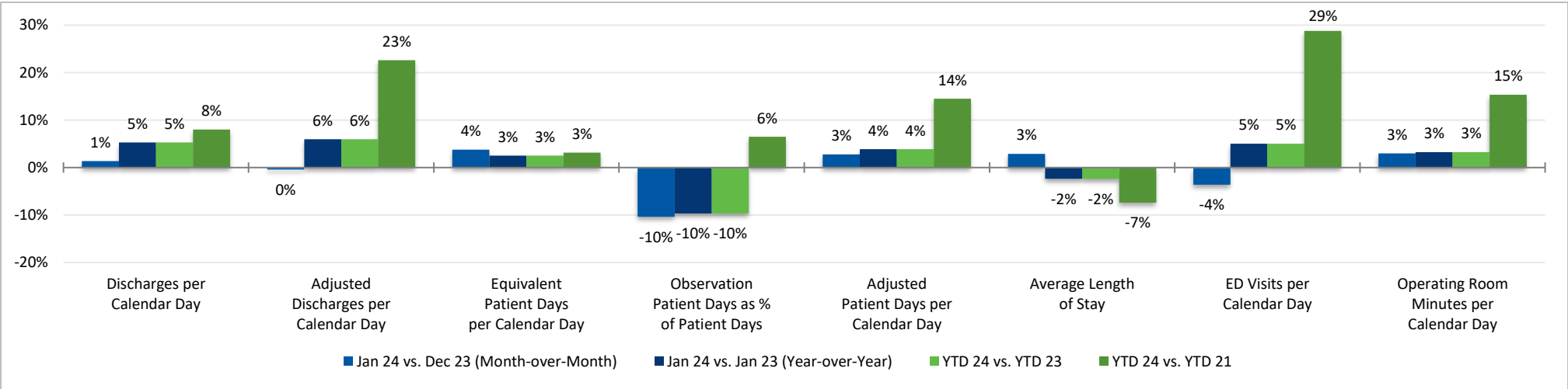


National Data *(continued)*

Expense

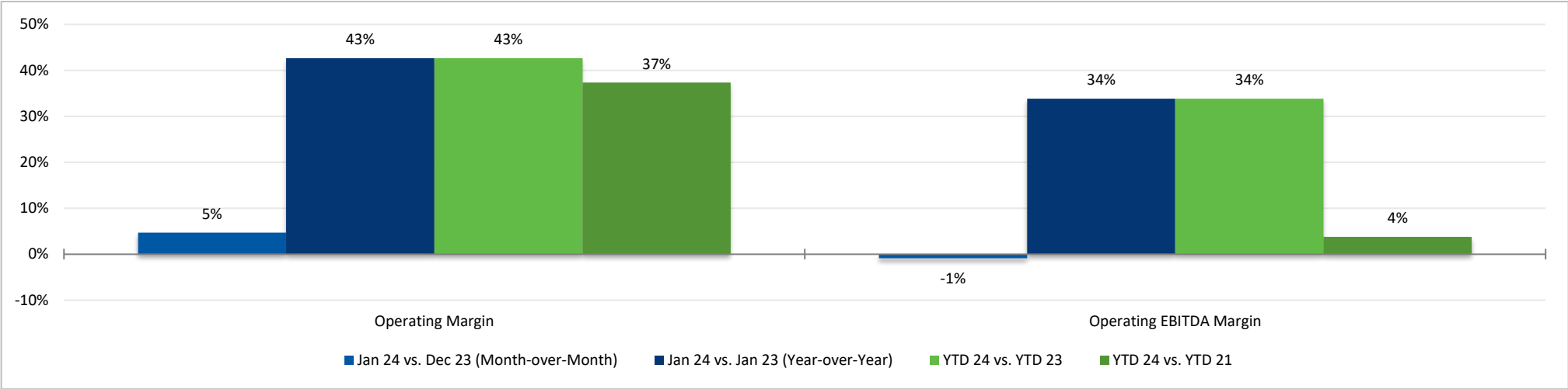


Volume

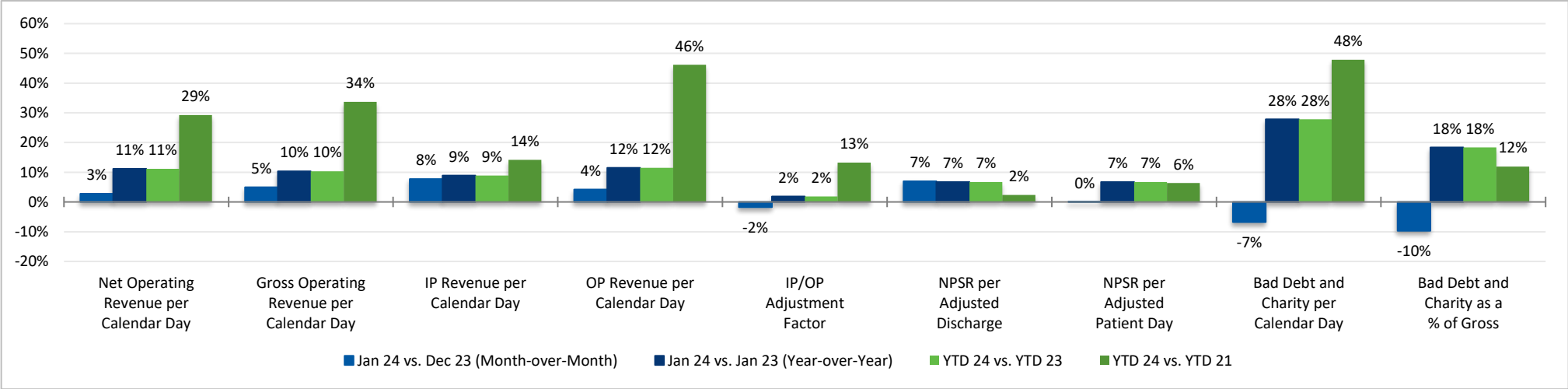


Regional Data: West

Profitability

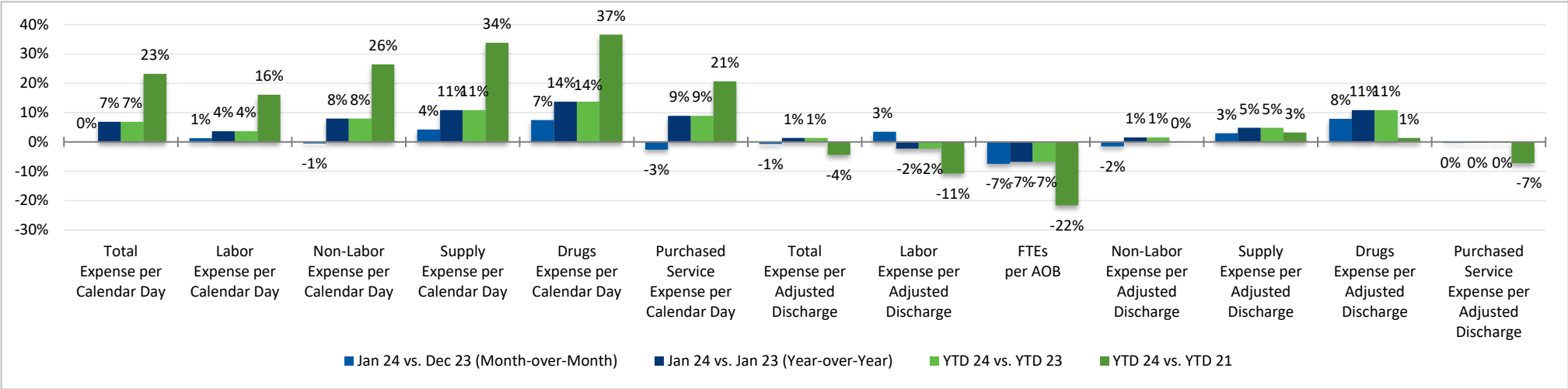


Revenue

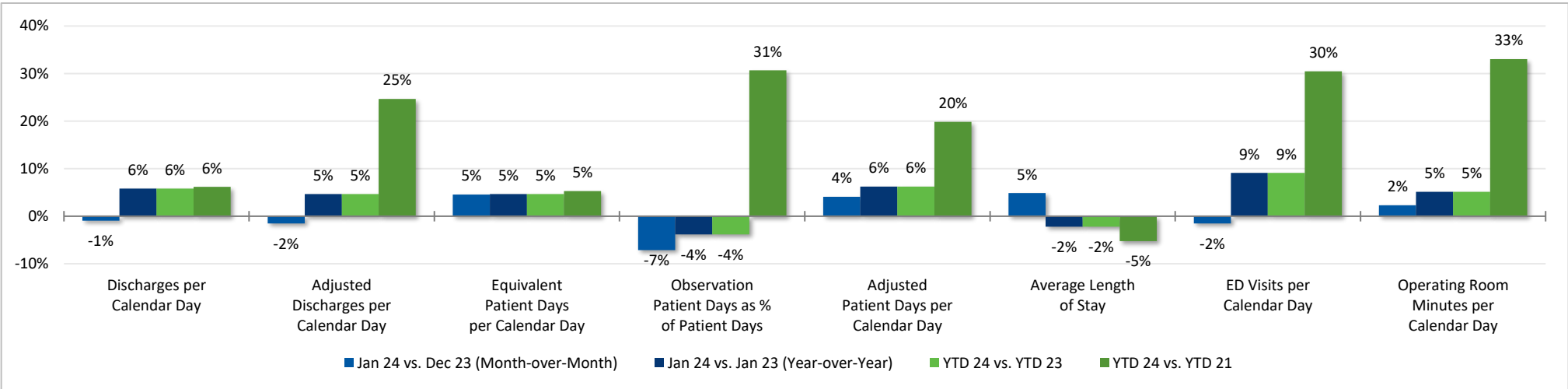


Regional Data: West (continued)

