



El Camino Hospital
THE HOSPITAL OF SILICON VALLEY

**Summary of Financial Operations
Fiscal Year 2019 – Period 2**

7/1/2018 to 8/31/2018

El Camino Hospital Board of Directors

Iftikhar Hussain, CFO

October 10, 2018

Dashboard - ECH combined as of August 31, 2018

	Month				YTD			
	PY	CY	Bud/Target	Variance CY vs Bud	PY	CY	Bud/Target	Variance CY vs Bud
Volume								
Licensed Beds	443	443	443	-	443	443	443	-
ADC	232	225	230	(5)	233	220	232	(12)
Utilization MV	64%	61%	64%	-2%	64%	60%	65%	-5%
Utilization LG	27%	29%	28%	1%	28%	28%	27%	1%
Utilization Combined	52%	51%	52%	-1%	53%	50%	52%	-3%
Total Discharges (Excl NNB)	1,677	1,627	1,644	(17)	3,376	3,147	3,302	(155)
Financial Perf.								
Net Patient Revenues	70,761	77,779	74,304	3,475	140,440	148,402	146,163	2,239
Total Operating Revenue	73,596	79,617	76,441	3,176	145,280	152,054	150,378	1,676
Operating Expenses	65,997	69,896	68,807	1,088	125,539	135,108	136,677	(1,568)
Operating Income \$	7,598	9,721	7,634	2,087	19,742	16,945	13,702	3,244
Operating Margin	10.3%	12.2%	10.0%	2.2%	13.6%	11.1%	9.1%	2.0%
EBITDA \$	11,825	14,130	12,236	1,894	28,276	25,697	22,922	2,775
EBITDA %	16.1%	17.7%	16.0%	1.7%	19.5%	16.9%	15.2%	1.7%
Payor Mix								
Medicare	45.0%	47.3%	46.6%	0.8%	45.5%	46.4%	46.6%	-0.2%
Medi-Cal	8.8%	7.6%	7.7%	-0.1%	7.8%	8.4%	7.9%	0.5%
Total Commercial	43.6%	42.9%	43.1%	-0.2%	43.9%	42.7%	42.8%	-0.1%
Other	2.7%	2.2%	2.7%	-0.5%	2.8%	2.5%	2.6%	-0.2%
Cost								
Total FTE	2,554.3	2,596.0	2,623.1	(27)	2,561.9	2,580.4	2,617.4	(37)
Productive Hrs/APD	31.1	31.0	32.4	(1)	30.7	31.2	32.4	(1)
Balance Sheet								
Net Days in AR	47.7	46.9	48.0	(1)	47.7	46.9	48.0	(1.1)
Days Cash	505	503	449	54	505	503	449	54
Affiliates - Net Income (\$000s)								
Hosp	11,251	18,380	8,090	10,289	28,592	33,355	14,614	18,741
Concern	87	139	(71)	210	423	696	(33)	729
ECSC	(3)	(1)	0	(1)	(5)	(2)	0	(2)
Foundation	(27)	431	102	329	175	