Expense

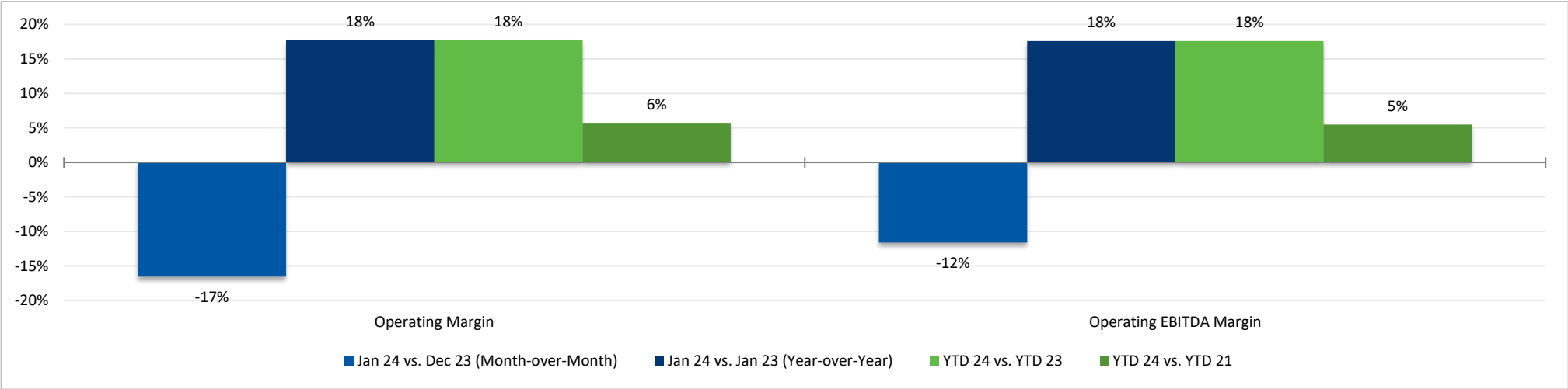


Volume

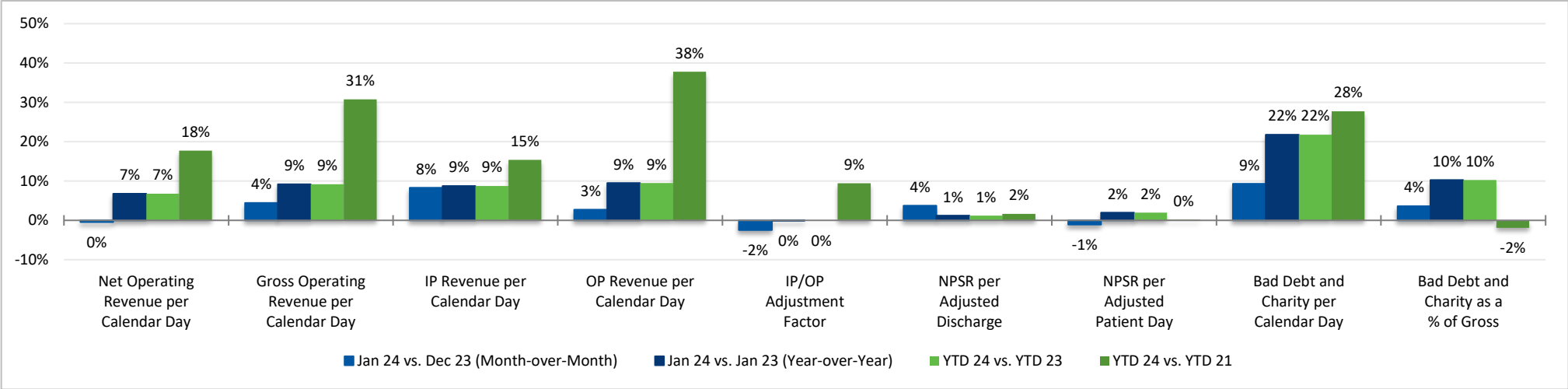


Regional Data: Midwest

Profitability

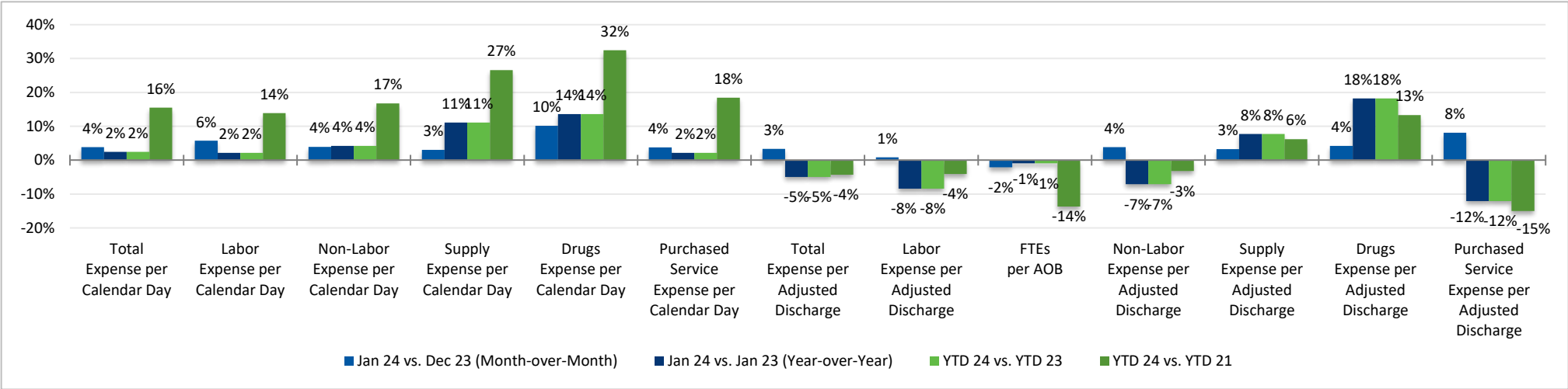


Revenue

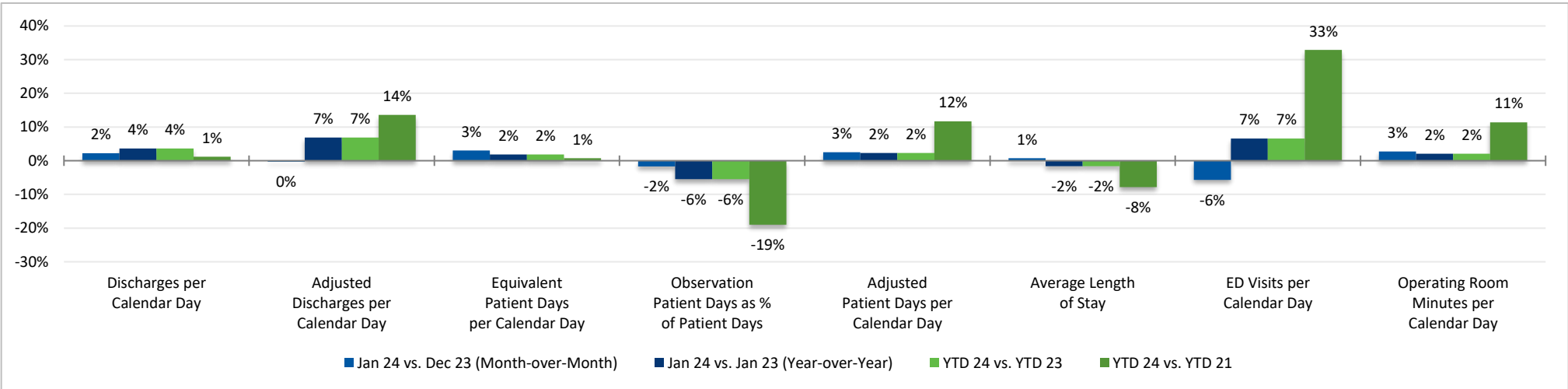


Regional Data: Midwest *(continued)*

Expense

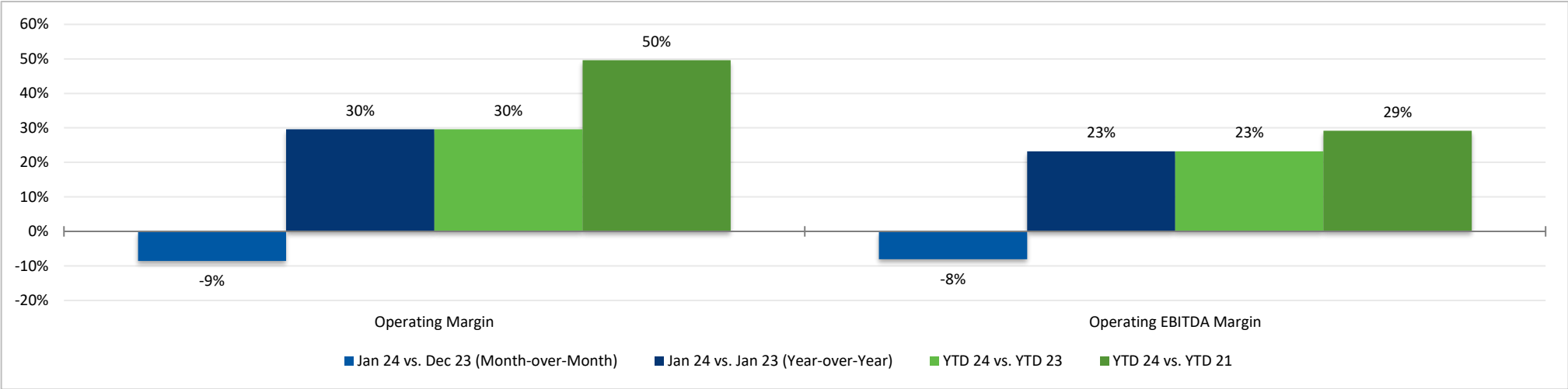


Volume

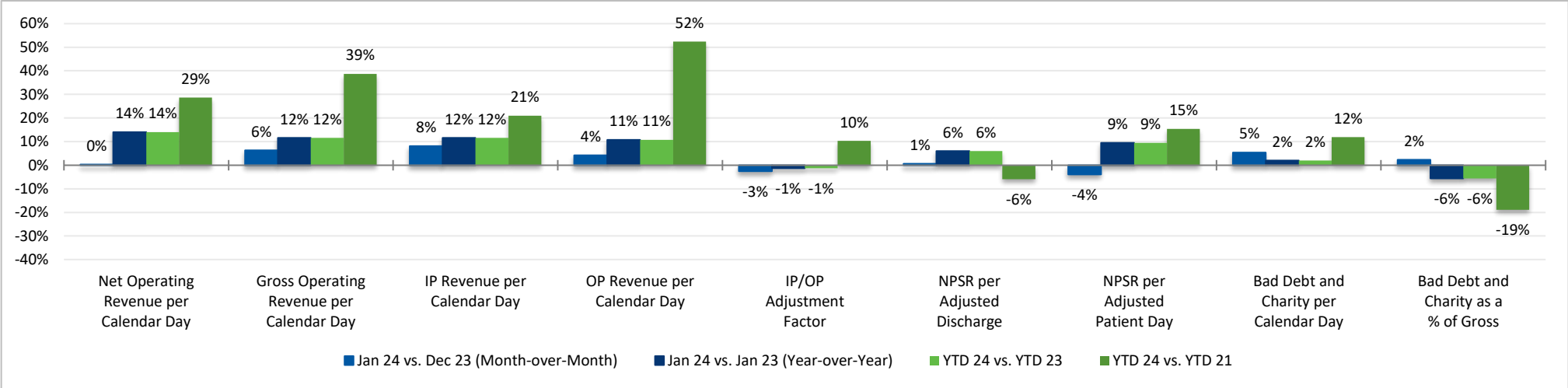


Regional Data: South

Profitability

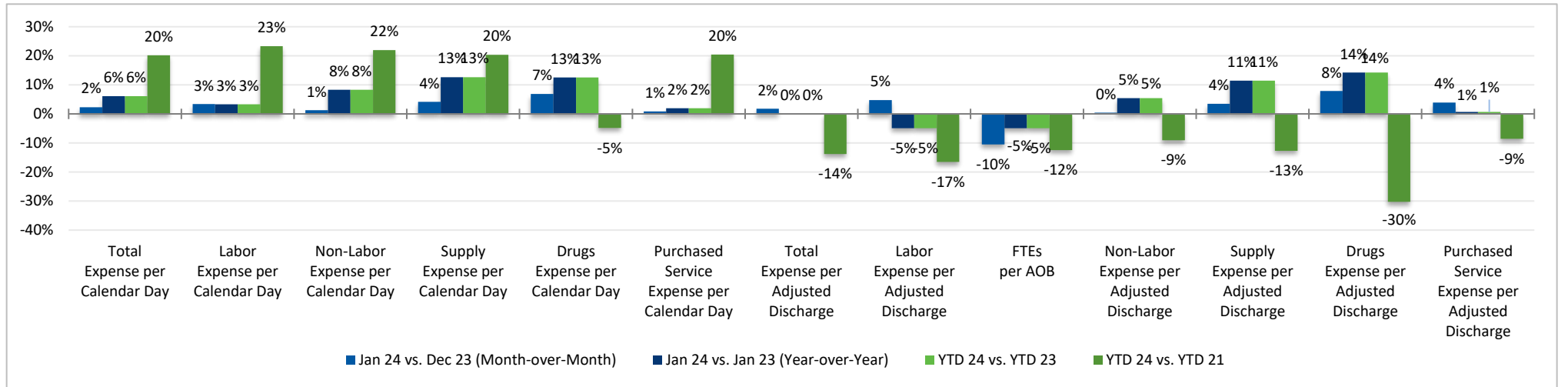


Revenue

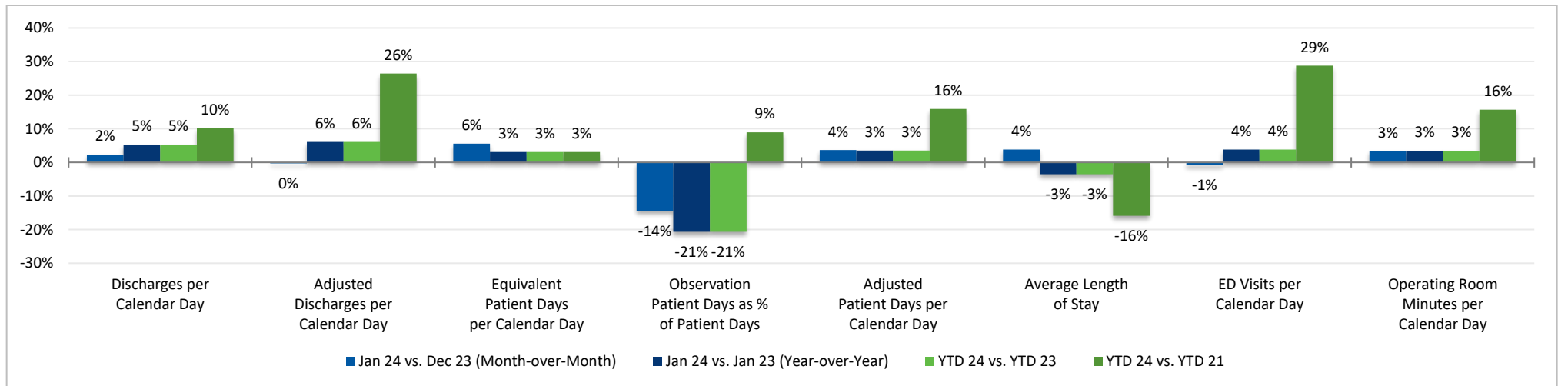


Regional Data: South *(continued)*

Expense

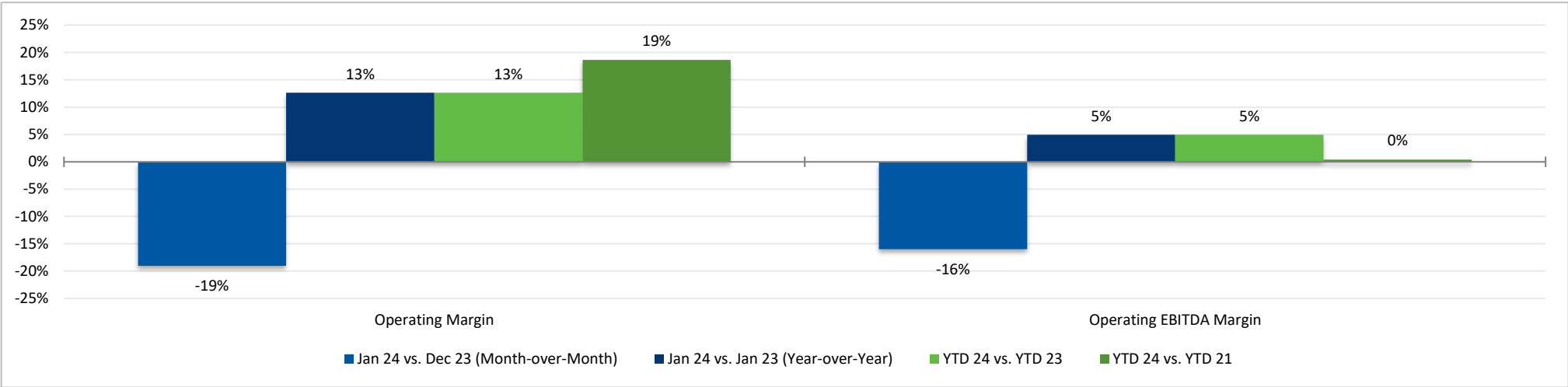


Volume

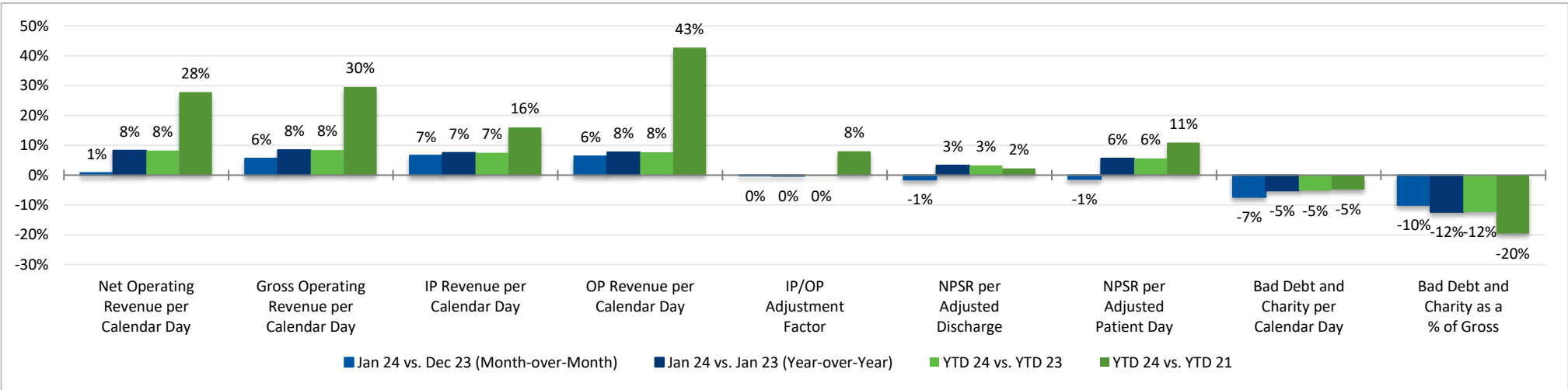


Regional Data: Northeast/Mid-Atlantic

Profitability

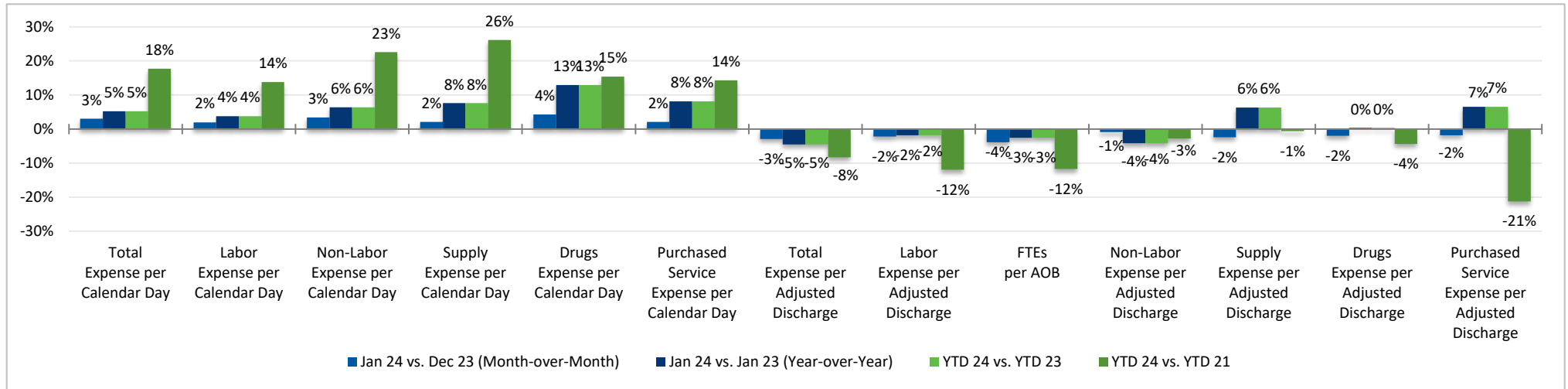


Revenue

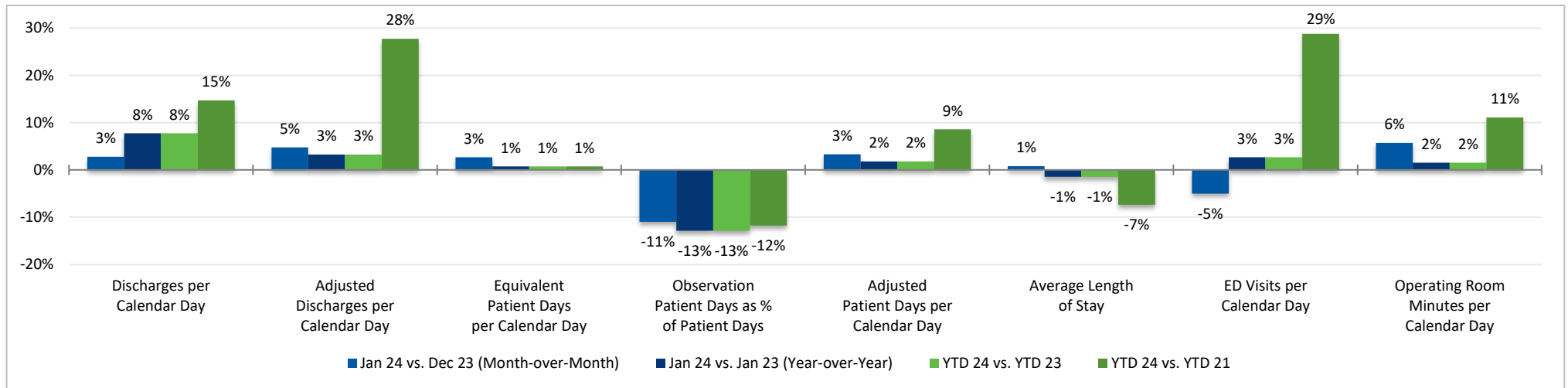


Regional Data: Northeast/Mid-Atlantic *(continued)*

Expense

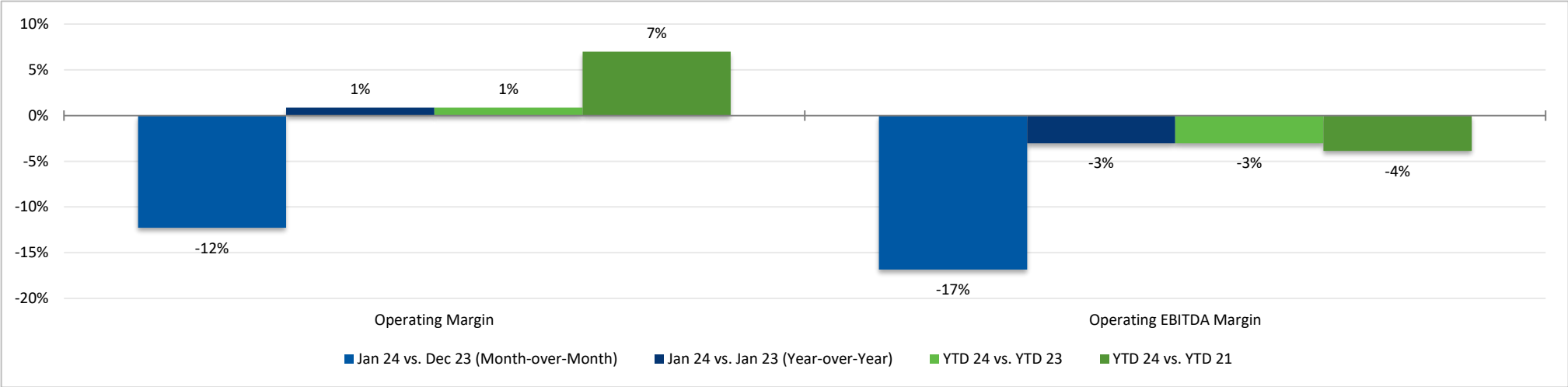


Volume

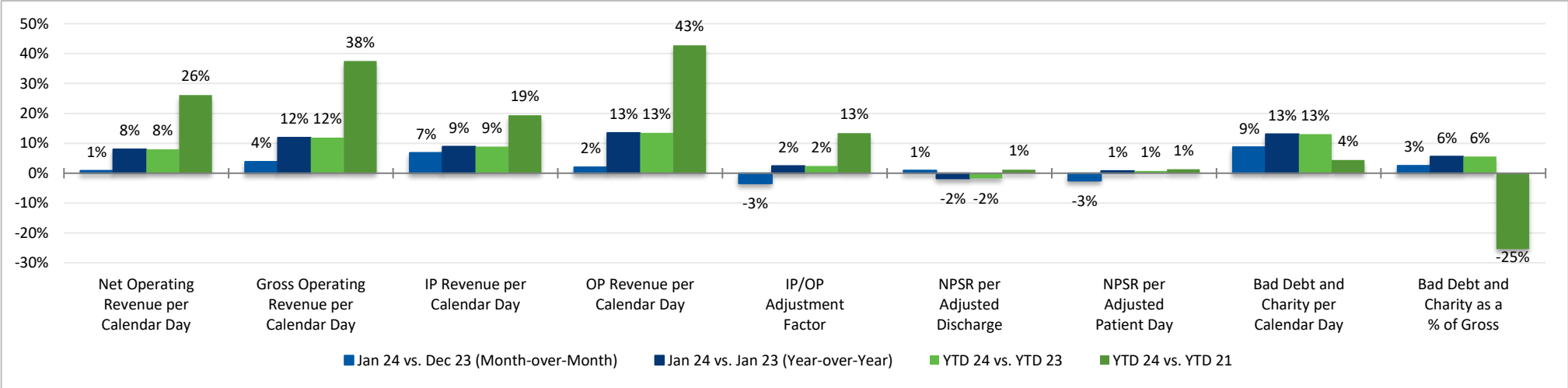


Regional Data: Great Plains

Profitability

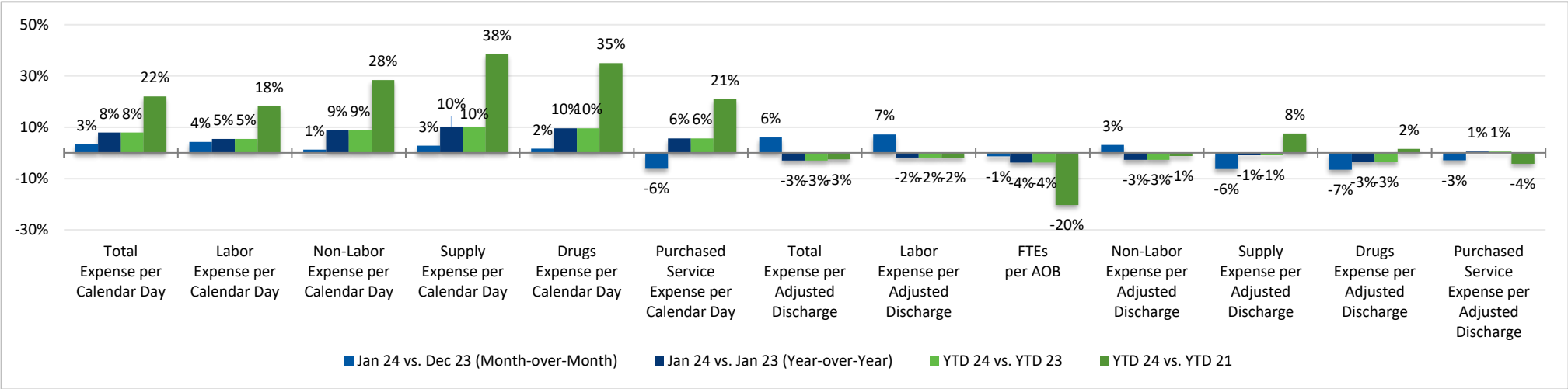


Revenue

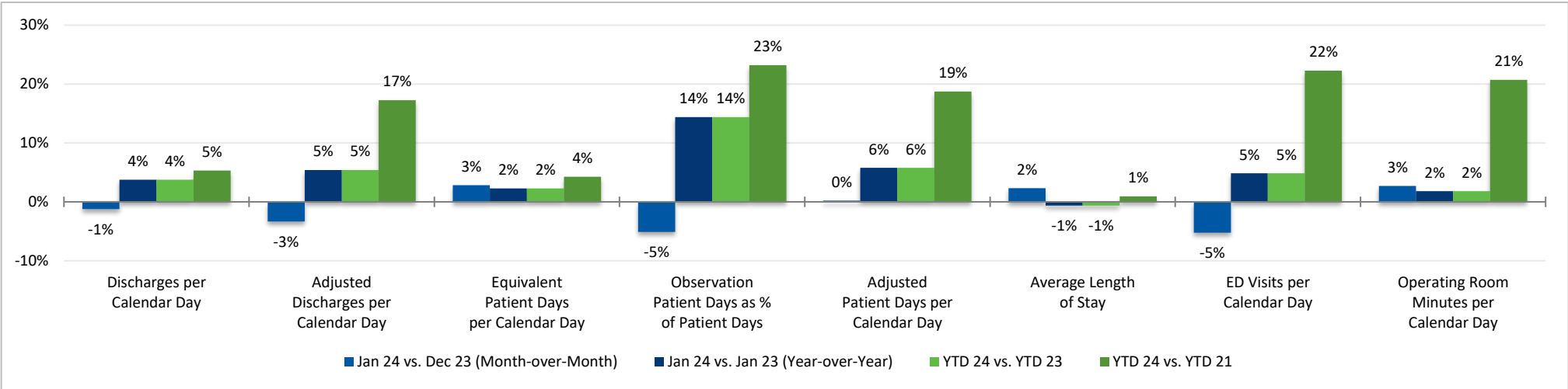


Regional Data: Great Plains *(continued)*

Expense



Volume



Data by Hospital Bed Size

Profitability, Revenue, Expense, and Volume

0-25 Beds

		Jan 24 vs. Dec 23 (Month-over-Month)	Jan 24 vs. Jan 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-8.0%	15.6%	15.6%	58.2%
	Operating EBIDA Margin	-10.9%	9.0%	9.0%	42.2%
Volume	Discharges per Calendar Day	0.1%	-2.2%	-2.2%	1.7%
	Adjusted Discharges per Calendar Day	-0.8%	3.1%	3.1%	24.5%
	Equivalent Patient Days per Calendar Day	2.8%	-1.3%	-1.3%	4.9%
	Observation Patient Days as % of Patient Days	-11.9%	2.4%	2.4%	9.8%
	Adjusted Patient Days per Calendar Day	2.5%	-0.2%	-0.2%	29.2%
	Average Length of Stay	-0.7%	-2.3%	-2.3%	-1.4%
	ED Visits per Calendar Day	-8.2%	4.3%	4.3%	29.0%
	Operating Room Minutes per Calendar Day	3.7%	1.1%	1.1%	4.7%
	Revenue	Net Operating Revenue per Calendar Day	0.8%	9.1%	9.1%
Gross Operating Revenue per Calendar Day		4.6%	11.1%	11.1%	38.0%
IP Revenue per Calendar Day		8.4%	4.2%	4.2%	7.1%
OP Revenue per Calendar Day		4.4%	10.4%	10.4%	41.3%
IP/OP Adjustment Factor		-4.2%	2.9%	2.9%	26.2%
NPSR per Adjusted Discharge		-0.7%	1.2%	1.2%	-1.3%
NPSR per Adjusted Patient Day		-2.6%	4.1%	4.1%	-6.5%
Bad Debt and Charity per Calendar Day		3.3%	19.1%	19.1%	27.4%
Bad Debt and Charity as a % of Gross		-1.7%	2.9%	2.9%	-6.5%
Expense		Total Expense per Calendar Day	3.3%	5.0%	5.0%
	Labor Expense per Calendar Day	3.0%	4.0%	4.0%	17.4%
	Non-Labor Expense per Calendar Day	2.4%	6.3%	6.3%	21.1%
	Supply Expense per Calendar Day	2.9%	10.5%	10.5%	28.8%
	Drugs Expense per Calendar Day	5.0%	12.9%	12.9%	38.5%
	Purchased Service Expense per Calendar Day	-0.6%	4.9%	4.9%	18.9%
	Total Expense per Adjusted Discharge	0.4%	0.8%	0.8%	-9.0%
	Labor Expense per Adjusted Discharge	4.5%	-3.9%	-3.9%	-10.8%
	FTEs per AOB	-4.8%	-3.1%	-3.1%	-27.3%
	Non-Labor Expense per Adjusted Discharge	-0.9%	0.8%	0.8%	-7.4%
	Supply Expense per Adjusted Discharge	0.6%	10.0%	10.0%	0.8%
	Drugs Expense per Adjusted Discharge	-1.1%	14.6%	14.6%	12.6%
	Purchased Service Expense per Adjusted Discharge	6.8%	-2.1%	-2.1%	-10.1%

26-99 Beds

		Jan 24 vs. Dec 23 (Month-over-Month)	Jan 24 vs. Jan 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-15.3%	27.8%	27.8%	15.6%
	Operating EBIDA Margin	-18.2%	11.1%	11.1%	5.9%
Volume	Discharges per Calendar Day	3.0%	3.4%	3.4%	5.9%
	Adjusted Discharges per Calendar Day	-3.5%	5.9%	5.9%	20.9%
	Equivalent Patient Days per Calendar Day	5.8%	5.9%	5.9%	-2.6%
	Observation Patient Days as % of Patient Days	-18.2%	-15.5%	-15.5%	6.3%
	Adjusted Patient Days per Calendar Day	2.3%	5.9%	5.9%	14.1%
	Average Length of Stay	3.0%	-3.5%	-3.5%	-16.2%
	ED Visits per Calendar Day	-3.3%	5.1%	5.1%	29.7%
	Operating Room Minutes per Calendar Day	0.5%	5.2%	5.2%	13.0%
	Revenue	Net Operating Revenue per Calendar Day	-0.1%	11.1%	11.1%
Gross Operating Revenue per Calendar Day		5.8%	11.3%	11.3%	31.9%
IP Revenue per Calendar Day		9.5%	10.8%	10.8%	12.0%
OP Revenue per Calendar Day		3.7%	10.7%	10.7%	45.7%
IP/OP Adjustment Factor		-4.4%	-0.7%	-0.7%	15.5%
NPSR per Adjusted Discharge		2.7%	3.2%	3.2%	1.3%
NPSR per Adjusted Patient Day		-3.2%	6.2%	6.2%	10.1%
Bad Debt and Charity per Calendar Day		3.7%	2.3%	2.3%	14.4%
Bad Debt and Charity as a % of Gross		0.7%	-5.5%	-5.5%	-13.6%
Expense	Total Expense per Calendar Day	1.8%	4.9%	4.9%	16.5%
	Labor Expense per Calendar Day	1.8%	3.8%	3.8%	15.4%
	Non-Labor Expense per Calendar Day	0.3%	5.4%	5.4%	18.1%
	Supply Expense per Calendar Day	1.0%	9.7%	9.7%	17.7%
	Drugs Expense per Calendar Day	2.1%	9.8%	9.8%	-2.6%
	Purchased Service Expense per Calendar Day	-2.2%	3.8%	3.8%	22.8%
	Total Expense per Adjusted Discharge	-0.9%	-3.1%	-3.1%	-7.5%
	Labor Expense per Adjusted Discharge	4.8%	-4.9%	-4.9%	-13.7%
	FTEs per AOB	-8.3%	-7.1%	-7.1%	-16.3%
	Non-Labor Expense per Adjusted Discharge	-1.9%	-0.9%	-0.9%	-6.9%
	Supply Expense per Adjusted Discharge	2.2%	8.1%	8.1%	-3.7%
	Drugs Expense per Adjusted Discharge	0.7%	3.1%	3.1%	-7.8%
	Purchased Service Expense per Adjusted Discharge	2.4%	-0.4%	-0.4%	-6.7%

100-199 Beds

		Jan 24 vs. Dec 23 (Month-over-Month)	Jan 24 vs. Jan 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-11.2%	27.1%	27.1%	37.8%
	Operating EBIDA Margin	-13.7%	32.1%	32.1%	35.2%
Volume	Discharges per Calendar Day	3.5%	7.7%	7.7%	9.1%
	Adjusted Discharges per Calendar Day	-1.0%	6.7%	6.7%	26.0%
	Equivalent Patient Days per Calendar Day	3.2%	2.5%	2.5%	4.4%
	Observation Patient Days as % of Patient Days	-11.5%	-10.7%	-10.7%	-15.8%
	Adjusted Patient Days per Calendar Day	3.5%	3.7%	3.7%	14.5%
	Average Length of Stay	2.8%	-0.7%	-0.7%	-8.5%
	ED Visits per Calendar Day	-1.8%	4.9%	4.9%	30.5%
	Operating Room Minutes per Calendar Day	1.4%	4.0%	4.0%	17.9%
	Revenue	Net Operating Revenue per Calendar Day	1.2%	8.8%	8.8%
Gross Operating Revenue per Calendar Day		4.8%	8.5%	8.5%	31.0%
IP Revenue per Calendar Day		6.7%	8.8%	8.8%	13.2%
OP Revenue per Calendar Day		3.5%	10.1%	10.1%	45.4%
IP/OP Adjustment Factor		-2.3%	-0.6%	-0.6%	10.4%
NPSR per Adjusted Discharge		2.7%	3.6%	3.6%	-3.9%
NPSR per Adjusted Patient Day		-0.9%	6.7%	6.7%	6.7%
Bad Debt and Charity per Calendar Day		2.9%	10.9%	10.9%	26.2%
Bad Debt and Charity as a % of Gross		0.4%	2.5%	2.5%	-8.3%
Expense	Total Expense per Calendar Day	3.1%	5.1%	5.1%	16.7%
	Labor Expense per Calendar Day	5.3%	2.9%	2.9%	19.7%
	Non-Labor Expense per Calendar Day	1.4%	6.3%	6.3%	19.5%
	Supply Expense per Calendar Day	2.4%	8.0%	8.0%	22.4%
	Drugs Expense per Calendar Day	4.4%	11.0%	11.0%	10.7%
	Purchased Service Expense per Calendar Day	0.2%	4.0%	4.0%	16.7%
	Total Expense per Adjusted Discharge	1.7%	-3.9%	-3.9%	-10.0%
	Labor Expense per Adjusted Discharge	3.6%	-3.3%	-3.3%	-15.4%
	FTEs per AOB	-5.5%	-5.4%	-5.4%	-13.2%
	Non-Labor Expense per Adjusted Discharge	-1.0%	-1.6%	-1.6%	-12.0%
	Supply Expense per Adjusted Discharge	-0.6%	0.3%	0.3%	-7.1%
	Drugs Expense per Adjusted Discharge	5.1%	4.0%	4.0%	-30.5%
	Purchased Service Expense per Adjusted Discharge	1.3%	0.4%	0.4%	-27.1%

200-299 Beds

		Jan 24 vs. Dec 23 (Month-over-Month)	Jan 24 vs. Jan 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-15.8%	28.4%	28.4%	1.3%
	Operating EBIDA Margin	-8.1%	17.3%	17.3%	-6.4%
Volume	Discharges per Calendar Day	1.3%	7.6%	7.6%	9.9%
	Adjusted Discharges per Calendar Day	0.1%	7.7%	7.7%	20.8%
	Equivalent Patient Days per Calendar Day	3.4%	2.4%	2.4%	5.5%
	Observation Patient Days as % of Patient Days	-6.7%	-10.5%	-10.5%	13.5%
	Adjusted Patient Days per Calendar Day	2.1%	3.8%	3.8%	12.4%
	Average Length of Stay	1.8%	-4.9%	-4.9%	-8.4%
	ED Visits per Calendar Day	-2.7%	5.6%	5.6%	27.2%
	Operating Room Minutes per Calendar Day	2.7%	1.0%	1.0%	17.2%
Revenue	Net Operating Revenue per Calendar Day	0.6%	10.7%	10.7%	22.5%
	Gross Operating Revenue per Calendar Day	4.7%	9.6%	9.6%	33.5%
	IP Revenue per Calendar Day	8.7%	11.6%	11.6%	22.0%
	OP Revenue per Calendar Day	2.9%	8.7%	8.7%	46.9%
	IP/OP Adjustment Factor	-2.3%	-0.4%	-0.4%	9.4%
	NPSR per Adjusted Discharge	0.9%	0.5%	0.5%	-4.6%
	NPSR per Adjusted Patient Day	-1.4%	5.6%	5.6%	9.9%
	Bad Debt and Charity per Calendar Day	-7.9%	10.3%	10.3%	13.5%
	Bad Debt and Charity as a % of Gross	-12.5%	1.8%	1.8%	-15.3%
Expense	Total Expense per Calendar Day	1.3%	5.6%	5.6%	21.3%
	Labor Expense per Calendar Day	4.3%	3.8%	3.8%	21.6%
	Non-Labor Expense per Calendar Day	2.7%	6.3%	6.3%	23.2%
	Supply Expense per Calendar Day	4.4%	10.9%	10.9%	26.1%
	Drugs Expense per Calendar Day	10.7%	13.4%	13.4%	13.9%
	Purchased Service Expense per Calendar Day	-0.7%	4.5%	4.5%	15.5%
	Total Expense per Adjusted Discharge	0.8%	-4.3%	-4.3%	-5.8%
	Labor Expense per Adjusted Discharge	1.3%	-5.3%	-5.3%	-7.2%
	FTEs per AOB	-2.1%	-1.8%	-1.8%	-11.0%
	Non-Labor Expense per Adjusted Discharge	1.0%	-0.4%	-0.4%	-2.7%
	Supply Expense per Adjusted Discharge	3.2%	3.0%	3.0%	6.9%
	Drugs Expense per Adjusted Discharge	10.0%	5.8%	5.8%	-7.5%
	Purchased Service Expense per Adjusted Discharge	-1.4%	-2.5%	-2.5%	-12.7%

300-499 Beds

		Jan 24 vs. Dec 23 (Month-over-Month)	Jan 24 vs. Jan 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-5.1%	27.6%	27.6%	-8.5%
	Operating EBIDA Margin	-3.4%	24.0%	24.0%	-3.9%
Volume	Discharges per Calendar Day	1.7%	7.9%	7.9%	9.0%
	Adjusted Discharges per Calendar Day	0.7%	6.9%	6.9%	20.4%
	Equivalent Patient Days per Calendar Day	4.3%	1.9%	1.9%	0.3%
	Observation Patient Days as % of Patient Days	-6.9%	-10.4%	-10.4%	11.3%
	Adjusted Patient Days per Calendar Day	3.8%	2.8%	2.8%	6.4%
	Average Length of Stay	3.5%	-2.7%	-2.7%	-4.1%
	ED Visits per Calendar Day	-3.0%	5.7%	5.7%	24.9%
	Operating Room Minutes per Calendar Day	4.8%	1.7%	1.7%	19.4%
	Revenue	Net Operating Revenue per Calendar Day	1.9%	9.0%	9.0%
Gross Operating Revenue per Calendar Day		5.8%	10.0%	10.0%	28.3%
IP Revenue per Calendar Day		8.1%	9.9%	9.9%	19.0%
OP Revenue per Calendar Day		5.3%	10.2%	10.2%	43.6%
IP/OP Adjustment Factor		-1.4%	0.3%	0.3%	8.1%
NPSR per Adjusted Discharge		4.6%	4.9%	4.9%	6.2%
NPSR per Adjusted Patient Day		-2.6%	5.7%	5.7%	13.0%
Bad Debt and Charity per Calendar Day		1.7%	12.9%	12.9%	15.2%
Bad Debt and Charity as a % of Gross		-2.2%	6.2%	6.2%	-7.4%
Expense		Total Expense per Calendar Day	3.5%	6.0%	6.0%
	Labor Expense per Calendar Day	3.1%	2.9%	2.9%	15.0%
	Non-Labor Expense per Calendar Day	3.6%	9.7%	9.7%	23.3%
	Supply Expense per Calendar Day	4.6%	13.6%	13.6%	29.1%
	Drugs Expense per Calendar Day	8.9%	13.4%	13.4%	24.8%
	Purchased Service Expense per Calendar Day	4.3%	3.1%	3.1%	21.7%
	Total Expense per Adjusted Discharge	1.9%	0.1%	0.1%	2.9%
	Labor Expense per Adjusted Discharge	1.6%	-3.1%	-3.1%	1.1%
	FTEs per AOB	-5.2%	-3.0%	-3.0%	-11.0%
	Non-Labor Expense per Adjusted Discharge	2.3%	4.7%	4.7%	5.8%
	Supply Expense per Adjusted Discharge	3.1%	8.8%	8.8%	11.7%
	Drugs Expense per Adjusted Discharge	8.6%	15.3%	15.3%	8.4%
	Purchased Service Expense per Adjusted Discharge	5.4%	-2.6%	-2.6%	3.7%

500+ Beds

		Jan 24 vs. Dec 23 (Month-over-Month)	Jan 24 vs. Jan 23 (Year-over-Year)	YTD 24 vs. YTD 23	YTD 24 vs. YTD 21
Margin	Operating Margin	-10.5%	26.9%	26.9%	23.7%
	Operating EBIDA Margin	-13.2%	13.7%	13.7%	-1.5%
Volume	Discharges per Calendar Day	-0.9%	3.4%	3.4%	11.3%
	Adjusted Discharges per Calendar Day	-0.9%	5.1%	5.1%	22.2%
	Equivalent Patient Days per Calendar Day	3.6%	3.8%	3.8%	8.7%
	Observation Patient Days as % of Patient Days	-7.0%	-9.4%	-9.4%	3.0%
	Adjusted Patient Days per Calendar Day	3.9%	5.4%	5.4%	16.7%
	Average Length of Stay	4.5%	-0.1%	-0.1%	0.7%
	ED Visits per Calendar Day	-0.2%	3.0%	3.0%	28.6%
	Operating Room Minutes per Calendar Day	4.2%	3.7%	3.7%	14.5%
	Revenue	Net Operating Revenue per Calendar Day	0.3%	12.9%	12.9%
Gross Operating Revenue per Calendar Day		5.5%	11.3%	11.3%	36.6%
IP Revenue per Calendar Day		6.8%	10.1%	10.1%	26.3%
OP Revenue per Calendar Day		7.2%	13.4%	13.4%	48.1%
IP/OP Adjustment Factor		0.0%	0.9%	0.9%	8.6%
NPSR per Adjusted Discharge		3.4%	6.4%	6.4%	5.1%
NPSR per Adjusted Patient Day		-3.4%	5.5%	5.5%	15.4%
Bad Debt and Charity per Calendar Day		8.0%	11.6%	11.6%	11.0%
Bad Debt and Charity as a % of Gross		2.4%	-0.5%	-0.5%	-13.5%
Expense		Total Expense per Calendar Day	1.4%	9.4%	9.4%
	Labor Expense per Calendar Day	2.6%	4.8%	4.8%	20.7%
	Non-Labor Expense per Calendar Day	1.9%	12.3%	12.3%	32.9%
	Supply Expense per Calendar Day	5.8%	16.3%	16.3%	39.1%
	Drugs Expense per Calendar Day	6.6%	25.4%	25.4%	47.6%
	Purchased Service Expense per Calendar Day	0.4%	16.0%	16.0%	26.6%
	Total Expense per Adjusted Discharge	2.5%	3.6%	3.6%	-1.8%
	Labor Expense per Adjusted Discharge	0.6%	-1.3%	-1.3%	-10.2%
	FTEs per AOB	-5.5%	-4.3%	-4.3%	-13.3%
	Non-Labor Expense per Adjusted Discharge	5.2%	6.5%	6.5%	8.3%
	Supply Expense per Adjusted Discharge	3.9%	8.7%	8.7%	11.8%
	Drugs Expense per Adjusted Discharge	4.2%	16.6%	16.6%	13.9%
	Purchased Service Expense per Adjusted Discharge	1.0%	11.4%	11.4%	-5.9%

Non-Operating

National Non-Operating Results

Key Observations

- Consumer prices rose more than expected in January with the Consumer Price Index (CPI) increasing 0.3% in January and 3.1% from a year ago, the largest price increase in four months
- Rising rents pushed US inflation higher in January, rising 0.6% in January after gaining 0.4% in December, and accounted for two-thirds of the rise in CPI
- At the Federal Reserve Board’s January meeting, The Fed kept interest rates unchanged at 5.25%-5.50% while Fed Chair Powell stated that a rate cut in March is “unlikely” as the Chair does not believe the committee will reach a level of confidence necessary to do so
- The Expectations Index – based on consumers’ short-term outlook for income, business, and labor market conditions – improved to 83.8 in January, up from a revised reading of 81.9 in December
- 4Q23 GDP data print came in at 3.3% on an annualized basis, significantly higher than market expectations of 2.0% driven by upside in inventories, trade, business investment, and consumption
- Job gains were higher than expected for January with the total coming in at 353,000, beating estimates of ~185,000
- Unemployment remained unchanged from January, staying flat at 3.7%; wages are expected to slow throughout 2024 supporting further reductions in inflation
- Yields on the 10 and 30-year Treasuries rose to 3.96% and 4.21% month-over-month, rising 10 and 22 bps, respectively; on the short end of the curve, 2-year yields fell 5 bps to 4.21%
- The S&P 500 rose by 1.6% in January, marking a slowdown from the gain of 4.4% in December; Y-o-Y gains fell to 18.9%

General Non-Operating Observations

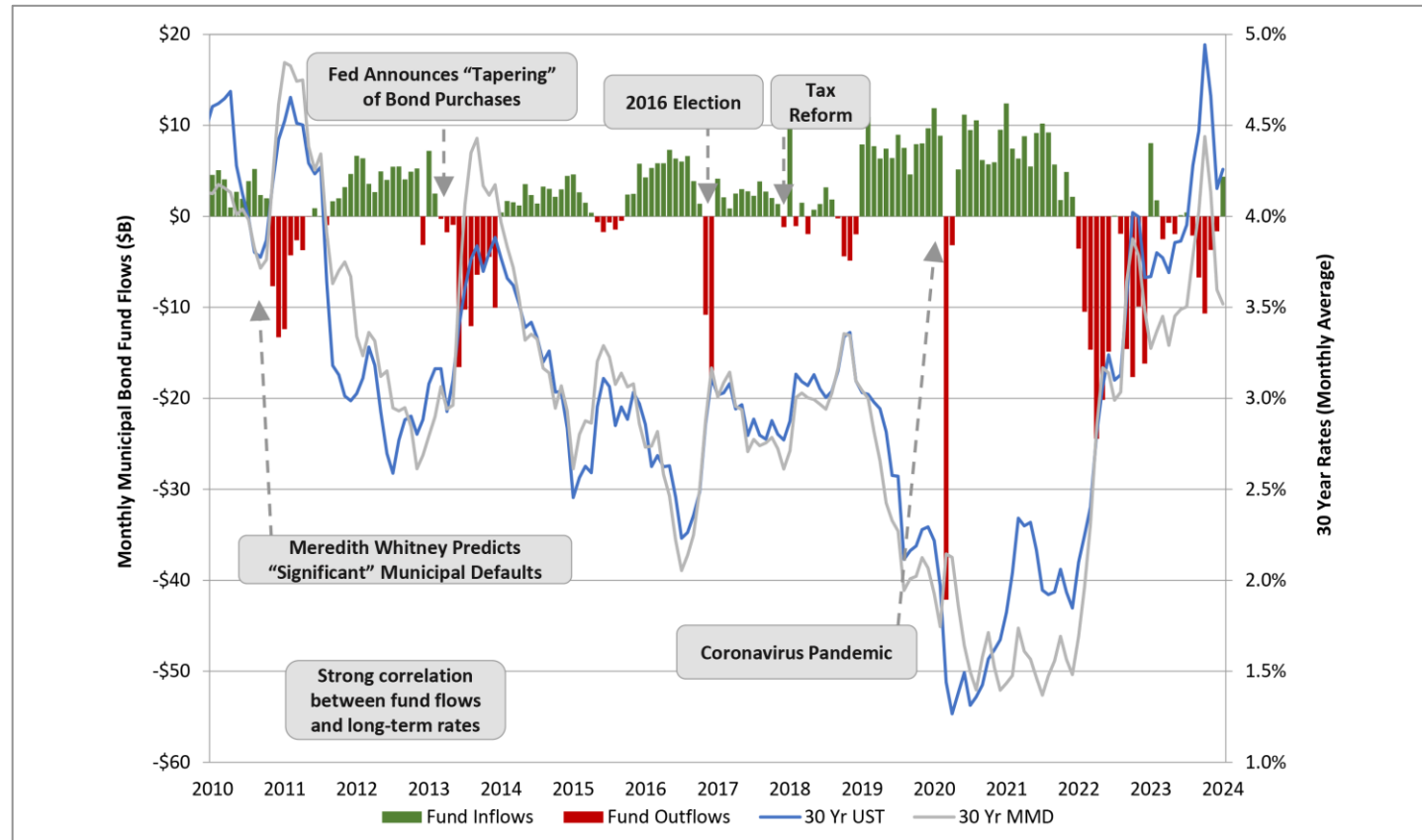
	January 2024	M-o-M Change	Y-o-Y Change
General			
GDP Growth*	3.3%	n/a	n/a
Unemployment Rate	3.7%	n/c	+0.3%
Personal Consumption Expenditures (YoY)	2.9 %	-0.2%	-2.0%
Liabilities			
SOFR	5.32%	-6 bps	+101 bps
SIFMA	3.74%	-13 bps	+208 bps
30yr MMD	3.52%	+10 bps	+32 bps
30yr Treasury	4.21%	+22 bps	+58 bps
Assets			
60/40 Asset Allocation [†]	n/a	+0.1%	+8.8%

*U.S. Bureau of Economic Analysis, Q4 2023 “Advance Estimate”

†60/40 Asset Allocation assumes 30% S&P 500 Index, 20% MSCI World Index, 10% MSCI Emerging Markets Index, 40% Barclays US Aggregate Bond Index

Non-Operating Liabilities

Long Term – Monthly Municipal Bond Fund Flows with 30-Year U.S. Treasury and 30-Year MMD



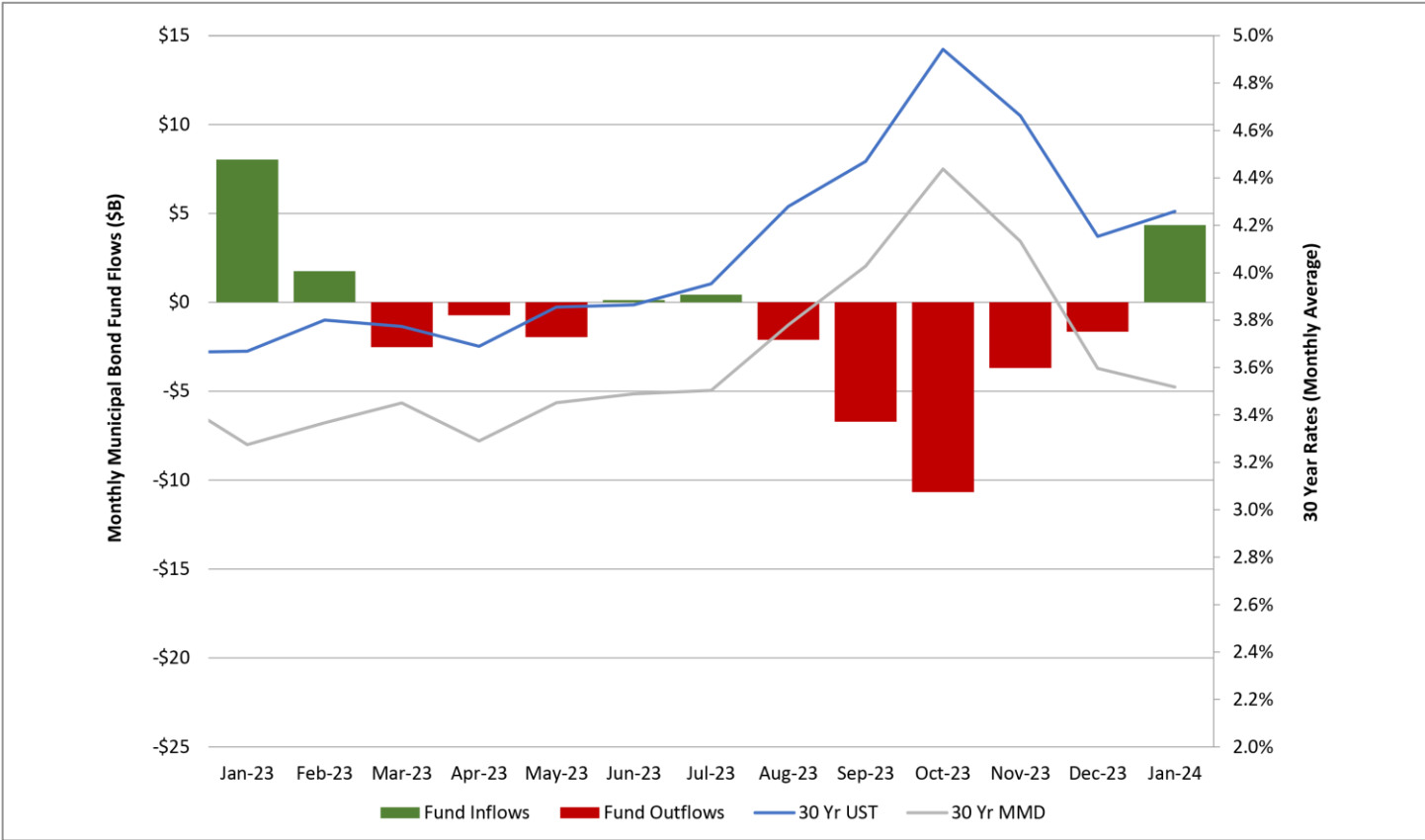
Following two consecutive months of declining rates, both the 30-year MMD and 30-year treasury rates increased. The 30-year MMD rose a modest 10 bps to close the month at 3.52%, while the 30-year Treasury increased 22 bps to end the month at 4.21%. Following 5 consecutive months of outflows that saw nearly \$25.0 billion exit the market, Municipal funds experienced inflows of \$4.4 billion, the largest single-month gain since January of 2023. MMD/Treasury ratios tightened throughout the entirety of the curve, with a two-year ratio of 63%, 10-year ratio of 60%, and 30-year ratio of 84% compared to measures of 59%, 59%, and 86%, respectively, at the end of December.

Kaufman Hall, National Hospital Flash Report (February 2024)

Taxable and tax-exempt debt capital markets, as approximated here by the '30-yr U.S. Treasury' and '30-yr MMD Index', are dependent upon macroeconomic conditions, including inflation expectations, GDP growth, and investment opportunities elsewhere in the market. A key measure to track is bond fund flows, particularly in the more supply and demand sensitive tax-exempt market. Fund flows are monies moving into bond funds from new investment and principal and interest payments on existing and maturing holdings. Strong fund flows generally signal that investors have more cash to put to work, a boon to the demand. Fund inflows generally are moderate and consistent over time while fund outflows are typically large and sudden, as external events affect investor sentiment, resulting in quick position liquidation which can drive yields up considerably in a short amount of time.

Non-Operating Liabilities *(continued)*

Last Twelve Months – Monthly Municipal Bond Fund Flows with 30-Year U.S. Treasury and 30-Year MMD



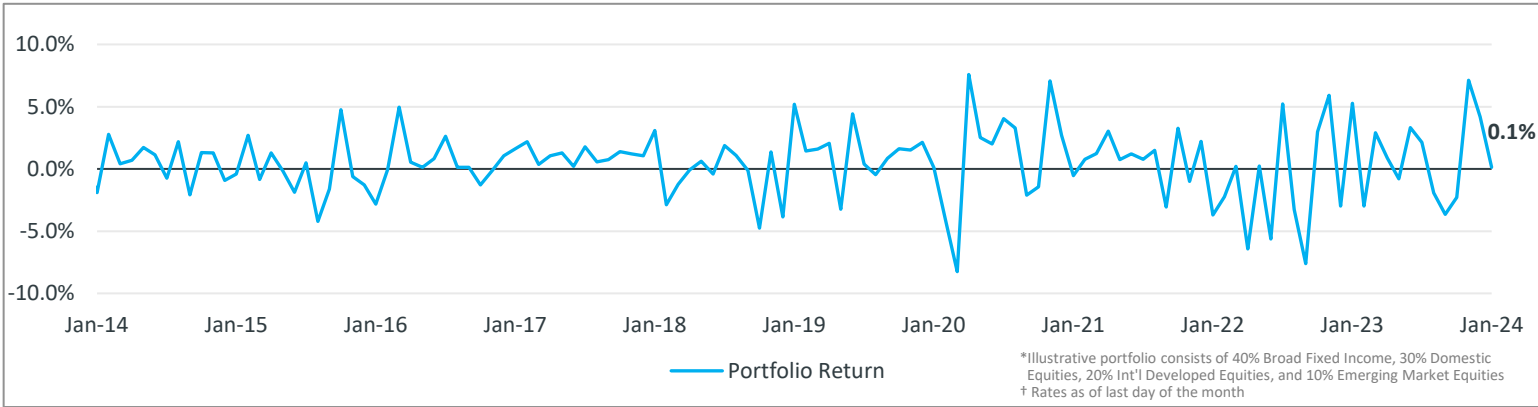
Issuance in January increased year-on-year due to strong market conditions from the end of last year, increasing capital requirements, tighter credit spreads, and issuers planning for reduced federal stimulus funding. The January uptrend was sustained as economic data began to improve and recession warnings abated, prompting issuers to add more debt to their books. Total municipal issuance and total healthcare supply are 17.7% and 456.9% higher, respectively, to start 2024 compared to 2023.

Kaufman Hall, National Hospital Flash Report (February 2024)

Taxable and tax-exempt debt capital markets, as approximated here by the '30-yr U.S. Treasury' and '30-yr MMD Index', are dependent upon macroeconomic conditions, including inflation expectations, GDP growth and investment opportunities elsewhere in the market. A key measure to track is bond fund flows, particularly in the more supply and demand sensitive tax-exempt market. Fund flows are monies moving into bond funds from new investment and principal and interest payments on existing and maturing holdings. Strong fund flows generally signal that investors have more cash to put to work, a boon to the demand. Fund inflows generally are moderate and consistent over time while fund outflows are typically large and sudden, as external events affect investor sentiment, resulting in quick position liquidation which can drive yields up considerably in a short amount of time.

Non-Operating Assets

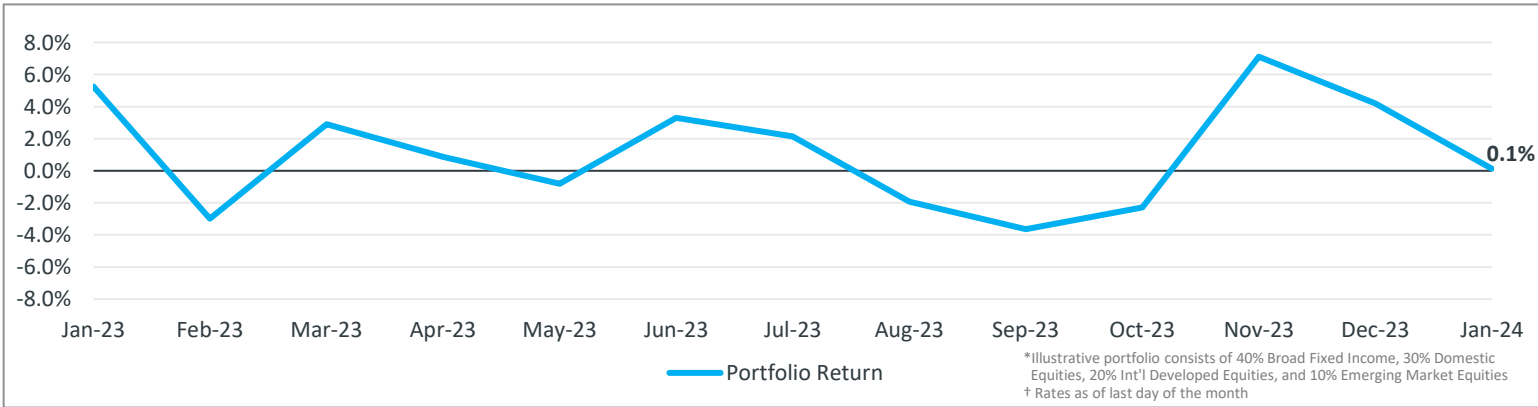
Long Term – Illustrative Investment Portfolio Returns, Month-over-Month Change



Kaufman Hall, National Hospital Flash Report (February 2024)

Equities remained positive for a third consecutive month. The S&P 500 continued its gains from December (4.4%) and November (8.9%), rising 1.6%, bringing its YoY and YTD gains to 18.9% and 6.1%, respectively. Similarly, the Dow rose 1.2% over the month and posted YoY gains of 11.9%. These gains represent a three-month winning streak on the back of what was a historic three-month losing streak between August and October of last year.

Last Twelve Months – Illustrative Investment Portfolio Returns, Month-over-Month Change



Kaufman Hall, National Hospital Flash Report (February 2024)

The blended 60/40 asset allocation finished January 0.1% higher month-over-month with the S&P 500 and MSCI World Indices posting gains of 1.6% and 1.1%, respectively, month-over-month, while the MSCI Emerging Markets and Barclays Aggregate Bond Index fell -4.7% and -0.3%, respectively.

Contacts

For more information contact

SUBJECT MATTER EXPERT / REPORT AUTHOR

Erik Swanson

Senior Vice President,

Data and Analytics

eswanson@kaufmanhall.com

For media requests

Contact Haydn Bush at hbush@kaufmanhall.com

Talk to us

Have a comment on the Kaufman Hall *National Hospital Flash Report*? We want to hear from you. Please direct all questions or comments to flashreports@kaufmanhall.com

KaufmanHall

CHICAGO, IL | LOS ANGELES, CA | SKOKIE, IL | WEST PALM BEACH, FL | BRENTWOOD, TN

BofA Weekly Healthcare Update

Week of March 8, 2024



Tax-Exempt Market Overview – 30 Year MMD Decreased⁽¹⁾

- 30 Year MMD decreased 2 basis points to 3.57% this week.
- Tax-exempt bond funds saw inflows of \$869.3 million this week.
- Tax-exempt municipal money market fund asset increased by \$220 million, bringing total net assets to \$120.03 billion.
- SIFMA increased by 7 basis points, moving from 3.30% to 3.37%. The SIFMA/1D SOFR ratio currently sits at 63%.
- A tax-exempt healthcare issue priced this week for NCH Healthcare.

Taxable Market Overview – 30 Year UST Decreased⁽¹⁾

- 30 Year UST decreased by 13 basis points to 4.25% this week.
- Corporate Investment Grade Bond Funds saw an inflow of \$8.458 billion this week.
- Taxable municipal money market fund assets increased by \$38.87 billion, bringing their total to \$5.92 trillion.
- A taxable healthcare issue priced this week for NCH Healthcare.

Macro Overview⁽²⁾

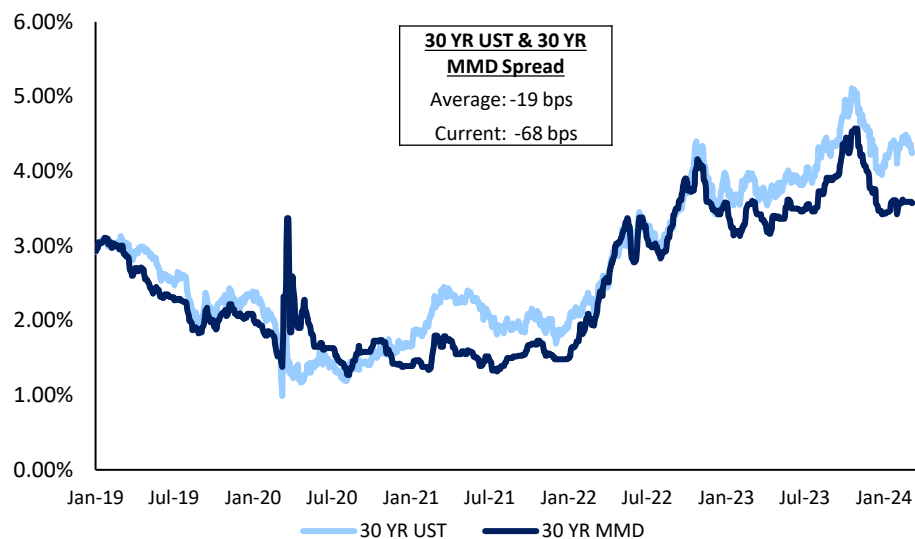
- Nonfarm payrolls increased by 275,000 for the month while the jobless rate moved higher to 3.9%. Wall Street had been looking for 198,000 new jobs and unemployment at 3.7%.
- Health care led with 67,000 new jobs. Government again was a big contributor, with 52,000, while restaurants and bars added 42,000.
- Wages rose just 0.1% on the month, one-tenth of a percentage point below the estimate and were up 4.3% from a year ago.
- Private companies added 140,000 positions for the month, an increase from the upwardly revised 111,000 in January but a bit below the Dow Jones estimate for 150,000.

BofA Weekly Healthcare Update

Tax-Exempt and Taxable – Fixed Rates



MMD & UST Fixed Rates (1)



Rate Trends and Ratios (1)

	Current	Change Over the Last Week	Change YTD	10 Year Average
10 Year UST	4.09%	(0.16%)	0.10%	2.34%
30 Year UST	4.25%	(0.13%)	0.12%	2.83%
10 Year MMD	2.40%	(0.06%)	0.12%	1.93%
30 Year MMD	3.57%	(0.02%)	0.14%	2.70%
10 Year MMD / UST	58.68%	57.88%	57.14%	82.66%
30 Year MMD / UST	84.00%	81.96%	83.05%	95.53%

Date	2/1/24	2/8/24	2/15/24	2/22/24	2/29/24	3/7/24
Revenue Bond Index (RBI)	3.62%	3.77%	3.82%	3.82%	3.82%	3.80%

Tax-Exempt Healthcare Yields (3)

YRS	TE Healthcare Aa/AA	Spread to Benchmark MMD	TE Healthcare A2/A	Spread to Benchmark MMD	TE Healthcare Baa2/BBB	Spread to Benchmark MMD	Benchmark MMD
1	3.03%	8 bps	3.25%	30 bps	3.55%	60 bps	2.95%
2	2.83%	12 bps	3.11%	40 bps	3.36%	65 bps	2.71%
3	2.69%	15 bps	2.99%	45 bps	3.24%	70 bps	2.54%
4	2.59%	17 bps	2.92%	50 bps	3.17%	75 bps	2.42%
5	2.60%	20 bps	2.95%	55 bps	3.20%	80 bps	2.40%
6	2.55%	17 bps	2.96%	58 bps	3.23%	85 bps	2.38%
7	2.60%	22 bps	3.00%	62 bps	3.28%	90 bps	2.38%
8	2.66%	27 bps	3.04%	65 bps	3.34%	95 bps	2.39%
9	2.70%	30 bps	3.08%	68 bps	3.40%	100 bps	2.40%
10	2.75%	35 bps	3.10%	70 bps	3.45%	105 bps	2.40%
20	3.85%	60 bps	4.00%	75 bps	4.30%	105 bps	3.25%
30	4.22%	65 bps	4.42%	85 bps	4.72%	115 bps	3.57%

Index Eligible Taxable Healthcare Yields (4)

YRS	Taxable Healthcare Aa/AA	Spread to Benchmark UST	Taxable Healthcare A2/A	Spread to Benchmark UST	Benchmark US Treasury
1	5.63%	70 bps	6.03%	110 bps	4.93%
2	5.00%	50 bps	5.40%	90 bps	4.50%
3	4.83%	55 bps	5.28%	100 bps	4.28%
4	4.72%	65 bps	5.17%	110 bps	
5	4.77%	70 bps	5.22%	115 bps	4.07%
6	4.89%	80 bps	5.34%	125 bps	
7	4.99%	90 bps	5.44%	135 bps	4.09%
8	5.14%	105 bps	5.59%	150 bps	
9	5.19%	110 bps	5.64%	155 bps	
10	5.24%	115 bps	5.69%	160 bps	4.09%
20	5.45%	120 bps	5.90%	165 bps	
30	5.55%	130 bps	6.00%	175 bps	4.25%

1) Source: Thomson Reuters as of 3/7/2024.

2) Source: Bond Buyer, 25-Bond Revenue. Revenue bonds maturing in 30 years are used in compiling this index.

3) Indicative as of 3/7/2024. Assumes 5% coupons and yields reflect yields to call. Rates displayed are not specific to any borrower. Actual rates will depend on many variables including notch-specific credit rating, size, call provisions, state of issuance and other factors.

4) Indicative as of 3/7/2024. Yields for non-index eligible bonds would be based on the 25-Bond Revenue Index with a 100 bps spread. Rates displayed are not specific to any borrower. Actual rates will depend on many variables including notch-specific credit rating, size, call provisions and other factors.

BofA Weekly Healthcare Update

Tax-Exempt bond funds experienced approximately \$869.3 million of inflows this week



Economic Data: Upcoming Reports and Forecasts ⁽¹⁾

BOFA INTEREST RATE FORECAST				
	1Q24	2Q24	3Q24	4Q24
Fed Funds (%)	5.25-5.50	5.00-5.25	4.75-5.00	4.50-4.75
2Y UST (%)	4.75	4.50	4.25	4.00
5Y UST (%)	4.50	4.40	4.25	4.15
10Y UST (%)	4.40	4.30	4.25	4.25
30Y UST (%)	4.70	4.65	4.65	4.75

SELECTED ECONOMIC DATA REPORTS			
Date	Economic Event	Date	Economic Event
3/12/2024	Consumer Price Index	3/20/2024	FOMC Economic Projections
3/13/2024	MBA Mortgage Applications	3/21/2024	Philadelphia Fed Manufacturing Index
3/14/2024	Initial Jobless Claims	3/21/2024	Initial Jobless Claims
3/15/2024	NY Empire State Manufacturing	3/25/2024	Chicago Fed National Activity Index
3/19/2024	Redbook Index YoY	3/26/2024	Consumer Confidence – March
3/20/2024	Fed Monetary Policy Statement	3/28/2024	Annualized GDP

Municipal Bond Fund Inflows and Outflows ⁽²⁾



1) Source: BofA US Economic Weekly 3/7/2024.

2) Lipper U.S. Fund Flows as of 3/7/2024; data includes weekly and monthly reporting funds.

BofA Weekly Healthcare Update

Short-Term Market Update: Current Environment



Recent SIFMA Index Resets

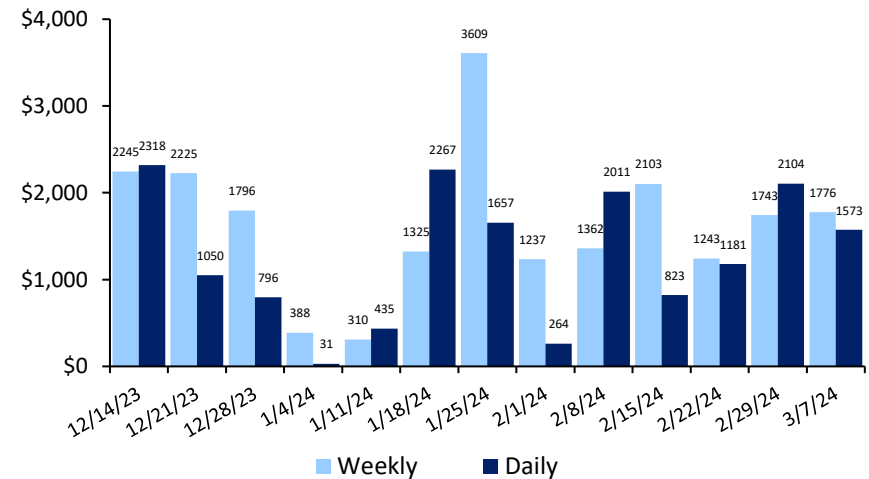
Reset Date	2/2/24	2/9/24	2/16/24	2/23/24	3/1/24	3/7/24
SIFMA	3.74%	3.24%	3.60%	3.24%	3.30%	3.37%
Trend (wk/wk)	-0.81%	-0.50%	0.36%	-0.36%	0.06%	0.07%
SIFMA/1D SOFR (%)	70%	61%	68%	61%	62%	63%

	Current
1M BSBY	5.38%
1D SOFR	5.32%
1M SOFR	5.32%

Weekly Observations

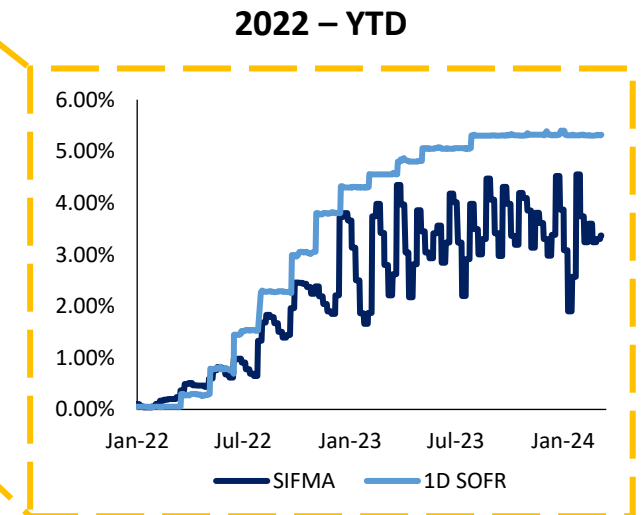
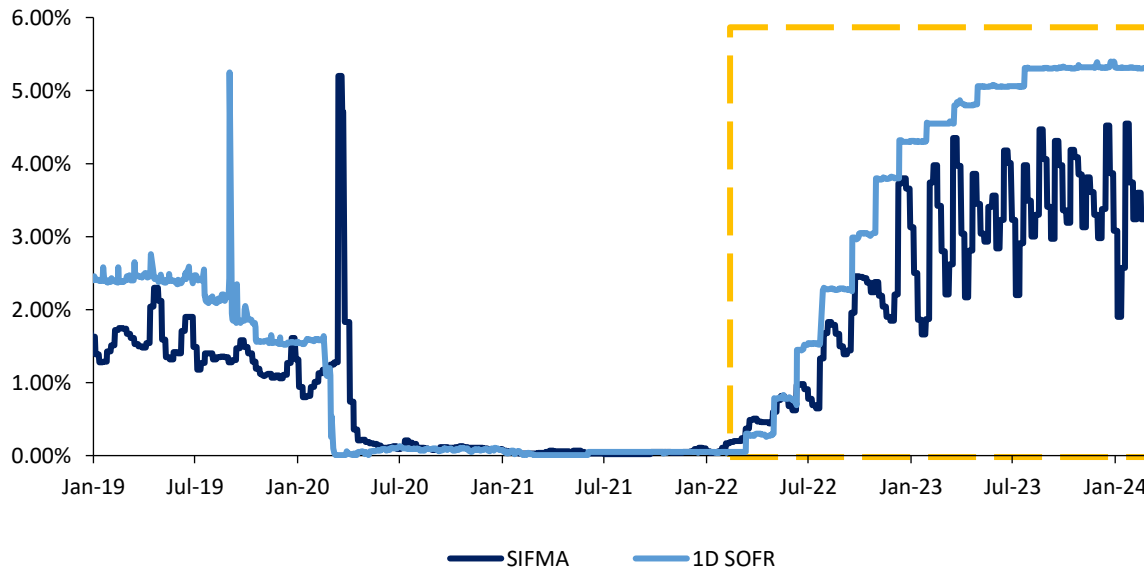
- SIFMA increased by 7 basis points to 3.37%
- Weekly dealer VRDO inventory increased by \$33 million
- Daily dealer VRDO inventory decreased by \$531 billion

BOOM Reported Dealer VRDO Inventory (\$MM)⁽¹⁾



	SIFMA	1D SOFR	SIFMA/SOFR Ratio
Current	3.37%	5.32%	63%
3 Month Avg.	3.38%	5.32%	64%
6 Month Avg.	3.51%	5.32%	66%

Index Resets and SIFMA/1M SOFR Ratio Since 2019



BofA Weekly Healthcare Update

Recent Healthcare Deals



Tax-Exempt Deals Priced

Issuer	State	Rating ⁽¹⁾	Structure	Maturity	Coupon ⁽²⁾	Yield ⁽³⁾	Spread to MMD	Managers	Total Par	Timing
NCH Healthcare	FL	A3/NR/A-	Fixed Rate	2054	5.000%	4.190%	57 bps	JP Morgan	\$157,710,000	3/6/2024
			Put Bonds	2031	5.000%	3.290%	85 bps			

Tax-Exempt Deals in the Pipeline

Issuer	State	Rating ⁽¹⁾	Structure	Maturity	Coupon ⁽²⁾	Yield ⁽³⁾	Spread to MMD	Managers	Total Par	Timing
CommonSpirit	CA	A3/A-/A-	Fixed Rate	TBD	TBD	TBD	TBD	BofA/Morgan Stanley/Jefferies	\$246,565,000	TBD
	CO			TBD	TBD	TBD	TBD		\$775,270,000	
Children's Hospital of Orange County	CA	NR/AA-/AA-	Fixed Rate	TBD	TBD	TBD	TBD	Morgan Stanley	\$91,900,000	TBD
			Put Bonds	TBD	TBD	TBD	TBD		\$91,280,000	

Taxable Deals Priced

Issuer	State	Rating ⁽¹⁾	Structure	Maturity	Yield ⁽³⁾	Spread to MMD	Managers	Total Par	Timing
NCH Healthcare	FL	A3/NR/A-	Fixed Rate	2026	5.249%	82 bps	JPM	\$42,229,000	3/6/2024

Taxable Deals in the Pipeline

Issuer	State	Rating ⁽¹⁾	Structure	Maturity	Yield ⁽³⁾	Spread to MMD	Managers	Total Par	Timing
CommonSpirit	CA	A3/A-/A-	Fixed Rate	TBD	TBD	TBD	BofA/Morgan Stanley/Jefferies	\$1,750,780,000	TBD
	CO			TBD	TBD	TBD			

(1) Ratings are displayed in the following order: Moody's/S&P/Fitch.

(2) Coupon of final maturity.

(3) Premium bonds priced to call; Discount bonds priced to maturity if applicable.

BofA Weekly Healthcare Update

Recent Industry Rating Actions



MOODY'S

Date	Health System	State	Action	New		Prior	
				Rating	Outlook	Rating	Outlook
3/7/2024	Irving Hospital Authority	TX	Upgraded	Baa1	Stable	Baa2	Stable
3/6/2024	CoxHealth	MO	Affirmed	A2	Stable	A2	Stable
3/1/2024	Bellin Health	WI	Outlook Revised	A2	Stable	A2	Positive

S&P Global

Date	Health System	State	Action	New		Prior	
				Rating	Outlook	Rating	Outlook
3/6/2024	Willis-Knighton Health System	LA	Affirmed	A	Stable	A	Stable
3/4/2024	Central Florida Health	FL	Affirmed	A	Stable	A	Stable

FitchRatings

Date	Health System	State	Action	New		Prior	
				Rating	Outlook	Rating	Outlook
3/7/2024	Martin County Hospital District	TX	Upgraded	A-	Stable	BBB+	Positive
3/7/2024	Providence Health	WA	Affirmed	A	Negative	A	Negative
3/6/2024	Baystate Medical Center	MA	Outlook Revised	A+	Negative	A+	Stable
3/4/2024	Presbyterian Healthcare	NM	Affirmed	AA	Stable	AA	Stable

BofA Weekly Healthcare Update

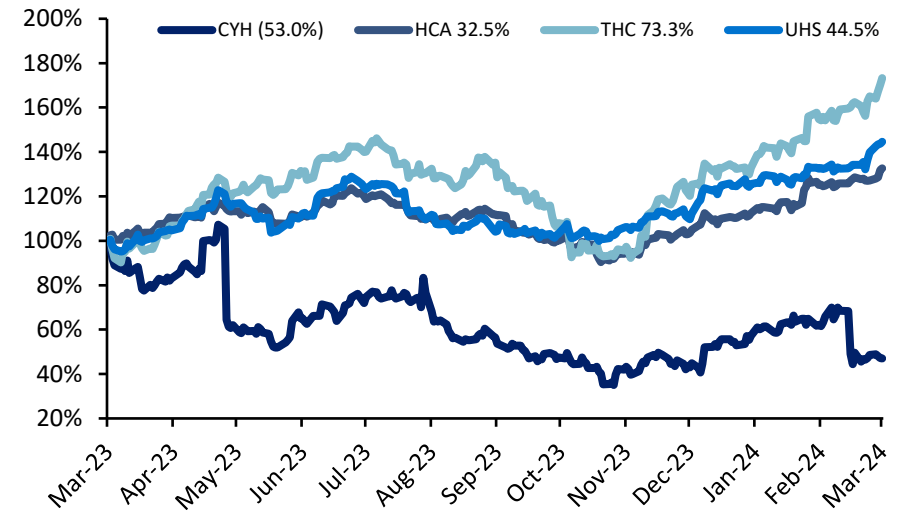
Strategic Advisory



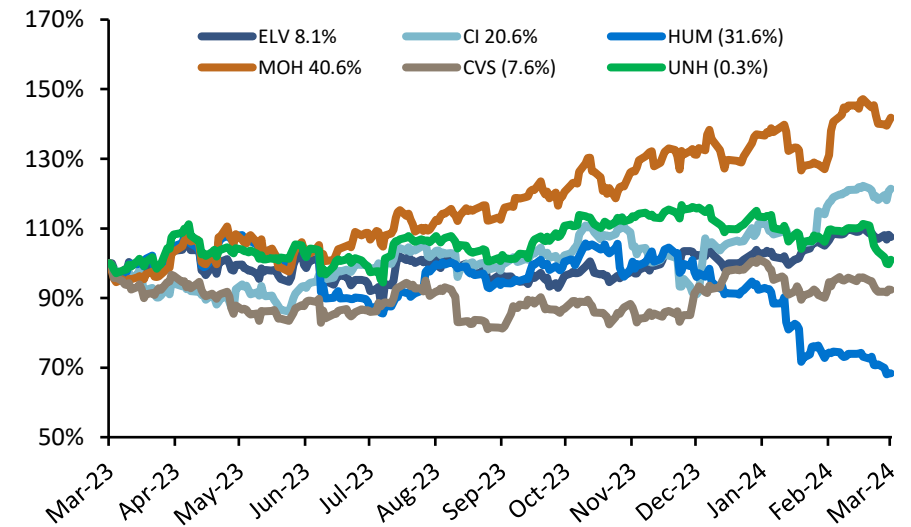
Recent M&A News⁽¹⁾

- Kittanning, PA-based Armstrong County Memorial Hospital has signed a definitive agreement with the Pennsylvania Mountains Care Network, a healthcare network.
- Cincinnati Children's has signed a letter of intent with Fort Wayne, IN-based Parkview Health to expand their partnership for pediatric healthcare access across Fort Wayne and surrounding areas.
- The number of physician practices acquired by private equity firms increased by more than 600% from 2012 to 2021.
- Denver-based Healthpeak Properties has closed its \$21 billion all-stock merger with Milwaukee-based Physicians Realty Trust. The companies will operate under the name Healthpeak Properties.
- Sacramento, CA-based Sutter Health has acquired five radiation oncology centers from GenesisCare, a cancer care services provider.
- Duluth, MN-based St. Luke's and Wausau, WI-based Aspirus Health have officially combined, forming a 19-hospital system with almost 14,000 employees.
- Lion Star, the group that runs Nacogdoches (TX) Memorial Hospital, has reached an agreement with the Nacogdoches (TX) County Hospital District to transition its operations of the hospital to the district on or around March 15.
- Fulton County Hospital in Salem, AK, has officially agreed to join Mountain Home, AK-based Baxter Health.

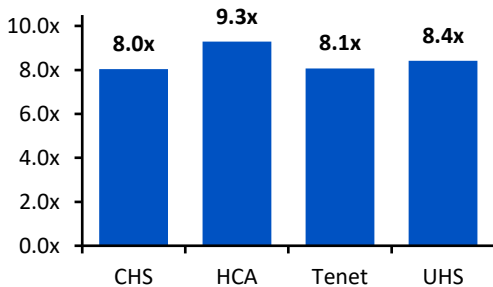
Indexed Healthcare Stock Price Performance⁽²⁾



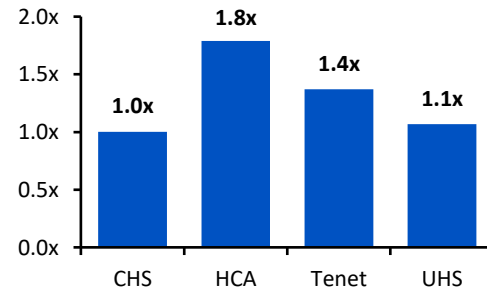
Indexed Managed Care Stock Price Performance⁽²⁾



Enterprise Value / EBITDA⁽²⁾



Enterprise Value / Revenue⁽²⁾



(1) Source: Becker's Hospital Review

(2) Source: Bloomberg as of 3/7/2024; Percentages are based on most recent date's price as compared to 3/7/2023.

Notice to Recipient



“Bank of America” and “BofA Securities” are the marketing names used by the Global Banking and Global Markets divisions of Bank of America Corporation. Lending, other commercial banking activities, and trading in certain financial instruments are performed globally by banking affiliates of Bank of America Corporation, including Bank of America, N.A., Member FDIC. Equal Housing Lender. Trading in securities and financial instruments, and strategic advisory, and other investment banking activities, are performed globally by investment banking affiliates of Bank of America Corporation (“Investment Banking Affiliates”), including, in the United States, BofA Securities, Inc. and Merrill Lynch Professional Clearing Corp., both of which are registered broker-dealers and Members of SIPC, and, in other jurisdictions, by locally registered entities. BofA Securities, Inc. and Merrill Lynch Professional Clearing Corp. are registered as futures commission merchants with the CFTC and are members of the NFA.

Investment products offered by Investment Banking Affiliates: Are Not FDIC Insured * May Lose Value * Are Not Bank Guaranteed.

These materials have been prepared by one or more subsidiaries of Bank of America Corporation for the client or potential client to whom such materials are directly addressed and delivered (the “Company”) in connection with an actual or potential mandate or engagement and may not be used or relied upon for any purpose other than as specifically contemplated by a written agreement with us. These materials are based on information provided by or on behalf of the Company and/or other potential transaction participants, from public sources or otherwise reviewed by us. We assume no responsibility for independent investigation or verification of such information (including, without limitation, data from third party suppliers) and have relied on such information being complete and accurate in all material respects. To the extent such information includes estimates and forecasts of future financial performance prepared by or reviewed with the managements of the Company and/or other potential transaction participants or obtained from public sources, we have assumed that such estimates and forecasts have been reasonably prepared on bases reflecting the best currently available estimates and judgments of such managements (or, with respect to estimates and forecasts obtained from public sources, represent reasonable estimates). No representation or warranty, express or implied, is made as to the accuracy or completeness of such information and nothing contained herein is, or shall be relied upon as, a representation, whether as to the past, the present or the future. These materials were designed for use by specific persons familiar with the business and affairs of the Company and are being furnished and should be considered only in connection with other information, oral or written, being provided by us in connection herewith. These materials are not intended to provide the sole basis for evaluating, and should not be considered a recommendation with respect to, any transaction or other matter. These materials do not constitute an offer or solicitation to sell or purchase any securities and are not a commitment by Bank of America Corporation or any of its affiliates to provide or arrange any financing for any transaction or to purchase any security in connection therewith. These materials are for discussion purposes only and are subject to our review and assessment from a legal, compliance, accounting policy and risk perspective, as appropriate, following our discussion with the Company. We assume no obligation to update or otherwise revise these materials. These materials have not been prepared with a view toward public disclosure under applicable securities laws or otherwise, are intended for the benefit and use of the Company, and may not be reproduced, disseminated, quoted or referred to, in whole or in part, without our prior written consent. These materials may not reflect information known to other professionals in other business areas of Bank of America Corporation and its affiliates.

Bank of America Corporation and its affiliates (collectively, the “BAC Group”) comprise a full service securities firm and commercial bank engaged in securities, commodities and derivatives trading, foreign exchange and other brokerage activities, and principal investing as well as providing investment, corporate and private banking, asset and investment management, financing and strategic advisory services and other commercial services and products to a wide range of corporations, governments and individuals, domestically and offshore, from which conflicting interests or duties, or a perception thereof, may arise. In the ordinary course of these activities, parts of the BAC Group at any time may invest on a principal basis or manage funds that invest, make or hold long or short positions, finance positions or trade or otherwise effect transactions, for their own accounts or the accounts of customers, in debt, equity or other securities or financial instruments (including derivatives, bank loans or other obligations) of the Company, potential counterparties or any other company that may be involved in a transaction. Products and services that may be referenced in the accompanying materials may be provided through one or more affiliates of Bank of America Corporation. We have adopted policies and guidelines designed to preserve the independence of our research analysts. These policies prohibit employees from offering research coverage, a favorable research rating or a specific price target or offering to change a research rating or price target as consideration for or an inducement to obtain business or other compensation. We are required to obtain, verify and record certain information that identifies the Company, which information includes the name and address of the Company and other information that will allow us to identify the Company in accordance, as applicable, with the USA Patriot Act (Title III of Pub. L. 107-56 (signed into law October 26, 2001)) and such other laws, rules and regulations as applicable within and outside the United States.

We do not provide legal, compliance, tax or accounting advice. If any person uses or refers to any such tax statement in promoting, marketing or recommending a partnership or other entity, investment plan or arrangement to any taxpayer, then the statement expressed herein is being delivered to support the promotion or marketing of the transaction or matter addressed and the recipient should seek advice based on its particular circumstances from an independent tax advisor. Notwithstanding anything that may appear herein or in other materials to the contrary, the Company shall be permitted to disclose the tax treatment and tax structure of a transaction (including any materials, opinions or analyses relating to such tax treatment or tax structure, but without disclosure of identifying information or any nonpublic commercial or financial information (except to the extent any such information relates to the tax structure or tax treatment)) on and after the earliest to occur of the date of (i) public announcement of discussions relating to such transaction, (ii) public announcement of such transaction or (iii) execution of a definitive agreement (with or without conditions) to enter into such transaction; provided, however, that if such transaction is not consummated for any reason, the provisions of this sentence shall cease to apply.

©2019 Bank of America Corporation. All rights reserved.

Notice to Recipient



These materials have been prepared by one or more affiliates of Bank of America Corporation ("BAC" and, together with its affiliates, the "BAC Group") for the client or potential client to whom these materials are directly addressed and delivered (the "Company") for discussion purposes only in connection with an actual or potential mandate or engagement and remain subject to verification and to our further review and assessment from, *inter alia*, a legal, tax, compliance, accounting policy and risk perspective, as appropriate. These materials were designed for discussion with and considered by specific persons familiar with the business and affairs of the Company and are being furnished and should be considered only when taken together with any other information, oral or written, provided by us in connection herewith. These materials are not intended to provide the sole basis for evaluating, and should not be considered as, and are not intended to provide, any advice, recommendation or formal opinion with respect to, any transaction or any financial, strategic, business or other matter and do not constitute an offer or solicitation to sell or purchase any securities, nor do they constitute a commitment by BAC or any of its affiliates to provide, arrange, bookrun, underwrite or syndicate any financing for any transaction, to market, offer, place, sell, underwrite or purchase any security or to otherwise enter into any type of business relationship in connection herewith. None of BAC or its affiliates has provided or will provide legal, tax, compliance, accounting or risk advice to the Company or any recipient of these materials. These materials are not intended to provide any such advice or any consulting, rating agency or environmental, social and governance and sustainability ("ESG") rating agency advice, nor are any materials provided by us intended to identify, evaluate or advise you as to any potential legal, reputational or other risks. The information and any examples provided have not been evaluated or verified for effectiveness, quality, accuracy or risk and none of BAC or its affiliates is endorsing any particular approach to ESG, any particular ESG investment strategy or any particular ESG standards, ratings or metrics. These materials are subject to the Company's own review and assessment from a legal, tax, compliance, accounting policy, financial, strategic, ESG, and risk perspective, as appropriate, and the Company should consult with its own legal, tax, compliance, accounting, financial, and ESG advisors prior to entering any transaction. These materials are not intended to be legally binding or to give rise to any legal relationship between the recipient or any other person whatsoever and any person or entity within the BAC Group. No person or entity within the BAC Group will be responsible or liable (whether in tort, contract or otherwise) for any losses or damages, consequential or otherwise, that may be incurred or alleged by any person or entity as a result of these materials, any inaccurate, incomplete or misleading statement, error or omission in these materials, or any transaction (whether entered into or not) relating to or resulting from these materials, and these materials may not be used or relied upon for any purpose, other than as may be specifically agreed with us in writing. We assume no obligation to verify, update, correct or otherwise revise these materials. These materials have not been prepared with a view toward public disclosure (whether under any securities laws or otherwise), are intended solely for review and consideration by the Company, and may not be, in whole or in part, reproduced, disseminated, quoted or referred to, or shown, transmitted, or otherwise given to, any person other than the Company's authorized representatives, without our prior written consent.

These materials are based on information provided by or on behalf of the Company and/or other potential transaction participants, from public sources or otherwise reviewed by us. We assume no responsibility for independent investigation or verification of the information included in these materials (including, without limitation, data from third party suppliers) and have relied on such information being complete and accurate in all material respects. To the extent such information includes estimates and forecasts of future financial performance prepared by or reviewed with the managements of the Company and/or other potential transaction participants or obtained from public sources, we have assumed that such estimates and forecasts have been reasonably prepared on bases reflecting the best currently available estimates and judgments of such management or other parties (or, with respect to estimates and forecasts obtained from public sources, represent reasonable estimates). Any such estimates and forecasts may reflect assumptions and judgments that prove incorrect; there can be no assurance that any estimates or forecasts will be realized. No representation or warranty, express or implied, is made as to the accuracy or completeness of any such information, or of any other information in these materials, and nothing contained herein is, or shall be relied upon as, a representation, warranty or undertaking, whether as to the past, the present or the future. These materials may not reflect information known to other professionals in other business areas of the BAC Group. Any league tables referenced within these materials have been prepared using data sourced from external third-party providers as outlined in the relevant footnotes where applicable.

The BAC Group comprises a full service securities firm and commercial bank engaged in securities, commodities and derivatives trading, foreign exchange and other brokerage activities, and principal investing as well as providing investment, corporate and private banking, asset and investment management, financing and strategic advisory services and other commercial services and products to a wide range of corporations, governments and individuals, in the United States and internationally, from which conflicting interests or duties, or a perception thereof, may arise. In the ordinary course of these activities, parts of the BAC Group at any time may invest on a principal basis or manage funds that invest, make or hold long or short positions, finance positions or trade or otherwise effect transactions, for their own accounts or the accounts of customers, in debt, equity or other securities or financial instruments (including derivatives, bank loans or other obligations) of the Company, potential counterparties or any other person that may be involved in a transaction.

"Bank of America" and "BoFA Securities" are the marketing names used by the Global Banking and Global Markets divisions of BAC. Lending, leasing, equipment finance, derivatives and other commercial banking activities, and trading in certain financial instruments, are performed globally by banking affiliates of BAC, including Bank of America, N.A., Member FDIC, or of the deposit protection scheme, if available, in the relevant jurisdiction, Equal Housing Lender. Trading in securities and financial instruments, and strategic advisory, and other investment banking activities, are performed globally by investment banking affiliates of BAC ("Investment Banking Affiliates"), including, in the United States, BoFA Securities, Inc. which is a registered broker-dealer and Member of SIPC, and, in other jurisdictions, by locally registered entities (including Bank of America Europe Designated Activity Company, BoFA Securities Europe SA and Merrill Lynch International). BoFA Securities, Inc. is registered as a futures commission merchant with the CFTC and a member of the NFA. Bank of America Europe Designated Activity Company is a wholly-owned subsidiary of BAC and is regulated by the Central Bank of Ireland. Products and services that may be referenced in these materials may be provided through one or more affiliates of BAC. Bank of America and BoFA Securities entities and branches provide financial services to the clients of Bank of America and BoFA Securities and may outsource/delegate the marketing and/or provision of certain services or aspects of services to other branches or members of the BAC Group. Your service provider will remain the entity/branch specified in your onboarding documentation and/or other contractual or marketing documentation even where you communicate with staff that operate from a different entity or branch which is acting for and on behalf of your contractual service provider in their communications with you. Some or all products and services offered by the BAC Group may be unavailable in certain jurisdictions, or may be available only on an offshore and/or reverse solicitation basis, and availability is subject to change without notice. The BAC Group does not perform in any jurisdiction banking activities that are reserved by local law to licensed or approved banks, except in those jurisdictions where its banking affiliates have procured the necessary licenses or approvals.

Investment products offered by Investment Banking Affiliates:

Are Not FDIC Insured	Are Not Bank Guaranteed	May Lose Value
----------------------	-------------------------	----------------

This document is NOT a research report and is NOT a product of a research department and the material in this communication is not investment research or a research recommendation. This document is not prepared as or intended to be investment advice, and the content is not and should not be considered as investment advice under any circumstances. The BAC Group has adopted policies and guidelines designed to preserve the independence of our research analysts. These policies prohibit employees from, directly or indirectly, offering research coverage, a favorable research rating or a specific price target or offering to change a research rating or price target as consideration for or an inducement to obtain business or other compensation and prohibit research analysts from being directly compensated for involvement in investment banking transactions. The views expressed herein are the views solely of the specific BAC Group line of business providing you with these materials and no inference should be made that the views expressed represent the view of the firm's research department.

Any statements contained herein as to tax matters were neither written nor intended by us to be used and cannot be used by any taxpayer for the purpose of avoiding tax penalties that may be imposed on such taxpayer. If any person uses or refers to any such tax statement in promoting, marketing or recommending a partnership or other entity, investment plan or arrangement to any taxpayer, then the statement expressed herein is being delivered to support the promotion or marketing of the transaction or matter addressed and the recipient should seek advice based on its particular circumstances from an independent tax advisor. Notwithstanding anything that may appear herein or in other materials to the contrary, the Company shall be permitted to disclose the tax treatment and tax structure of a transaction—including any materials, opinions or analyses relating to such tax treatment or tax structure, but without disclosure of identifying information or any non-public commercial or financial information (except to the extent any such information relates to the tax structure or tax treatment)—on and after the earliest to occur of the date of (i) public announcement of discussions relating to such transaction, (ii) public announcement of such transaction or (iii) execution of a definitive agreement (with or without conditions) to enter into such transaction; provided, however, that if such transaction is not consummated for any reason, the provisions of this sentence shall cease to apply.

We are required to obtain, verify and record certain information that identifies the Company, which information includes the name and address of the Company and other information that will allow us to identify the Company in accordance, as applicable, with the USA Patriot Act (Title III of Pub. L. 107-56, as amended, which was signed into law October 26, 2001) and such other laws, rules and regulations as applicable within and outside the United States.

For more information, including who your contractual service provider is or will be, the terms and conditions that apply to the service(s), and information regarding external third-party data providers and the criteria and methodology used to prepare a league table, please contact your Bank of America or BoFA Securities representative or relationship manager.

Notice regarding Bank of America or BoFA Securities entities outside of the United States: For Bank of America or BoFA Securities entities outside the United States, please see additional information via the following link: <https://www.bofam.com/en-us/content/bami-disclaimer.html>.

Notice regarding Bank of America or BoFA Securities entities in the EEA and UK: For Bank of America or BoFA Securities entities in the European Economic Area and the United Kingdom, please see additional information via the following link: www.bofam.com/mlfid2.

Disclosure regarding BoFA Securities Europe SA: BoFA Securities Europe SA ("BoFA SE"), with registered address at 51, rue La Boétie, 75008 Paris is registered under n° 842 602 690 RCS Paris. In accordance with the provisions of French Code Monétaire et Financier (Monetary and Financial Code), BoFA SE is an établissement de crédit et d'investissement (credit and investment institution) that is authorised and supervised by the European Central Bank and the Autorité de Contrôle Prudentiel et de Résolution (ACPR) and regulated by the ACPR and the Autorité des Marchés Financiers. BoFA SE's share capital can be found at www.bofam.com/BoFASEdisclaimer.

Notice for Argentina: "Merrill Lynch" is the trademark that Bank of America Corporation uses in the Republic of Argentina for capital markets, financial advisory and investment businesses, which are conducted by and through Merrill Lynch Argentina S.A. This entity does not conduct any activities subject to banking license, such as capturing deposits from the public.

Notice for Brazil: Bank of America and BoFA Securities' Ombudsman* | Toll Free: 0800 886 2000

* Bank of America Merrill Lynch Banco Múltiplo S.A. (the banking affiliate in Brazil of Bank of America Corporation) and Merrill Lynch S.A. Corretora de Títulos e Valores Mobiliários (the registered broker dealer in Brazil).

Notice for Chile: Bank of America N.A., Oficina de Representación (Chile), is a representative office in Chile of Bank of America N.A., supervised by the Comisión para el Mercado Financiero and authorized to promote in Chile select products and services that Bank of America N.A. provides outside of Chile. Neither Bank of America, N.A., nor its representative office in Chile, is authorized to carry out in Chile any activities that are reserved by Chilean law to locally licensed banks.

Notice for Colombia: Bank of America N.A., Oficina de Representación (Colombia), is a representative office in Colombia of Bank of America N.A., supervised by the Superintendencia Financiera de Colombia and authorized to promote in Colombia select products and services that Bank of America N.A. and BoFA Securities, Inc. provides outside of Colombia. Neither Bank of America, N.A., nor its representative office in Colombia, is authorized to carry out in Colombia any activities that are reserved by Colombian law to locally licensed banks.

Notice for Dubai International Financial Centre: Merrill Lynch International is authorised and regulated by the Dubai Financial Services Authority. Principal address is ICD Brookfield Place, Level 46, Dubai International Financial Centre, Dubai, United Arab Emirates. License no. CL0322, P.O. Box 506576, Dubai, United Arab Emirates. This communication is not for distribution to the public or a large number of persons, but is personal to named recipients; it is directed to professional and market customers and not to retail customers. The financial products/financial services to which this marketing material relates is only made available to customers in the view of Merrill Lynch International meet the regulatory criteria to be a Client under DFSA Conduct of Business rules (COB 2.3). Please note that Merrill Lynch International does not deal with retail clients.

Notice for Hong Kong: Bank of America, National Association, Hong Kong Branch, is a branch of a national banking association organized and existing with limited liability under the laws of the United States of America.

Notice for Kingdom of Saudi Arabia: This marketing communication is issued and approved by the Merrill Lynch Kingdom of Saudi Arabia Company which is authorised and regulated by the Kingdom of Saudi Arabia Capital Market Authority ("CMA"). Principal address is Kingdom Tower, 22 Floor, 2239 Al-Orouba Road, Olaya, Unit No: 50, Ar Riyadh 12214-9597, Saudi Arabia. This communication includes information given in compliance with the Regulations of the CMA. This communication may not be distributed in the Kingdom of Saudi Arabia except to such persons as are permitted under the regulations issued by the CMA. The CMA does not make any representation as to the accuracy or completeness of this communication, and expressly disclaims any liability whatsoever for any loss arising from, or incurred in reliance upon, any part of this communication. This material is not to be distributed to, nor to be read by, retail clients.

Notice for Mexico: Bank of America México, S.A., Institución de Banca Múltiple is a banking affiliate in Mexico of Bank of America Corporation and Merrill Lynch México, S.A. de C.V., Casa de Bolsa is a registered broker dealer affiliate in Mexico of Bank of America Corporation.

Notice for Peru: Bank of America N.A., Oficina de Representación (Peru), is a representative office in Peru of Bank of America N.A., supervised by the Superintendencia de Banca, Seguros y Administradoras Privadas de Fondos de Pensiones and authorized to promote in Peru select products and services that Bank of America N.A. and its investment banking affiliates provide outside of Peru. Neither Bank of America, N.A., nor its representative office in Peru, is authorized to carry out in Peru any activities that are reserved by Peruvian law to locally licensed banks.

Notice for Qatar Financial Centre: Merrill Lynch International (QFC) Branch is licensed by the Qatar Financial Centre Regulatory Authority. Principal address is Tornado Tower, Level 22, West Bay, Doha, Qatar. QFC License no. 00258, P.O. Box 27774, Doha, Qatar. This communication is not for distribution to the public or a large number of persons, but is personal to named recipients; it is directed to eligible counterparty or business customers and not to retail customers. The financial products/financial services to which this marketing material relates is only made available to customers who in the view of Merrill Lynch International (QFC) Branch meet the regulatory criteria to be a Client under QFCRA Customer and Investor Protection Rules 2019. Please note that Merrill Lynch International (QFC) Branch does not deal with retail customers.

Notice for Indonesia: Bank of America, National Association, Jakarta branch is a bank that is licensed and registered with and under the supervision of the Indonesia Financial Services Authority (OJK), and a participant of Deposit Insurance Corporation ("Lembaga Penjamin Simpanan" or so called "LPS"). PT Merrill Lynch Sekuritas Indonesia is licensed and supervised by Otoritas Jasa Keuangan (OJK/ Financial Services Authority of Indonesia).

©2024 Bank of America Corporation. All rights reserved. 1/2024

Finance Committee Proposed FY2025 Meeting Dates

RECOMMENDED FC MEETING DATES	CORRESPONDING HOSPITAL BOARD DATES
Monday, August 26, 2024	Wednesday, September 11, 2024
Monday, October 14, 2024	Wednesday, November 13, 2024
Tuesday, December 3, 2024	Wednesday, December 11, 2024
Monday, January 27, 2025	Wednesday, February 12, 2025
Monday, February 24, 2025 (Joint IC and FC Meeting)	Wednesday, March 12, 2025
Monday, March 31, 2025	Wednesday, April 9, 2025
Monday, May 26, 2025	Wednesday, June 11, 2025

FY2025 FINANCE COMMITTEE GOALS

PURPOSE:

The purpose of the Finance Committee (the “Committee”) is to provide oversight, information sharing, and financial reviews related to budgeting, capital budgeting, long-range financial planning and forecasting, and monthly financial reporting for the El Camino Hospital (ECH) Hospital Board of Directors (“Board”). In carrying out its review, advisory, and oversight responsibilities, the Finance Committee shall remain flexible in order to best define financial strategies that react to changing conditions.

STAFF: Carlos Bohorquez, Chief Financial Officer (Executive Sponsor)

The CFO shall serve as the primary staff to support the Committee and is responsible for drafting the Committee meeting agenda for the Committee Chair’s consideration. Additional members of the Executive Team may participate in the meetings upon the recommendation of the Executive Sponsor and at the discretion of the Committee Chair.

GOALS	TIMELINE	METRICS
1. Summary of Physician Financial Agreements	Q3	March 2025
2. Review Progress on Opportunities / Risks identified by Management for FY2025 and Managed Care Update	Q2, Q3	Progress on Opportunities / Risks (December 2024), Managed Care update (January 2025)
3. Review Strategy, Goals and Performance of ECHMN, Joint Ventures / Business Affiliates, Impact of Strategic Initiatives on Market Share and progress on Implementation of 2027 Strategic Plan	Q1	Overview & Financial Performance JVs / Business Affiliates (August 2024)
	Q2	Progress on 2027 Strategic Plan (December 2024), Foundation – Strategic Update (December 2024)
	Q3	Impact of Strategic Initiatives – Market Share Update (January 2025), ECHMN (January 2025), Hospital Community Benefits Program (March 2025),
	Q4	Progress on 2027 Strategic Plan (May 2025)
4. Fiscal Year End Performance Review	Q1	FYE 2024 Review of Operating, Financial and Balance Sheet Performance and KPIs (August 2024)

SUBMITTED BY: Chair: Don Watters | **Executive Sponsor:** Carlos Bohorquez, Chief Financial Officer

FY2025 Finance Committee Pacing Plan												
AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	8/26	SEPT	10/14	NOV	12/3	1/27	2/24	3/31	APR	5/26	JUN
STANDING AGENDA ITEMS												
Standing Consent Agenda Items		✓		✓		✓	✓		✓		✓	
Minutes		✓		✓		✓	✓		✓		✓	
Period Financials Report (Approval)		✓		✓		✓	✓		✓		✓	
Board Actions		✓		✓		✓	✓		✓		✓	
APPROVAL ITEMS												
Candidate Interviews & Recommendation to Appoint (If required to add/replace committee member)												
Financial Report Year-End Results		✓										
Next FY Committee Goals, Dates, Plan									✓		✓	
Next FY Org. Goals											✓	
Next FY Community Benefit Grant Program											✓	
Physician Contracts		✓		✓		✓	✓		✓		✓	
DISCUSSION ITEMS												
Financial Report (Pre-Audit Year-End Results)		✓										
Financial Performance JVs/ Business Affiliates		✓										
Progress on Opportunities/ Risks						✓						
Medical Staff Development Plan (every 2 years)									✓			
Impact of Strategic Initiatives/Market Share Update							✓					

FY2025 Finance Committee Pacing Plan												
AGENDA ITEM	Q1			Q2			Q3			Q4		
	JUL	8/26	SEPT	10/14	NOV	12/3	1/27	2/24	3/31	APR	5/26	JUN
Progress Against Committee Goals & Pacing Plan (Quarterly)		✓		✓		✓	✓		✓		✓	
Foundation Strategic Update						✓						
ECHMN Update							✓		✓			
Community Benefit Grant Application Process						✓			✓			
Progress Against 2027 Strategic Plan						✓					✓	
Managed Care Update							✓					
Long-Range Financial Forecast (Joint FC / IC Meeting)								✓				
Next FY Budget and Preliminary Assumptions Review									✓			
Review FY Operational / Capital Budget for Recommendation to Board									✓		✓	
Summary Physician Financial Arrangements									✓			
Post Implementation (as needed)												
Other Updates¹ (as needed)												
1. Includes updates on special projects/joint ventures/real estate, ad-hoc updates												



El Camino Health

Summary of Financial Operations

*Fiscal Year 2024 – Period 8
7/1/2023 to 02/29/2024*

Executive Summary - Overall Commentary for Period 8

- **Results for Period 8:**

- For P8, Net Revenue was slightly favorable to budget by \$271K / 12.1%. EBIDA Margin is favorable to budget
- Gross revenue favorable to budget by \$4.5M / 0.9%
 - Driven primarily by Inpatient activity
 - Inpatient Charges \$12.9M / 5.0% unfavorable to budget
 - Outpatient Charges \$23M / 10.2% favorable to budget
 - Professional Charges: \$5.6M / 35.8% unfavorable to budget
- Cost Management
 - When adjusted for volume, overall operating expense is 3.3% unfavorable to budget
 - Labor: Sustained significant improvement in Labor Productivity, Contract Labor, and Overtime usage
- Gross charges were favorable to budget by \$4.5M / 0.9% and \$54.2M / 12.7% higher than the same period last year.
- Net patient revenue was favorable to budget by \$271K / 0.2% and \$10.1M / 9.1% higher than the same period last year.
- Operating margin was unfavorable to budget by \$267K / 2.9% and \$57K / 0.6% higher than the same period last year.
- Operating EBIDA was favorable to budget by \$718K / 4.1% and \$761K / 4.4% higher than the same period last year.
- Net income was favorable to budget by \$18.9M and \$32.1M higher than same period last year.

Operational / Financial Results: Period 8 – Feb 2024 (as of 02/29/2024)

PERIOD 8 - RESULTS

(\$ thousands)		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's	S&P	Fitch	Performance to Rating Agency Medians
									'Aa3'	'AA'	AA-'	
Activity / Volume	ADC	304	315	(10)	(3.3%)	315	(11)	(3.4%)	---	---	---	---
	Total Acute Discharges	1,732	1,832	(100)	(5.4%)	1,718	14	0.8%	---	---	---	---
	Adjusted Discharges	3,477	3,422	55	1.6%	3,391	86	2.5%	---	---	---	---
	Emergency Room Visits	6,571	5,582	989	17.7%	5,449	1,122	20.6%	---	---	---	---
	OP Visits / OP Procedural Cases	11,316	11,768	(452)	(3.8%)	10,065	1,251	12.4%	---	---	---	---
	Gross Charges (\$)	503,356	498,873	4,483	0.9%	449,197	54,158	12.1%	---	---	---	---
Operations	Total FTEs	3,422	3,487	(65)	(1.9%)	3,330	92	2.7%	---	---	---	---
	Productive Hrs. / APD	28.2	29.5	(1.3)	(4.3%)	27.2	1.0	3.8%	---	---	---	---
	Cost Per CMI AD	19,629	19,005	625	3.3%	18,170	1,460	8.0%	---	---	---	---
	Net Days in A/R	51.3	54.0	(2.7)	(5.0%)	55.8	(4.5)	(8.0%)	47.9	49.7	45.9	
Financial Performance	Net Patient Revenue (\$)	119,672	119,401	271	0.2%	109,680	9,992	9.1%	329,311	115,267	---	
	Total Operating Revenue (\$)	126,548	124,478	2,070	1.7%	114,275	12,273	10.7%	373,348	142,369	146,668	
	Operating Margin (\$)	9,110	9,377	(267)	(2.9%)	9,053	57	0.6%	4,066	6,122	1,613	
	Operating EBIDA (\$)	18,058	17,340	718	4.1%	17,297	761	4.4%	24,030	13,952	9,533	
	Net Income (\$)	31,149	12,210	18,940	155.1%	(960)	32,109	3344.5%	16,237	9,681	4,107	
	Operating Margin (%)	7.2%	7.5%	(0.3%)	(4.4%)	7.9%	(0.7%)	(9.1%)	1.1%	4.3%	1.1%	
	Operating EBIDA (%)	14.3%	13.9%	0.3%	2.4%	15.1%	(0.9%)	(5.7%)	6.4%	9.8%	6.5%	
	DCOH (days)	269	325	(56)	(17.1%)	252	18	7.0%	262	336	243	

Moody's Medians: Not-for-profit and public healthcare annual report; September 7, 2023. Dollar amounts have been adjusted to reflect monthly averages.

S&P Medians: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; August 7, 2023. Dollar amounts have been adjusted to reflect monthly averages.

Fitch Ratings: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; July 25, 2023. Dollar amounts have been adjusted to reflect monthly averages.

Notes: DCOH total includes cash, short-term and long-term investments.
OP Visits / Procedural Cases includes Covid Vaccinations / Testing.

Operational / Financial Results: YTD FY2024 (as of 02/29/2024)

(\$ thousands)		Current Year	Budget	Variance to Budget	Performance to Budget	Prior Year	Variance to Prior Year	Variance to Prior Year	Moody's	S&P	Fitch	Performance to Rating Agency Medians
									'Aa3'	'AA'	AA-'	
Activity / Volume	ADC	308	293	15	5.2%	302	6	2.1%	---	---	---	---
	Total Acute Discharges	14,885	14,459	426	2.9%	14,509	376	2.6%	---	---	---	---
	Adjusted Discharges	29,060	28,213	847	3.0%	28,106	955	3.4%	---	---	---	---
	Emergency Room Visits	53,489	51,468	2,021	3.9%	50,059	3,430	6.9%	---	---	---	---
	OP Visits / OP Procedural Cases	90,265	96,257	(5,992)	(6.2%)	91,569	(1,304)	(1.4%)	---	---	---	---
	Gross Charges (\$)	4,166,868	4,024,917	141,951	3.5%	3,758,193	408,675	10.9%	---	---	---	---
Operations	Total FTEs	3,366	3,463	(98)	(2.8%)	3,284	82	2.5%	---	---	---	---
	Productive Hrs. / APD	28.0	29.7	(1.8)	(5.9%)	28.0	(0.0)	(0.1%)	---	---	---	---
	Cost Per CMI AD	18,743	19,005	(262)	(1.4%)	17,742	1,001	5.6%	---	---	---	---
	Net Days in A/R	51.3	54.0	(2.7)	(5.0%)	55.8	(4.5)	(8.0%)	47.9	52.6	45.9	
Financial Performance	Net Patient Revenue (\$)	974,413	975,031	(617)	(0.1%)	907,215	67,198	7.4%	2,634,489	922,137	---	
	Total Operating Revenue (\$)	1,023,122	1,019,340	3,781	0.4%	939,595	83,527	8.9%	2,986,783	1,138,954	1,173,346	
	Operating Margin (\$)	99,544	88,703	10,841	12.2%	88,282	11,262	12.8%	32,524	48,975	12,907	
	Operating EBIDA (\$)	166,377	153,955	12,422	8.1%	151,336	15,041	9.9%	192,237	111,617	76,267	
	Net Income (\$)	186,436	110,461	75,975	68.8%	150,923	35,514	23.5%	129,896	77,449	32,854	
	Operating Margin (%)	9.7%	8.7%	1.0%	11.8%	9.4%	0.3%	3.6%	1.1%	4.3%	1.1%	
	Operating EBIDA (%)	16.3%	15.1%	1.2%	7.7%	16.1%	0.2%	1.0%	6.4%	9.8%	6.5%	
	DCOH (days)	269	325	(56)	(17.1%)	252	18	7.0%	262	336	243	

Moody's Medians: Not-for-profit and public healthcare annual report; September 7, 2023. Dollar amounts have been adjusted to reflect monthly averages.

S&P Medians: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; August 7, 2023. Dollar amounts have been adjusted to reflect monthly averages.

Fitch Ratings: U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios; July 25, 2023. Dollar amounts have been adjusted to reflect monthly averages.

Notes: DCOH total includes cash, short-term and long-term investments.
OP Visits / Procedural Cases includes Covid Vaccinations / Testing.

Consolidated Balance Sheet (as of 02/29/2024)

(\$000s)

ASSETS

	Unaudited	
	February 29, 2024	June 30, 2023
CURRENT ASSETS		
Cash	206,910	230,765
Short Term Investments	94,609	129,245
Patient Accounts Receivable, net	213,487	218,528
Other Accounts and Notes Receivable	16,198	20,413
Intercompany Receivables	16,026	15,186
Inventories and Prepaids	46,532	45,037
Total Current Assets	593,762	659,174
BOARD DESIGNATED ASSETS		
Foundation Board Designated	22,803	20,731
Plant & Equipment Fund	473,133	407,526
Women's Hospital Expansion	31,379	30,735
Operational Reserve Fund	210,693	207,898
Community Benefit Fund	17,472	17,743
Workers Compensation Reserve Fund	13,498	13,498
Postretirement Health/Life Reserve Fund	22,966	24,242
PTO Liability Fund	36,633	35,252
Malpractice Reserve Fund	1,713	1,885
Catastrophic Reserves Fund	31,858	28,042
Total Board Designated Assets	862,149	787,551
FUNDS HELD BY TRUSTEE	18	-
LONG TERM INVESTMENTS	627,994	474,670
CHARITABLE GIFT ANNUITY INVESTMENTS	977	948
INVESTMENTS IN AFFILIATES	35,137	33,262
PROPERTY AND EQUIPMENT		
Fixed Assets at Cost	1,961,813	1,862,363
Less: Accumulated Depreciation	(846,543)	(791,528)
Construction in Progress	142,922	168,956
Property, Plant & Equipment - Net	1,258,191	1,239,791
DEFERRED OUTFLOWS	56,449	57,204
RESTRICTED ASSETS	36,101	36,339
OTHER ASSETS	167,908	166,528
TOTAL ASSETS	3,638,687	3,455,466

LIABILITIES AND FUND BALANCE

	Unaudited	
	February 29, 2024	June 30, 2023
CURRENT LIABILITIES		
Accounts Payable	46,607	50,862
Salaries and Related Liabilities	31,936	24,408
Accrued PTO	37,523	36,104
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	12,585	11,295
Intercompany Payables	12,582	12,362
Malpractice Reserves	1,863	1,863
Bonds Payable - Current	10,820	10,400
Bond Interest Payable	1,535	7,890
Other Liabilities	11,737	11,968
Total Current Liabilities	169,487	169,450
LONG TERM LIABILITIES		
Post Retirement Benefits	22,966	24,242
Worker's Comp Reserve	13,498	13,498
Other L/T Obligation (Asbestos)	27,811	29,543
Bond Payable	441,234	454,806
Total Long Term Liabilities	505,509	522,088
DEFERRED REVENUE-UNRESTRICTED	1,294	1,103
DEFERRED INFLOW OF RESOURCES	91,334	91,871
FUND BALANCE/CAPITAL ACCOUNTS		
Unrestricted	2,606,699	2,417,300
Board Designated	216,458	209,043
Restricted	47,905	44,611
Total Fund Bal & Capital Accts	2,871,062	2,670,954
TOTAL LIABILITIES AND FUND BALANCE	3,638,687	3,455,466

**EL CAMINO HOSPITAL BOARD OF DIRECTORS
COMMITTEE MEETING MEMO**

To: Finance Committee
From: Jon Cowan, Executive Director of Government Relations & Community Partnerships
Date: March 25, 2024
Subject: FY2024 El Camino Health Community Benefit Midyear Grant Performance and Update

Purpose:

To provide information regarding midyear grant performance and Community Benefit updates.

Summary:

1. **Situation:** To inform the Finance Committee about the Midyear FY2024 grant performance and other updates. At the midpoint of each fiscal year, Community Partnerships staff review midyear grant reports to assess metric and budget performance against targets as well as review qualitative information on program successes, challenges, and trends. This analysis is important as it provides data to inform the grant recommendations within the FY2025 Community Benefit Plan and Implementation Strategy which comes to the Finance Committee for approval in May 2024. The staff prepares a summary (below), midyear dashboard, and grant performance appendix (Attachments 1 and 2).

2. **Authority:** The report is prepared by the Community Partnerships staff and approved by the Executive Director of Government Relations and Community Partnerships prior to presentation to the Finance Committee.

3. **Background:**

In FY2024, El Camino Health invested \$3,310,000 in Community Benefit grants to address unmet local health needs. The framework for the grant funding priorities is the most recent El Camino Health Community Health Needs Assessment (CHNA), which is conducted every three years, as required by state and federal regulations.

A. Grants Overview: \$3,310,000 for 44 grants:

- 9 Healthcare Access & Delivery grants at \$991,000
- 15 Behavioral Health grants at \$985,000
- 11 Diabetes & Obesity grants at \$1,000,000
- 4 Chronic Conditions treatment and prevention (other than diabetes and obesity) grants at \$165,000
- 5 Economic Stability grants at \$169,000

B. Acknowledgement of Funds: FY2024 grant agreements include guidelines for acknowledging El Camino Health funds through a variety of channels, including building signage for grants \geq \$200K and mobile van signage for grants \geq \$50K.

- Grant partners were required to report on their acknowledgments in midyear reports and will do so again in their yearend reports.
- The majority of eligible agencies have implemented email and building sign acknowledgments at midyear.
- A greater number of agencies reported acknowledging ECH as a funder on their websites than on social media.

C. Staff Innovation Grants (SIGs):

- **Food Pharmacy Program-** Participants receive farmer’s market vouchers for themselves and their household, along with nutrition education sessions. The SVMDC McKee Clinic has continued doing food insecurity screening and referrals to our partner, Fresh Approach.
- **Diversity, Equity, and Inclusion Internship Program-** Community Partnerships has implemented the DEI Economic Opportunity Internship program in partnership with Human Resources. It aims to support inclusive, local hiring and improve Diversity, Equity and Inclusion (DEI) across ECH as well as address the need for better economic opportunities among underserved community members. This program provides career development opportunities to diverse, local high school, community college, college, and graduate students by placing them in internships at one of the El Camino Health campuses.

4. Assessment:

A. Grants Performance: Reflected in the yearend dashboard (Attachment 1)

- Community Health Themes
 - Youth mental health continues to be an increasingly concerning issue.
 - Partners have noted that the school-provided counseling sessions, dedicated on-site nurse resources, and specialized mental health resources funded by the grants have helped to address the increased use of substances and higher levels of anxiety and depression seen in students.
 - The issue of lack of transportation was mentioned across agencies serving multiple demographics, creating a barrier to accessing services such as mental health, medical, and dental services.
 - Partners noted the high cost of living in the Bay Area which increases financial strain and stress, rate of homelessness, and food insecurity for those they serve.
- All Programs:
 - 73% of grants met or exceeded 90% across all of their metrics (FY2023 = 53%)
 - Over 16,800 community members served (FY2023: over 54,900 served)
- Largest grant programs (\$100k+):
 - 11 grants = \$1,851,000 (56% of total grants approved)
 - 82% of grants met or exceeded 90% across all of their metrics (FY2023=58%)
 - Over 9,500 community members served (FY2023: over 8,100 served)

B. Acknowledgement of Funds: Staff has worked with grant partners to implement greater acknowledgment of ECH funds, with the following results to date:

- 100% of eligible agencies have implemented building signs acknowledging ECH (5 of 5 agencies with grants >\$200,000).
- 78% of eligible agencies have implemented email signatures for positions funded at 0.75 FTE or more (7 of 9 agencies).
- 67% of agencies have listed ECH as a funder on their website (28 of 42 agencies)
- 38% of agencies have acknowledged ECH on social media (16 of 42 agencies)

C. SIG Performance:

- **Food Pharmacy-** To date in FY2024, 33 households have received food vouchers and we anticipate serving about 100 patients (and their households) by yearend. This program is in its second year, and it has been challenging to find the right clinical partner within ECH. Referrals and enrollments are increasing in FY2024 overall, but we continue to see inconsistency in referral volumes from the clinic despite multiple attempts to educate the staff and spread awareness about the program. The stakeholders in this program decided not to re-apply in FY2025. The Community Partnerships team will shift the focus to enhancing our network of food resource providers in the community.
- **Diversity, Equity, and Inclusion Internship Program-** To date in year two, this program has had five summer interns (one more than prior year) and anticipates serving 14 interns by yearend. The program added elements to enhance the intern experience including an Executive Speaker Series, Intern Luncheon, and Final Presentation event. The program continues to partner with MVLA's AVID (Advancement Via Individual Determination) Program, which is a nationally recognized in-school academic support program that focuses on developing the intellectual and leadership skills high school students need for four-year colleges. AVID primarily welcomes historically restricted, low-income, and other first generation college going students.

5. Outcomes: See attachments

List of Attachments:

1. FY2024 El Camino Health Midyear Dashboard
2. Appendix A: FY2024 Midyear Grant Performance Summary

Suggested Committee Discussion Questions:

1. What additional background information do committee members need to satisfy their fiduciary duty related to approval of the FY2025 Community Benefit Plan & Implementation Strategy in May?
2. Are there any other critical items the committee members would like us to consider as management and staff develop the recommended FY2025 Community Benefit Plan & Implementation Strategy?

Appendix A: ECH FY2024 Midyear Grant Performance Summary

Performance of the Five Largest Grants:

Agency	Awarded Amount	Metric Performance	Performance Narrative
Gardner Family Health Network, Inc.	\$320,000	100%	<p><i>Down with Diabetes</i></p> <ul style="list-style-type: none"> - Gardner exceeded all of its midyear metrics for the Down with Diabetes program. - Serving more than 2,000 individuals, this program is helping at-risk patients improve biometrics, reduce body weight and reduce HbA1c. - The program exceeded the number of patients they expected to serve as a result of the health coaches' proactive case management utilizing multiple means of communication. - Patients were more engaged, and reported feeling supported by RDNs and Health Coaches. They understood that weight loss helps lower risk of diabetes, and other chronic diseases.
Campbell Union School District	\$235,000	100%	<p><i>School Nurse Program</i></p> <ul style="list-style-type: none"> - Campbell Union School District (CUSD)'s school nurse program met all its midyear metrics, serving 1,557 students in the first half of the year. - They had multiple visits by the same students in the health office along with also needing various assessments for IEPs. - They conducted their mandated vision screenings early in the year and that contributed a large portion of the services provided. - This school health services program continues to provide essential services successfully, such as achieving 75% for 'Students out of compliance with required immunizations who become compliant'.
Pacific Clinics	\$220,000	94%	<p><i>School-based Mental Health Counseling</i></p> <ul style="list-style-type: none"> - Pacific Clinics' mental health counseling program for schools was close to meeting its midyear metrics. - Addiction prevention counselors provided mental health and substance abuse prevention services for students in Campbell Union High School District. - By midyear, the program served 564 students and provided 615 mental health services, including 245 hours of counseling sessions.

Agency	Awarded Amount	Metric Performance	Performance Narrative
West Valley Community Services	\$185,000	82%	<p><i>Social Work Case Management</i></p> <ul style="list-style-type: none"> - West Valley’s social work program met its metrics for individual served (216) and services provided (382) at midyear. - The program provided food and basic needs assistance as well as multilingual consultation and service navigation addressing financial, physical, and emotional health for low-income families located at agency site, mobile food pantry sites and virtually. - Due to the weather, they had to cancel some nutrition workshops, and that led to lower participation and measurement of the impact metric ‘number of participants who reported consuming at least 3 servings of fruits and vegetables per day’. They hope to meet the annual goal.
El Camino Health - Food Pharmacy	\$150,000	64%	<p><i>Food Pharmacy</i></p> <ul style="list-style-type: none"> - To date in FY2024, 33 households have received food vouchers and we anticipate serving about 100 patients (and their households) by yearend. - This program is in its second year, and it has been challenging to find the right clinical partner within ECH. - Referrals and enrollments are increasing in FY2024 overall, but we continue to see inconsistency in referral volumes from the clinic despite multiple attempts to educate the staff and spread awareness about the program. - The stakeholders in this program decided not to re-apply in FY2025. The Community Partnerships team will shift the focus to enhancing our network of food resource providers in the community.



FY2024 Community Benefit Midyear Grant Performance and Update

Finance Committee

*Jon Cowan, Executive Director, Government Relations and
Community Partnerships*

March 25, 2024

FY2024 Community Benefit Grant Overview

CHNA Identified Health Need	Funding Amount
Healthcare Access & Delivery	\$991,000 (30%)
Behavioral Health	\$985,000 (30%)
Diabetes & Obesity	\$1,000,000 (30%)
Chronic Conditions (other than diabetes & obesity)	\$165,000 (5%)
Economic Stability	\$169,000 (5%)
Total:	\$3,310,000 (100%) – 44 grants

FY2024 Midyear Grant Performance Metrics

Year-over-year performance comparison	FY2024 Midyear	FY2023 Midyear
Grants that met 90%+ of their metrics (all programs)	73%	53%
Large grants that met 90%+ of their metrics	82%	58%
Grants that met less than 75% of their metrics (all programs)	5	14
Number of individuals served (all programs)	16,800	54,900
Number of new grant partners	4	5

FY2024 School Grants



In FY24, Community Partnerships invested \$1,076,000 across 7 school grants

As of midyear:

- **6,397** students were provided services and **10,468** services were rendered
- An average of **76%** of students at schools with grant funded school nurses who reported at midyear were **vaccinated**
- **100%** of ECH school grants met their midyear metrics at 90% or above

FY2024 Staff Innovation Grants

Food Pharmacy:

- To date in FY2024, 33 households have received food vouchers and we anticipate serving about 100 patients (and their households) by yearend.
- This program is in its second year, and it has been challenging to find the right clinical partner within ECH. Referrals and enrollments are increasing in FY2024 overall, but we continue to see inconsistency in referral volumes from the clinic despite multiple attempts to educate the staff and spread awareness about the program.
- The stakeholders in this program decided not to re-apply in FY2025. The Community Partnerships team will shift the focus to enhancing our network of food resource providers in the community.

FY2024 Staff Innovation Grants (cont'd)

Diversity, Equity, and Inclusion Internship Program:

- To date in year two, this program has had five summer interns (one more than prior year) and anticipates serving 14 interns by yearend.
- The program added elements to enhance the intern experience including an Executive Speaker Series, Intern Luncheon and Final Presentation event.
- The program continues to partner with MVLA's AVID (Advancement Via Individual Determination) Program, which is a nationally-recognized in-school academic support program that focuses on developing the intellectual and leadership skills high school students need for four-year colleges.
 - AVID primarily welcomes historically restricted, low-income, and other first generation college going students.

FY2024 Acknowledgement of Funds



Grant agreements include guidelines for acknowledging El Camino Health funds through a variety of channels, including building signage for grants \geq \$200K and mobile van signage for grants \geq \$50K.



Grant partners were required to report on their acknowledgements in midyear reports.



Grant managers are reinforcing the guidelines and ensuring that grant partners follow through in FY2024.

FY2024 Acknowledgement of Funds (cont'd)

Agency	Building Signage	Mobile Van Signage	Email Signatures
Asian Americans for Community Involvement (AACI)			In progress
Cambrian School District			In progress
Campbell Union School District	X		X
Chinese Health Initiative*			X
Cupertino Union School District	X		X
Gardner Family Health Network	X		X
Latinas Contra Cancer*	X		
Momentum for Health*			X
Mt. Pleasant Elementary School District			X
Pacific Clinics	X		X
Playworks*	X		X
South Asian Heart Center*			X
West Valley Community Services	X		X

*Voluntarily created building signage or email signature recognition

Note: grant partners not depicted in the table above are asked to acknowledge ECH in annual reports, website pages, social media, printed collateral, and/or media coverage.

FY2024 Acknowledgement of Funds (cont'd)



78% of eligible agencies have implemented **email signatures** for positions funded at 0.75 FTE or more (7 of 9 agencies)



100% of eligible agencies have implemented **building signs** acknowledging ECH (5 of 5 agencies with grants >\$200,000)

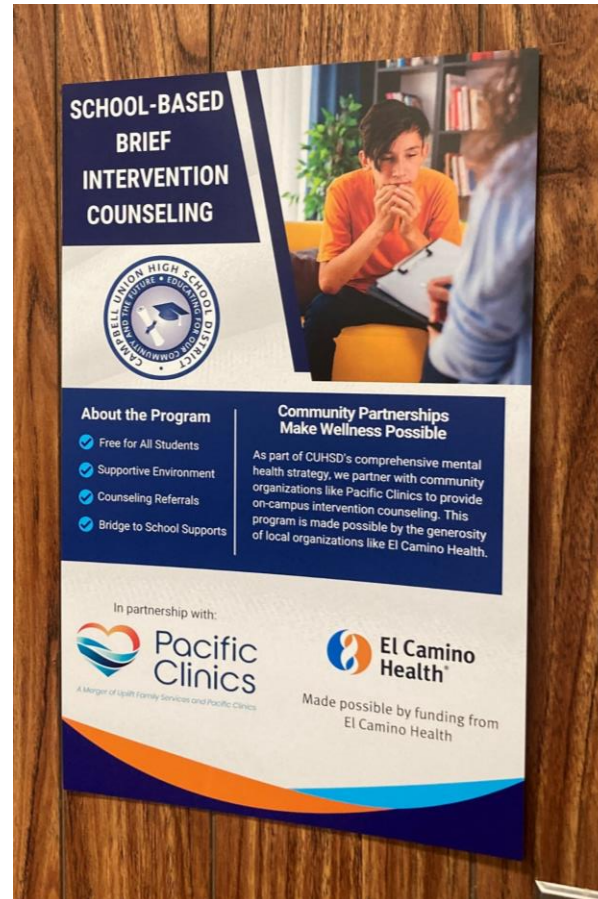


67% of agencies have acknowledged ECH as a funder on their **website** (28 of 42 agencies)



38% of agencies have acknowledged ECH on **social media** (16 of 42 agencies)

Acknowledgement of Funds Update: *Building Signage*



Acknowledgement of Funds Update: *Email Signatures*

Sofia Ramirez Gutierrez, MS, RD
Master in Science, Registered Dietitian
For the Down with Diabetes Program
Gardner Health Services | Gardner Health Center
Nutrition Services
195 East Virginia Street
San Jose, CA 95112
Mobile: 669.304.6980
Email: SRamirezGutierrez@gfhn.org
www.gardnerhealthservices.org



The Down with Diabetes Program is



Funded by El Camino Health

--

Mental Health Counseling Associate
Cupertino Union School District
Pronouns (*She/Her/Hers*)

Dilworth Elementary, (Monday & Wednesdays)
West Valley Elementary, (Tuesdays & Thursdays)

The CUSD Mental Health Counseling Program made possible by funding from



EL CAMINO HEALTHCARE DISTRICT



--

Coryne Wong Hausner, RN

District Nurse
Mt. Pleasant Elementary School District
(808) 221-7077
(408) 223-3742 (Fax)



Made possible by funding from
El Camino Health

FY2024 Progress Update: El Camino Health External Communications Plan

- Community Partnerships e-Newsletter
- Social media posts
- Grant partner acknowledgement of funds management
- Press releases about grants awarded
- Annual Report Microsite



FY2024 Progress Update: El Camino Health External Communications Plan (cont'd)

- **Community Connections Newsletter:**

- 8 issues published to date
- December had highest open rate at 52% with 691 unique opens
- 39% average open rate (above industry standard of good: >20%)
- 24% average click-through rate (above industry standard of good: >3%)

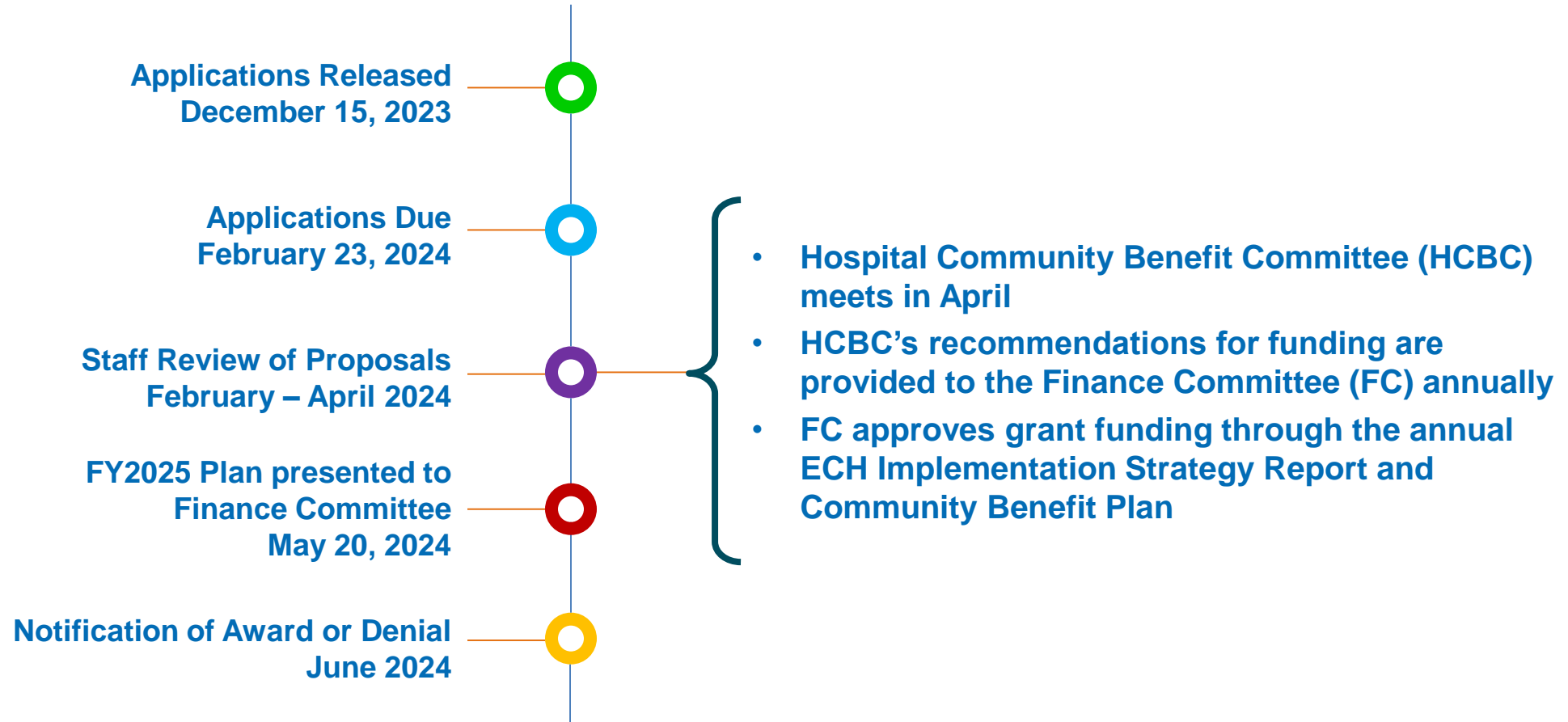
- **Social Media Activity:**

- 24 Community Partnerships posts through January 2024
- 72,331 impressions across platforms 8.89% average engagement rate

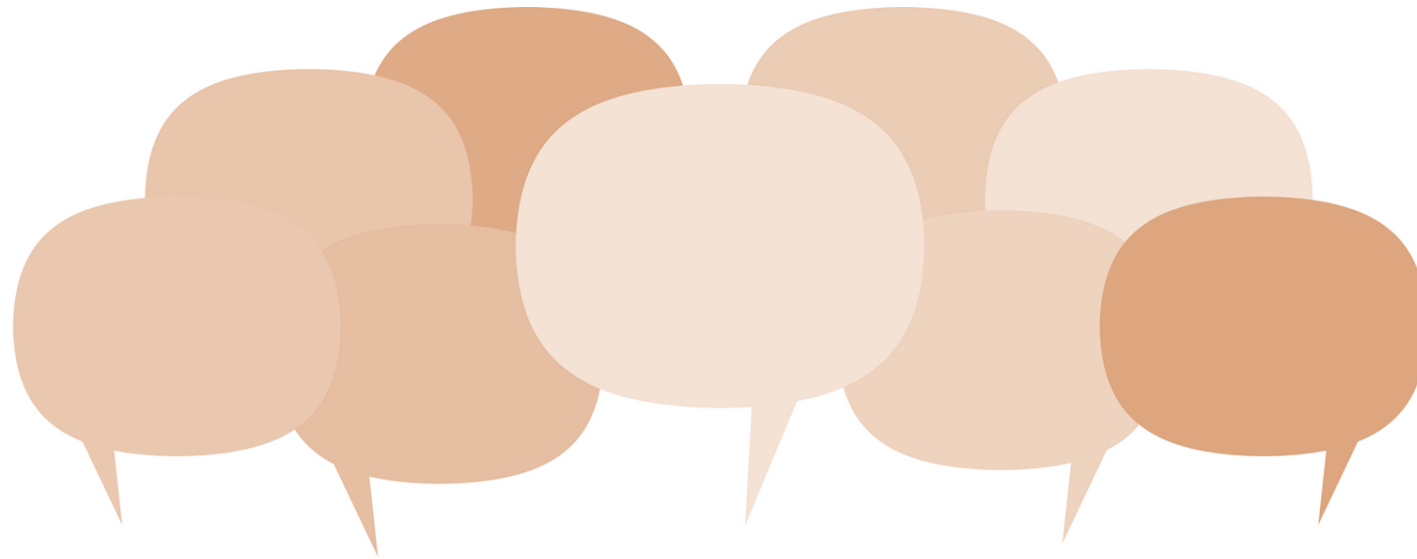
- **Annual Report:**

- Audience increased from 885 to 924
- Open rate was down slightly (39% in 2022 vs. 36% in 2023)
- Clicks were significantly higher (9% in 2022 vs. 12% in 2023)
- *National benchmarks show that any open rate above 25% and click rate about 5% is a good result.*

FY2025 Grant Review Timeline & Process



Discussion



Community Benefit FY2024 Midyear Grant Metrics Dashboard

- This dashboard reflects FY2024 midyear and prior year grant performance
- Grants are organized by five priority areas: Healthcare Access & Delivery, Behavioral Health, Diabetes & Obesity, Chronic Conditions, and Economic Stability; Support Grants (\leq \$30k) are in the second section)
- FY2024 Metric Data: Columns X - AA
- Historical performance: Columns D - W

Health Priority Area <i>Column A</i>	Agency/Program <i>Column B</i>	FY2024 Metrics <i>Column C</i>	Performance against target: = 90%+ = 75% - 89% = 0% - 74%																											
			FY2022 6-month Target <i>Column D</i>	FY2022 6-month Actual <i>Column E</i>	FY2022 % 6-month Metrics Met <i>Column G</i>	FY2022 Yearend Target <i>Column I</i>	FY2022 Yearend Actual <i>Column J</i>	FY2022 % Yearend Metrics Met <i>Column L</i>	FY2023 6-month Target <i>Column N</i>	FY2023 6-month Actual <i>Column O</i>	FY2023 % 6-month Metrics Met <i>Column Q</i>	FY2023 Yearend Target <i>Column S</i>	FY2023 Yearend Actual <i>Column T</i>	FY2023 % Yearend Metrics Met <i>Column V</i>	FY2024 6-month Target <i>Column X</i>	FY2024 6-month Actual <i>Column Y</i>	FY2024 % 6-month Metrics Met <i>Column AA</i>													
<p>Healthcare Access and Delivery (Including Oral Health)</p>	Asian Americans for Community Involvement (AACI) FY2024 Approved: \$120,000 FY2023 Approved: \$100,000 FY2023 Spent: \$100,000 FY2022 Approved: \$100,000 FY2022 Spent: \$97,637	Individuals served	210	185	●	420	533	●	210	424	●	420	600	●	400	407	●													
		Services provided	800	592	●	1600	1,251	●	800	1,222	●	1,600	1,533	●	900	1,334	●													
		Number of patients receiving follow-up care after a patient is screened	-	-		87%	●	-	-		84%	●	210	411	●	100%	●	420	417	●	99%	●	250	345	●	100%	●			
		Patients aged 12 years and older are screened for depression on date of visit or up to 14 days prior to date of visit using an age-appropriate standardized depression screening tool and, if positive, a follow-up plan is documented	-	-		-	-		-	-		-	-		-	-		85%	93%	●										
	Cambrian School District School Nurse Program FY2024 Approved: \$135,000 FY2023 Approved: \$125,000 FY2023 Spent: \$125,000 FY2022 Approved: \$125,000 FY2022 Spent: \$120,219	Individuals served	1,200	1,000	●	3,000	2,995	●	800	400	●	1,500	1,488	●	300	630	●													
		Services provided	1,000	466	●	1,500	1,447	●	1,400	400	●	2,800	2,765	●	300	643	●													
		Hours of training sessions	-	-		42%	●	-	-		88%	●	-	-		96	96	●	100%	●	99%	●	N/A	N/A						
		Students with a failed health screening who saw a healthcare provider	-	-	●	-	-	●	-	-	●	-	-	●	-	-	●	N/A	N/A											
		Students out of compliance with required immunizations who become compliant	50%	0%	●	90%	95%	●	50%	96%	●	90%	87%	●	N/A	N/A														
	Campbell Union School District School Nurse Program FY2024 Approved: \$235,000 FY2023 Approved: \$215,000 FY2023 Spent: \$215,000 FY2022 Approved: \$215,000 FY2022 Spent: \$215,000	Individuals served	2,000	2,248	●	3,850	4,092	●	1,500	2,095	●	3,000	3,128	●	1,530	1,557	●													
		Services provided	-	-		-	-		2,000	2,552	●	4,000	4,673	●	1,912	2,948	●													
		Number of patients establishing care with a PCP or specialist as a result of agency services	-	-		100%	●	-	-		100%	●	-	-		N/A	N/A	100%	●											
		Students out of compliance with required immunizations who become compliant	68%	100%	●	88%	86%	●	70%	72%	●	70%	76%	●	73%	75%	●													
		Students with a failed health screening who saw a healthcare provider	-	-		-	-		N/A	N/A		40%	61%	●	N/A	N/A														
	Cupertino Union School District School Nurse Program FY2024 Approved: \$110,000 FY2023 Approved: \$100,000 FY2023 Spent: \$100,000 FY2022 Approved: \$100,000 FY2022 Spent: \$100,000	Individuals served	2,025	1,879	●	4,050	3,964	●	385	441	●	765	878	●	603	616	●													
		Services provided	-	-		-	-		720	441	●	1,440	1,429	●	1286	1,199	●													
		Number of individuals completing one or more health screenings	-	-		99%	●	-	-		97%	●	385	0	●	60%	●	765	767	●	81%	●	306	318	●	99%	●			
		Students out of compliance with required immunizations who become compliant	35%	70%	●	50%	73%	●	50%	40%	●	80%	95%	●	80%	82%	●													
		Students with a failed health screening who saw a healthcare provider	25%	30%	●	35%	32%	●	50%	30%	●	80%	5%	●	10%	24%	●													
	Healthier Kids Foundation Dental & Hearing Screening/Referrals FY2024 Approved: \$70,000 FY2023 Approved: \$60,000 FY2023 Spent: \$60,000 FY2022 Approved: \$30,000 FY2022 Spent: \$30,000	Individuals served	350	552	●	700	1221	●	410	608	●	820	1,314	●	500	694	●													
		Services provided	-	-		-	-		410	250	●	820	1,314	●	500	694	●													
		Number of patients receiving follow-up care after a patient is screened	-	-		91%	●	-	-		98%	●	-	-		180	270	●	100%	●	92%	●	-	-		95%	●	180	270	●
		The percentage of students referred for follow-up support after their dental screening	65%	40%	●	65%	60%	●	65%	88%	●	65%	65%	●	32%	35%	●													
		The percentage of students referred for follow-up support after their hearing screening	30%	76%	●	30%	58%	●	30%	67%	●	30%	66%	●	4%	4%	●													
Jewish Family Services of Silicon Valley Senior Case Management FY2024 Approved: \$75,000 FY2023 Approved: \$75,000 FY2023 Spent: \$75,000 FY2022 Approved: \$82,000 FY2022 Spent: \$82,000	Individuals served	90	91	●	120	103	●	56	48	●	79	83	●	45	43	●														
	Services Provided	800	824	●	2,050	1,758	●	632	870	●	1,580	1,760	●	120	168	●														
	Hours of adult counseling/care management sessions	-	-		86%	●	-	-		88%	●	111	450	●	120	560	●	99%	●	77%	●	158	197	●						
	Clients that demonstrate a 3-point score reduction on the PHQ-9	20%	13%	●	20%	27%	●	20%	0%	●	40%	38%	●	25%	25%	●														
	Friendly Visitors will be connected with older adults scoring above 10 on the PHQ9	-	-		-	-		-	-		-	-		20%	100%	●														
Mt. Pleasant School District School Nurse Program FY2024 Approved: \$126,000 FY2023 Approved: \$122,000 FY2023 Spent: \$85,091 FY2022 Approved: \$122,000 FY2022 Spent: \$98,851	Individuals served	600	1,677	●	2,100	1,925	●	600	820	●	2,100	1,714	●	600	1,532	●														
	Services provided	-	-		-	-		800	820	●	3,200	2,970	●	820	3,471	●														
	Number of patients establishing care with a PCP or specialist as a result of agency services	-	-		86%	●	-	-		95%	●	450	731	●	87%	●	780	731	●	92%	●	25	25	●	99%	●				
	Students out of compliance with required immunizations who become compliant	-	-		-	-		50%	18%	●	80%	72%	●	50%	72%	●														
	Students with a failed health screening who saw a healthcare provider	30%	28%	●	40%	37%	●	50%	64%	●	80%	92%	●	50%	48%	●														

Community Benefit Dashboard Notes

● A metric receives a "green" indicator if performance against target is 90% - 100%+ ● A metric receives a "yellow" indicator if performance against target is 75% - 89% ● A metric receives a "red" indicator if performance against target is 0% - 74%

N/A There are some 6-month metric targets with "N/A" because the client/patient has not had significant exposure to the intervention in order to accurately evaluate effectiveness or because activities or surveys are not scheduled until the second half of the year

Health Priority Area <i>Column A</i>	Agency/Program <i>Column B</i>	FY2024 Metrics <i>Column C</i>	Performance against target: = 90%+ = 75% - 89% = 0% - 74%																						
			FY2022 6-month Target <i>Column D</i>	FY2022 6-month Actual <i>Column E</i>	FY2022 % Metrics Met <i>Column G</i>	FY2022 % Metrics Met <i>Column H</i>	FY2022 6-month Target <i>Column I</i>	FY2022 6-month Actual <i>Column J</i>	FY2022 % Metrics Met <i>Column L</i>	FY2022 % Metrics Met <i>Column M</i>	FY2023 6-month Target <i>Column N</i>	FY2023 6-month Actual <i>Column O</i>	FY2023 % Metrics Met <i>Column Q</i>	FY2023 % Metrics Met <i>Column R</i>	FY2023 6-month Target <i>Column S</i>	FY2023 6-month Actual <i>Column T</i>	FY2023 % Metrics Met <i>Column V</i>	FY2023 % Metrics Met <i>Column W</i>	FY2024 6-month Target <i>Column X</i>	FY2024 6-month Actual <i>Column Y</i>	FY2024 % Metrics Met <i>Column AA</i>	FY2024 % Metrics Met <i>Column AB</i>			
<p>Healthcare Access and Delivery (Including Oral Health)</p>	Santa Clara County Public Health Better Health Pharmacy FY2024 Approved: \$80,000 FY2023 Approved: \$75,000 FY2023 Spent: \$75,000 FY2022 Approved: \$75,000 FY2022 Spent: \$75,000	Individuals served	2,100	1,813	●		3,200	2,843	●		2,100	2,270	●		3,200	3,662	●		2,380	2,685	●				
		Services provided	16,000	16,895	●		30,000	34,628	●		17,000	19,751	●		31,000	40,140	●		21,000	21,083	●				
		Patients who report that they are very satisfied with the quality of service	97%	92%	●		97%	100%	●		97%	100%	●		97%	100%	●		97%	100%	●				
		Health Impact: -Patients who answered Agree/Strongly Agree that I am able to take my medications as prescribed after using Better Health Pharmacy services. -Patients who answered Agree/Strongly Agree that there has been an improvement to my health condition after receiving assistance from Better health pharmacy services	-	-		94%	●	-	-		98%	●	-	-		100%	●	-	-		100%	●		100%	●
<p>Behavioral Health (Including Domestic Violence & Trauma)</p>	Vista Center for the Blind and Visually Impaired FY2024 Approved: \$40,000 FY2023 Approved: \$40,000 FY2023 Spent: \$40,000 FY2022 Approved: \$40,000 FY2022 Spent: \$40,000	Individuals served	32	35	●		62	64	●		30	62	●		65	72	●		40	45	●				
		Services provided	255	268	●		475	486	●		255	349	●		475	547	●		250	262	●				
		Number of patients enrolled in a clinical and/or community service based on needs identified by their navigator	-	-		100%	●	-	-		100%	●	-	-		-	-		100%	●		40	45	●	
		Clients are able to prepare simple meal and move within their home	85%	100%	●		85%	96%	●		85%	93%	●		85%	90%	●		85%	86%	●				
<p>Behavioral Health (Including Domestic Violence & Trauma)</p>	Almaden Valley Counseling Services School-based Mental Health Counseling FY2024 Approved: \$40,000 FY2023 Approved: \$36,000 FY2023 Spent: \$36,000 FY2022 Approved: \$70,000 FY2022 Spent: \$70,000	Individuals served	131	115	●		312	541	●		60	66	●		160	51	●		20	37	●				
		Services provided	-	-			-	-			900	259	●		1,800	340	●		125	154	●				
		Number of youth demonstrating improvement on treatment plan goals	700	560	●	84%	●	2,003	4,090	●	94%	●	450	183	●	56%	●	900	325	●	48%	●	N/A	N/A	
		Students who improve 1 or more points improve from pre-test to post-test on the 40-point Strengths and Difficulties Questionnaire	-	-			-	-			-	-				50%	100%	●		N/A	N/A				
<p>Behavioral Health (Including Domestic Violence & Trauma)</p>	Child Advocates of Silicon Valley FY2024 Approved: \$40,000 FY2023 Approved: \$40,000 FY2023 Spent: \$40,000 FY2022 Approved: \$40,000 FY2022 Spent: \$40,000	Individuals served	50	53	●		80	80	●		40	50	●		80	81	●		40	49	●				
		Services provided	-	-			-	-			160	500	●		320	1,296	●		480	588	●				
		Hours of training sessions	-	-		100%	●	-	-		99%	●	2,000	2,220	●	100%	●	4,500	3,000	●	91%	●	930	600	●
		CASA youth receiving Positive Childhood Experiences (PACEs) to combat the negative impacts of Adverse Childhood Experiences (ACEs)	N/A	N/A			85%	80%	●		85%	80%	●		85%	87%	●		N/A	N/A					
<p>Behavioral Health (Including Domestic Violence & Trauma)</p>	Cupertino Union School District Mental Health Counseling FY2024 Approved: \$130,000 FY2023 Approved: \$120,000 FY2023 Spent: \$120,000 FY2022 Approved: \$120,000 FY2022 Spent: \$120,000	Individuals served	68	75	●		160	175	●		80	573	●		160	630	●		125	98	●				
		Services provided	-	-			-	-			1200	1,221	●		2200	2,658	●		360	372	●				
		Number of youth demonstrating improvement on treatment plan goals	-	-		100%	●	-	-		99%	●	-	-		-	-		100%	●		18	17	●	
		Improved on SDQ Report by at least 3 points from pre-test to post-test on the Strengths and Difficulties Questionnaire and Impact Assessment	60%	64%	●		80%	77%	●		80%	77%	●		60%	66%	●		80%	85%	●		N/A	N/A	
<p>Behavioral Health (Including Domestic Violence & Trauma)</p>	LifeMoves Mental Health Counseling at Homeless Shelters FY2024 Approved: \$50,000 FY2023 Approved: \$50,000 FY2023 Spent: \$50,000 FY2022 Approved: \$60,000 FY2022 Spent: \$60,000	Individuals served	75	78	●		160	190	●		75	148	●		165	290	●		150	151	●				
		Services provided	100	105	●		350	420	●		100	180	●		360	390	●		180	404	●				
		Hours of adult counseling / care management sessions	-	-		100%	●	-	-		98%	●	-	-		-	-		98%	●		100	96	●	
		Clients reporting improved mood & function	N/A	N/A			85%	79%	●		85%	79%	●		85%	79%	●		N/A	N/A					
<p>Behavioral Health (Including Domestic Violence & Trauma)</p>	Los Gatos Union School District Mental Health Counseling FY2024 Approved: \$120,000 FY2023 Approved: \$110,000 FY2023 Spent: \$110,000 FY2022 Approved: \$110,000 FY2022 Spent: \$110,000	Individuals served	380	462	●		775	806	●		400	350	●		800	1,400	●		600	1,400	●				
		Services provided	-	-			-	-			500	566	●		1,000	2,500	●		600	4,220	●				
		Hours of youth counseling/care management sessions	425	530	●	99%	●	850	980	●	94%	●	125	180	●	93%	●	350	420	●	100%	●	125	180	●
		Students who improved by at least 3 points from pre-test to post test on the Strengths and Difficulties Questionnaire and Impact Assessment	N/A	N/A			80%	50%	●		80%	50%	●		60%	71%	●		N/A	N/A					
Students who improve by at least 3 points from pre-test to post-test on the Children's Coping Strategies Checklist-Revised (CCSC-RI)	80%	75%	●		80%	80%	●		80%	80%	●		80%	95%	●		N/A	N/A							

Community Benefit Dashboard Notes

- A metric receives a "green" indicator if performance against target is 90% - 100%+.
- A metric receives a "yellow" indicator if performance against target is 75% - 89%.
- A metric receives a "red" indicator if performance against target is 0% - 74%.

N/A There are some 6-month metric targets with "N/A" because the client/patient has not had significant exposure to the intervention in order to accurately evaluate effectiveness or because activities or surveys are not scheduled until the second half of the year.

Health Priority Area <i>Column A</i>	Agency/Program <i>Column B</i>	FY2024 Metrics <i>Column C</i>	Performance against target: = 90%+ = 75% - 89% = 0% - 74%																			
			FY2022 6-month Target <i>Column D</i>	FY2022 6-month Actual <i>Column E</i>	FY2022 % Metrics Met <i>Column G</i>	FY2022 % Metrics Met <i>Column H</i>	FY2022 Yearend Target <i>Column I</i>	FY2022 Yearend Actual <i>Column J</i>	FY2022 % Metrics Met <i>Column L</i>	FY2022 % Metrics Met <i>Column M</i>	FY2023 6-month Target <i>Column N</i>	FY2023 6-month Actual <i>Column O</i>	FY2023 % Metrics Met <i>Column Q</i>	FY2023 % Metrics Met <i>Column R</i>	FY2023 Yearend Target <i>Column S</i>	FY2023 Yearend Actual <i>Column T</i>	FY2023 % Metrics Met <i>Column V</i>	FY2023 % Metrics Met <i>Column W</i>	FY2024 6-month Target <i>Column X</i>	FY2024 6-month Actual <i>Column Y</i>	FY2024 % Metrics Met <i>Column AA</i>	FY2024 % Metrics Met <i>Column AB</i>
	Momentum for Mental Health FY2024 Approved: \$40,000 FY2023 Approved: \$40,000 FY2023 Spent: \$40,000 FY2022 Approved: \$46,000 FY2022 Spent: \$46,000	Individuals served	17	25	●		24	25	●		15	19	●		20	20	●		15	15	●	
		Services provided	220	209	●		334	370	●		200	187	●		300	367	●		200	213	●	
		Hours of adult counseling/care management sessions	-	-		98%	-	-		100%	100	102	●	97%	150	135	●	98%	60	95	●	100%
		Patients who report a reduction of 2 points or more in PHQ-9 measure severity of depression	-	-			-	-			75%	100%	●		85%	100%	●		75%	83%	●	
		Patients who report a reduction of 2 points or more in GAD-7 measure severity of anxiety	-	-			-	-			75%	67%	●		85%	83%	●		75%	83%	●	
	Next Door Solutions Domestic Violence Services FY2024 Approved: \$90,000 FY2023 Approved: \$90,000 FY2023 Spent: \$90,000 FY2022 Approved: \$90,000 FY2022 Spent: \$90,000	Individuals served	69	91	●		137	164	●		70	67	●		140	113	●		55	51	●	
		Services provided	267	323	●		594	694	●		300	277	●		600	698	●		300	273	●	
		Hours of adult counseling/care management sessions	-	-		100%	-	-		100%	350	59	●	80%	700	140	●	83%	85	87	●	97%
		Surveyed participants who report that they have gained at least one strategy to increase their safety or their children's safety	90%	96%	●		90%	97%	●		90%	90%	●		90%	91%	●		90%	96%	●	
		Support Groups clients completing the Support Group Evaluation Survey will respond that they can better manage stress when it occurs	-	-			-	-			80%	90%	●		80%	88%	●		85%	91%	●	
	Pacific Clinics (Formerly Uplift Family Services) School-based Mental Health Counseling FY2024 Approved: \$220,000 FY2023 Approved: \$210,000 FY2023 Spent: \$210,000 FY2022 Approved: \$210,000 FY2022 Spent: \$210,000	Individuals served	500	818	●		1,250	1,250	●		625	650	●		1,250	1,178	●		600	564	●	
		Services provided	-	-			-	-			625	677	●		1,250	1,476	●		675	615	●	
		Hours of youth counseling/care management sessions	570	605	●		1,190	1,190	●		250	245	●		625	608	●		250	245	●	
		Students who improve by at least 3 points from pre-test to post-test on the 40-point scale Strengths and Difficulties Questionnaire and Impact Assessment based on teacher, parent/guardian, self and/or other report (for students ages 11-17)	-	-		100%	-	-		100%	-	-		100%	-	-		99%	N/A	N/A		94%
		Students who decrease high risk behaviors among students served who have high risk behaviors	N/A	N/A			60%	87%	●		N/A	N/A			60%	91%	●		N/A	N/A		
	Parents Helping Parents FY2024 Approved: \$35,000 <i>(previously funded by ECHD)</i>	Individuals served	-	-			-	-			-	-			-	-			52	69	●	
		Services provided	-	-			-	-			-	-			-	-			112	133	●	
		Hours of adult counseling/care management sessions	-	-		New Program in FY2024	-	-		New Program in FY2024	-	-		New Program in FY2024	-	-		New Program in FY2024	195	233	●	100%
		Participants who learn 1 new useful tip or trick that help them as a parent of a child with special needs	-	-			-	-			-	-			-	-			85%	94%	●	
		Participants who would recommend the workshop to a friend	-	-			-	-			-	-			-	-			85%	97%	●	
Peninsula HealthCare Connection FY2024 Approved: \$90,000 FY2023 Approved: \$90,000 FY2023 Spent: \$90,000 FY2022 Approved: \$90,000 FY2022 Spent: \$90,000	Individuals served	100	372	●		200	414	●		200	228	●		400	387	●		62	51	●		
	Services provided	380	290	●		660	555	●		300	255	●		550	510	●		250	157	●		
	Number of patients enrolled in a clinical and/or community service based on needs identified by their navigator	-	-		96%	-	-		97%	-	-		90%	-	-		98%	50	51	●	89%	
	Patients not hospitalized in a 12 month program	85%	95%	●		90%	98%	●		85%	85%	●		90%	90%	●		75%	90%	●		
	Patients screened for depression using the PHQ-9	-	-			-	-			-	-			-	-			75%	75%	●		
To Be Empowered FY2024 Approved: \$35,000	Individuals served	-	-			-	-			-	-			-	-			28	46	●		
	Services provided	-	-			-	-			-	-			-	-			3,500	3,500	●		
	Hours of youth counseling/care management sessions	-	-		New Program in FY2024	-	-		New Program in FY2024	-	-		New Program in FY2024	-	-		New Program in FY2024	1,400	1,400	●	95%	
	Clients completing the program will report that they have learned one new healthy coping mechanism as measured by outpatient post survey	-	-			-	-			-	-			-	-			60%	60%	●		
	Clients who made progress on at least one of their treatment goals	-	-			-	-			-	-			-	-			60%	45%	●		

Community Benefit Dashboard Notes

- A metric receives a "green" indicator if performance against target is 90% - 100%+.
- A metric receives a "yellow" indicator if performance against target is 75% - 89%.
- A metric receives a "red" indicator if performance against target is 0% - 74%.

N/A There are some 6-month metric targets with "N/A" because the client/patient has not had significant exposure to the intervention in order to accurately evaluate effectiveness or because activities or surveys are not scheduled until the second half of the year.

Health Priority Area <i>Column A</i>	Agency/Program <i>Column B</i>	FY2024 Metrics <i>Column C</i>	Performance against target: = 90%+ = 75% - 89% = 0% - 74%																								
			FY2022 6-month Target <i>Column D</i>	FY2022 6-month Actual <i>Column E</i>	FY2022 % Metrics Met <i>Column G</i>	FY2022 % Metrics Met <i>Column H</i>	FY2022 Yearend Target <i>Column I</i>	FY2022 Yearend Actual <i>Column J</i>	FY2022 % Metrics Met <i>Column L</i>	FY2022 % Metrics Met <i>Column M</i>	FY2023 6-month Target <i>Column N</i>	FY2023 6-month Actual <i>Column O</i>	FY2023 % Metrics Met <i>Column Q</i>	FY2023 % Metrics Met <i>Column R</i>	FY2023 Yearend Target <i>Column S</i>	FY2023 Yearend Actual <i>Column T</i>	FY2023 % Metrics Met <i>Column V</i>	FY2023 % Metrics Met <i>Column W</i>	FY2024 6-month Target <i>Column X</i>	FY2024 6-month Actual <i>Column Y</i>	FY2024 % Metrics Met <i>Column AA</i>	FY2024 % Metrics Met <i>Column AB</i>					
	African American Community Services Agency (AACSA) <i>Screening/Referrals and Nutrition Education for Families</i>	Individuals served	300	434	●		787	1,537	●		350	358	●		1,060	3,619	●		350	141	●						
		Services provided	400	550	●		856	3,897	●		700	528	●		2,205	7,013	●		500	167	●						
		Number of Participants who report 150 minutes or more of physical activity per week	-	-		100%	●	-	-		100%	●	80	22	●	68%	●	185	110	●	92%	●	25	0	●	25%	●
		Participants in exercise classes who discovered a fitness modality that would support a healthy lifestyle	-	-				-	-				N/A	N/A				65%	65%	●			N/A	N/A			
		Healthy cooking class attendees will report that they learned how to cook in a healthier way	-	-				-	-				-	-				-	-				N/A	N/A			
	El Camino Health: Food Pharmacy	Individuals served	-	-			-	-				55	15	●		110	57	●		35	33	●					
		Services provided	-	-			-	-				25	5	●		50	17	●		210	207	●					
		Number of participants with one or more improved biometrics	-	-			-	-				-	-			-	-			15	0	●		64%	●		
		Individuals who report their access to healthy food improved as a result of the program	-	-			-	-				-	-			-	-			N/A	N/A						
	Gardner Family Health Network <i>Prediabetes and Diabetes</i>	Individuals served	700	1,052	●		1,320	1,407	●		800	2,013	●		1,450	3,213	●		1,580	2,502	●						
		Services provided	1,690	2,486	●		3,385	4,541	●		1,900	3,399	●		3,800	8,738	●		2,686	5,302	●						
		Number of individuals with one or more improved biometrics	-	-		100%	●	-	-		100%	●	320	877	●	100%	●	580	1,602	●	100%	●	711	1,300	●	100%	●
		Patients demonstrating a reduction in body weight	40%	51%	●		40%	48%	●		40%	51%	●		40%	48%	●		40%	51%	●		40%	51%	●		
		Enrolled patients demonstrating a reduction of at least 0.1%HbA1c	40%	40%	●		30%	45%	●		40%	44%	●		40%	43%	●		40%	44%	●		40%	44%	●		
	Indian Health Center <i>Youth Diabetes & Obesity</i>	Individuals served	150	126	●		210	193	●		150	143	●		275	210	●		175	143	●						
		Services provided	500	295	●		835	639	●		500	384	●		840	828	●		350	180	●						
		Number of individuals with one or more improved biometrics	-	-		86%	●	-	-		94%	●	45	39	●	70%	●	135	82	●	79%	●	40	25	●	74%	●
		Healthy Futures Program Participant that decrease BMI Percentile	25%	38%	●		35%	55%	●		30%	27%	●		50%	48%	●		25%	38%	●		25%	38%	●		
		Healthy Adventures participants that show an increase in knowledge about topics discussed in the Healthy Adventures curriculum	-	-			-	-			-	-			-	-			-	-			N/A	N/A			
	Playworks <i>Physical Activity & Anti-bullying</i>	Individuals served	1,500	445	●		1,500	1,940	●		950	950	●		950	950	●		1,040	1,030	●						
Services Provided		-	-			-	-			1,900	1,900	●		1,900	1,900	●		2,080	2,060	●							
Number of participants who report 150 minutes or more of physical activity per week		-	-		30%	●	-	-		20%	●	-	-		100%	●	-	-		98%	●	N/A	N/A		99%	●	
Educators reporting that Playworks increases the number of students that are physically active during recess		N/A	N/A			92%	0%	●			N/A	N/A			96%	97%	●		N/A	N/A		N/A	N/A				
Educators reporting that Playworks helps the school create supportive learning environments		-	-			-	-			-	-			-	-			-	-			N/A	N/A				
Roots Community Health Center	Individuals served	-	-			-	-			-	-			-	-			15	17	●							
	Services provided	-	-			-	-			-	-			-	-			30	54	●							
	Number of participants who report consuming at least 3 servings of fruits and vegetables per day	-	-			-	-			-	-			-	-			15	0	●		55%	●				
	Clients who report learning a new skill/healthy recipe/exercise, etc.	-	-			-	-			-	-			-	-			60%	12%	●		60%	12%	●			
South Asian Heart Center	Individuals served	70	81	●		150	152	●		35	38	●		75	79	●		37	39	●							
	Services provided	330	362	●		700	700	●		175	189	●		350	361	●		171	181	●							
	Number of participants who report 150 minutes or more of physical activity per week	-	-		98%	●	-	-		98%	●	-	-		83%	●	40	45	●	100%	●	15	17	●	89%	●	
	Change in levels of physical activity	21%	20%	●		21%	20%	●		21%	21%	●		21%	23%	●		21%	9%	●		21%	9%	●			
	Change in average levels of vegetable consumption	20%	18%	●		20%	18%	●		20%	19%	●		20%	21%	●		20%	23%	●		20%	23%	●			

Community Benefit Dashboard Notes

- A metric receives a "green" indicator if performance against target is 90% - 100%+.
- A metric receives a "yellow" indicator if performance against target is 75% - 89%.
- A metric receives a "red" indicator if performance against target is 0% - 74%.

N/A There are some 6-month metric targets with "N/A" because the client/patient has not had significant exposure to the intervention in order to accurately evaluate effectiveness or because activities or surveys are not scheduled until the second half of the year.

Health Priority Area Column A	Agency/Program Column B	FY2024 Metrics Column C	Performance against target: = 90%+ = 75% - 89% = 0% - 74%																			
			FY2022 6-month Target Column D	FY2022 6-month Actual Column E	FY2022 6-month Metrics Met Column F	FY2022 % 6-month Metrics Met Column G	FY2022 6-month Target Column H	FY2022 6-month Actual Column I	FY2022 6-month Metrics Met Column J	FY2022 % 6-month Metrics Met Column K	FY2023 6-month Target Column L	FY2023 6-month Actual Column M	FY2023 6-month Metrics Met Column N	FY2023 % 6-month Metrics Met Column O	FY2023 6-month Target Column P	FY2023 6-month Actual Column Q	FY2023 6-month Metrics Met Column R	FY2023 % 6-month Metrics Met Column S	FY2024 6-month Target Column T	FY2024 6-month Actual Column U	FY2024 6-month Metrics Met Column V	FY2024 % 6-month Metrics Met Column W
<p>Diabetes & Obesity</p>	Valley Verde <i>Nutrition access/education for low-income households</i> FY2024 Approved: \$60,000 FY2023 Approved: \$60,000 FY2023 Spent: \$60,000 FY2022 Approved: \$45,000 FY2022 Spent: \$45,000	Individuals served	136	113	●	85%	252	196	●	88%	140	127	●	84%	280	265	●	83%	80	103	●	96%
		Services provided	198	644	●		446	506	●		250	419	●		600	640	●		97	118	●	
		Number of participants who report consuming at least 3 servings of fruits and vegetables per day	-	-			-	-			120	44	●		230	44	●		25	22	●	
		Participants report increased food security for themselves and their families by at least one unit of measurement, as measured by pre- and post-program surveys	80%	69%	●		80%	68%	●		80%	75%	●		80%	82%	●		70%	75%	●	
		Participants report increased consumption of vegetables by at least one unit of measurement for themselves and their families since they became involved in the program, as measured by pre- and post-program surveys	80%	56%	●		80%	71%	●		80%	93%	●		80%	92%	●		70%	64%	●	
West Valley Community Services <i>Social Work Case Management</i> FY2024 Approved: \$185,000 FY2023 Approved: \$184,500 FY2023 Spent: \$184,500 FY2022 Approved: \$160,000 FY2022 Spent: \$160,000	Individuals served	163	184	●	100%	326	377	●	94%	180	183	●	100%	360	363	●	95%	180	216	●	82%	
	Services provided	-	-			-	-			180	183	●		360	363	●		360	382	●		
	Number of participants who reported consuming at least 3 servings of fruits and vegetables per day	-	-			-	-			-	-			-	-			35	16	●		
	Case managed clients who increased in 3 of the 18 domains measured by Self Sufficiency Index	N/A	N/A			90%	84%	●		N/A	N/A			90%	90%	●		N/A	N/A			
	Clients will remain stably housed after 3 months of receiving emergency financial assistance	N/A	N/A			95%	90%	●		N/A	N/A			95%	90%	●		N/A	N/A			
American Heart Association <i>Hypertension Management</i> FY2024 Approved: \$60,000 FY2023 Approved: \$60,000 FY2023 Spent: \$60,000 FY2022 Approved: \$50,000 FY2022 Spent: \$42,424	Individuals served	60	74	●	93%	130	139	●	100%	95	60	●	85%	190	150	●	86%	60	89	●	80%	
	Services provided	-	-			-	-			360	240	●		730	600	●		240	356	●		
	Number of individuals who report improved self-management	-	-			-	-			55	50	●		110	59	●		190	206	●		
	CCC Participants will improve BP by 7mm	35%	32%	●		35%	36%	●		35%	45%	●		35%	53%	●		35%	57%	●		
	Prediabetes participants (A1 C above 5.7) of the CCC program will improve A1C by 0.5% over 4 months	-	-			-	-			-	-			-	-			30%	0%	●		
<p>Chronic Conditions (Other than Diabetes & Obesity)</p>	Breathe California <i>Children's Asthma Program</i> FY2024 Approved: \$40,000 FY2023 Approved: \$40,000 FY2023 Spent: \$40,000 FY2022 Approved: \$40,000 FY2022 Spent: \$40,000	Individuals served	100	890	●	100%	330	2,310	●	100%	130	173	●	100%	400	370	●	97%	75	374	●	100%
		Services Provided	-	-			-	-			130	173	●		400	370	●		90	374	●	
		Number of individuals who demonstrate improved self-management through self-report or biometric indicators	-	-			-	-			20	25	●		80	99	●		50	113	●	
		Parents, teachers, and childcare providers trained who have an increase knowledge/skills/confidence in managing all aspects of asthma	50%	83%	●		50%	63%	●		60%	68%	●		60%	100%	●		60%	105%	●	
		Home, school, and childcare centers served that reduce environmental hazards/triggers for asthma, as measured by comparison of assessments and re-assessments of respiratory hazards using the EPA's best-practice environmental checklist	50%	100%	●		50%	75%	●		50%	100%	●		50%	100%	●		50%	100%	●	
Latinas Contra Cancer FY2024 Approved: \$40,000 FY2023 Approved: \$40,000 FY2023 Spent: \$40,000 FY2022 Approved: \$35,000 FY2022 Spent: \$35,000	Individuals served	120	123	●	98%	300	300	●	100%	175	209	●	97%	350	350	●	100%	175	175	●	100%	
	Services provided	332	303	●		745	812	●		750	849	●		1,500	1,500	●		750	750	●		
	Number of Individuals completing one or more health screenings	-	-			-	-			130	104	●		260	260	●		23	23	●		
	Clients showing an increased understanding of key cancer prevention and health messages	70%	95%	●		70%	98%	●		70%	90%	●		70%	90%	●		85%	85%	●		
	Navigation clients showing a better understanding of their health status, options, and care plan	90%	98%	●		90%	91%	●		90%	100%	●		90%	95%	●		90%	90%	●		
<p>Economic Stability (Including Food Insecurity, Housing & Homelessness)</p>	El Camino Health: DEI FY2024 Approved: \$44,000 FY2023 Approved: \$35,000 FY2023 Spent: \$35,000	Individuals served	-	-		New Program in FY2023	-	-		New Program in FY2023	2	1	●	88%	5	12	●	92%	4	5	●	100%
		Services provided	-	-			-	-			400	400	●		1,000	694	●		900	1,365	●	
		Hours of training sessions	-	-			-	-			-	-			-	-			900	1,365	●	
		Interns reporting they have at least two new healthcare professions contacts they feel comfortable remaining in touch with to help advance their desired career path	-	-			-	-			80%	100%	●		80%	100%	●		80%	100%	●	
		Interns reporting they gained insight to their career path	-	-			-	-			80%	100%	●		80%	100%	●		80%	80%	●	
West Valley Community Services <i>Social Work Case Management for Older Adults</i> FY2024 Approved: \$45,000 FY2023 Approved: \$45,000 FY2023 Spent: \$45,000 FY2022 Approved: \$45,000 FY2022 Spent: \$45,000	Individuals served	30	32	●	100%	60	69	●	99%	30	33	●	67%	60	64	●	86%	31	31	●	100%	
	Services provided	160	199	●		320	367	●		30	33	●		60	64	●		155	170	●		
	Number of individuals connected to a sustainable source of healthy food (CalFresh/SNAP, food bank, etc.)	-	-			-	-			25	0	●		55	31	●		31	31	●		
	Case managed clients who increased in three of the 18 domains measured by the Self-Sufficiency Index	N/A	N/A			92%	90%	●		N/A	N/A			92%	68%	●		N/A	N/A			
	Clients showing a 1-point increase in the food domain of SSM after accessing the food market	-	-			-	-			N/A	N/A			91%	90%	●		N/A	N/A			

Community Benefit Dashboard Notes

- A metric receives a "green" indicator if performance against target is 90% - 100%
- A metric receives a "yellow" indicator if performance against target is 75% - 89%
- A metric receives a "red" indicator if performance against target is 0% - 74%

N/A There are some 6-month metric targets with "N/A" because the client/patient has not had significant exposure to the intervention in order to accurately evaluate effectiveness or because activities or surveys are not scheduled until the second half of the year.

Health Priority Area <i>Column A</i>	Agency/Program <i>Column B</i>	FY2024 Metrics <i>Column C</i>	Performance against target: = 90%+ = 75% - 89% = 0% - 74%																			
			FY2022 6-month Target <i>Column D</i>	FY2022 6-month Actual <i>Column E</i>	FY2022 % Metrics Met <i>Column G</i>	FY2022 % Metrics Met <i>Column H</i>	FY2022 6-month Actual <i>Column I</i>	FY2022 6-month Actual <i>Column J</i>	FY2022 % Metrics Met <i>Column L</i>	FY2022 % Metrics Met <i>Column M</i>	FY2023 6-month Target <i>Column N</i>	FY2023 6-month Actual <i>Column O</i>	FY2023 % Metrics Met <i>Column Q</i>	FY2023 % Metrics Met <i>Column R</i>	FY2023 6-month Target <i>Column S</i>	FY2023 6-month Actual <i>Column T</i>	FY2023 % Metrics Met <i>Column V</i>	FY2023 % Metrics Met <i>Column W</i>	FY2024 6-month Target <i>Column X</i>	FY2024 6-month Actual <i>Column Y</i>	FY2024 % Metrics Met <i>Column AA</i>	FY2024 % Metrics Met <i>Column AB</i>
Support Grants (≤\$30k)																						
	Adolescent Counseling Services FY2024 Approved: \$25,000 FY2023 Approved: \$25,000 FY2023 Spent: \$25,000	Individuals served	-	-			-	-			125	429			250	539			270	412		
		Services provided	-	-			-	-			175	127			350	539			270	451		
		Hours of youth counseling/care management sessions	-	-			-	-			175	429		93%	350	539		100%	270	451		75%
		Clients seen 5 or more times that improve their level of functioning	-	-			-	-			N/A	N/A			70%	81%			N/A	N/A		
		Participants report an increased understanding of the issues LGBTQIA+ youth face	-	-			-	-			75%	100%			75%	100%			90%	0%		
	Bill Wilson Center Psychotherapy for Child Abuse Victims FY2024 Approved: \$25,000 FY2023 Approved: \$25,000 FY2023 Spent: \$25,000 FY2022 Approved: \$25,000 FY2022 Spent: \$25,000	Individuals served	6	6			12	12			6	6			12	12			6	6		
		Services provided	60	48			120	129			60	59			120	139			60	60		
		Hours of youth counseling/care management sessions	-	-		93%	-	-		100%	-	-		99%	-	-		100%	60	60		100%
		Clients completing the program who report that they have learned one new healthy coping mechanism by outpatient post survey	80%	100%			90%	100%			80%	83%			90%	92%			80%	100%		
	Cancer CAREpoint Counseling for Cancer Patients, Survivors, Family & Caregivers FY2024 Approved: \$30,000 FY2023 Approved: \$30,000 FY2023 Spent: \$30,000 FY2022 Approved: \$30,000 FY2022 Spent: \$30,000	Individuals served	100	98			210	193			100	91			210	207			73	73		
		Services provided	300	411			625	953			315	299			625	630			272	471		
		Hours of adult counseling / care sessions	-	-		99%	-	-		98%	-	-		96%	-	-		99%	272	471		100%
		Clients who agree or strongly agree they experienced reduced levels of anxiety about issues related to a cancer diagnosis	80%	81%			80%	83%			80%	82%			80%	80%			80%	88%		
		As a result of the counseling session, clients will agree or strongly agree that they received helpful tools or resources	90%	89%			90%	95%			90%	88%			90%	95%			90%	88%		
	Los Gatos Saratoga Recreation Senior Isolation Program FY2024 Approved: \$15,000 FY2023 Approved: \$15,000 FY2023 Spent: \$15,000 FY2022 Approved: \$20,000 FY2022 Spent: \$20,000	Individuals served	125	281			200	530			200	0			300	300			300	511		
Services Provided		2,004	1,042			3,340	2,553			1,750	0			3,000	2,831			1,400	1,839			
Participants who answer 3 or higher: I feel more connected to people and services as a result of the 55 Plus Programs (Likert scale with 1 being strongly disagree and 5 being strongly agree)		65%	65%		84%	65%	74%		92%	65%	0%			65%	89%		98%	65%	91%			
BAWSI Girls Program Physical Activity & Self-esteem Program FY2024 Approved: \$15,000 FY2023 Approved: \$15,000 FY2023 Spent: \$15,000 FY2022 Approved: \$15,000 FY2022 Spent: \$15,000	Individuals served	45	63			90	126			60	60			120	121			60	71			
	Services provided	-	-			-	-			1,020	628			2,100	1,278			620	759			
	Number of participants who report 150 minutes or more of physical activity per week	-	-		92%	-	-		96%	42	22		86%	84	46		86%	60	71		100%	
	Average weekly attendance	80%	79%			80%	83%			80%	81%			80%	80%			80%	89%			
	Percentage of participants who respond positively (4's and 5's) to the statement, "I like to exercise"	-	-			-	-			60%	75%			60%	63%			60%	73%			
Chinese Health Initiative FY2024 Approved: \$20,000 FY2023 Approved: \$20,000 FY2023 Spent: \$20,000 FY2022 Approved: \$42,000 FY2022 Spent: \$42,000	Individuals served	98	142			210	238			60	119			120	120			64	82			
	Services provided	225	343			450	654			125	270			250	270			140	136			
	Number of individuals with one or more improved biometrics (BMI, weight, and/or A1c)	-	-		100%	-	-		100%	10	10		100%	20	20		99%	5	5		99%	
	Diabetes Prevention Series participants who report meeting at least two of the lifestyle recommendations upon program completion (exercise, healthy eating, sleep and stress reduction)	80%	95%			80%	93%			75%	78%			75%	81%			78%	79%			
	Participants who are very likely (9-10 rating) to recommend CHI to a friend or colleague	-	-			-	-			80%	85%			80%	85%			80%	90%			
Pink Ribbon Good Cancer Support Program FY2024 Approved: \$25,000 FY2023 Approved: \$25,000 FY2023 Spent: \$25,000 FY2022 Approved: \$25,000 FY2022 Spent: \$25,000	Individuals served	24	42			60	42			21	21			42	42			21	21			
	Services provided	490	1,472			1,275	1,472			760	760			1520	1,520			760	760			
	Number of individuals who demonstrate improved self-management through self-report or biometric indicators	50%	75%		100%	50%	75%		94%	15	15		100%	30	30		100%	16	16		100%	
	Patients who feel more food secure as a result of PRG services	-	-			-	-			-	-			-	-			50%	50%			

Community Benefit Dashboard Notes

- A metric receives a "green" indicator if performance against target is 90% - 100%+.
- A metric receives a "yellow" indicator if performance against target is 75% - 89%.
- A metric receives a "red" indicator if performance against target is 0% - 74%.

N/A There are some 6-month metric targets with "N/A" because the client/patient has not had significant exposure to the intervention in order to accurately evaluate effectiveness or because activities or surveys are not scheduled until the second half of the year.

Health Priority Area <i>Column A</i>	Agency/Program <i>Column B</i>	FY2024 Metrics <i>Column C</i>	Performance against target: = 90%+ = 75% - 89% = 0% - 74%																			
			FY2022 6-month Target <i>Column D</i>	FY2022 6-month Actual <i>Column E</i>	FY2022 % 6-month Metrics Met <i>Column G</i>	FY2022 Yearend Target <i>Column I</i>	FY2022 Yearend Actual <i>Column J</i>	FY2022 % Yearend Metrics Met <i>Column L</i>	FY2023 6-month Target <i>Column N</i>	FY2023 6-month Actual <i>Column O</i>	FY2023 % 6-month Metrics Met <i>Column Q</i>	FY2023 Yearend Target <i>Column S</i>	FY2023 Yearend Actual <i>Column T</i>	FY2023 % Yearend Metrics Met <i>Column V</i>	FY2024 6-month Target <i>Column X</i>	FY2024 6-month Actual <i>Column Y</i>	FY2024 % 6-month Metrics Met <i>Column AA</i>					
<p>Chronic Conditions (Other than Diabetes & Obesity)</p>	Catholic Charities of Santa Clara County FY2024 Approved: \$30,000 FY2023 Approved: \$30,000 FY2023 Spent: \$30,000	Individuals served	-	-		-	-		130	324		260	358		75	51						
		Services provided	-	-		-	-		778	7,350		1,556	690		155	87						
		Number of individuals with improved living conditions as a result of services provided	-	-	New Program in FY2023	-	-	New Program in FY2023	-	-	74%	-	-	56%	8	3	32%					
		Families have followed up on at least one referral made to them by PEP team	-	-		-	-		-	-		-	-		40%	0%						
		Participants increase Self-Sufficiency Matrix Score in at least one domain	-	-		-	-		70%	11%		70%	15%		20%	0%						
	Rebuilding Together Silicon Valley Falls Prevention Services for at-risk Older Adults FY2024 Approved: \$30,000 FY2023 Approved: \$30,000 FY2023 Spent: \$30,000 FY2022 Approved: \$30,000 FY2022 Spent: \$30,000	Individuals served	5	6		24	15		5	8		24	15		5	10						
		Services provided	-	-		-	-		20	98		70	133		30	60						
		Number of individuals with improved living conditions as a result of services provided	-	-	100%	-	-	91%	-	-	100%	-	-	93%	5	10	100%					
		Older adults who report their overall health has improved somewhat or a lot since completed repairs/modifications	75%	100%		75%	100%		75%	100%		75%	100%		75%	100%						
		Older adults who report a low or no chance of falling due to completed repairs/modifications	65%	100%		65%	100%		65%	100%		65%	100%		65%	100%						
	Shine Together FY2024 Approved: \$20,000	Individuals served (unduplicated)	-	-		-	-		-	-		-	-		20	22						
		Services provided	-	-		-	-		-	-		-	-		360	307						
		Hours of training sessions	-	-	New Program in FY2024	-	-	New Program in FY2024	-	-	New Program in FY2024	-	-	New Program in FY2024	540	405	87%					
		Participants who will report feeling stable or thriving in their health & wellness after 12 months of program participation. This measurement includes the categories of healthcare coverage, family/social relations, substance abuse, and mental health.	-	-		-	-		-	-		-	-		N/A	N/A						

Community Benefit Dashboard Notes

● A metric receives a "green" indicator if performance against target is 90% - 100%+
● A metric receives a "yellow" indicator if performance against target is 75% - 89%
● A metric receives a "red" indicator if performance against target is 0% - 74%

N/A There are some 6-month metric targets with "N/A" because the client/patient has not had significant exposure to the intervention in order to accurately evaluate effectiveness or because activities or surveys are not scheduled until the second half of the year.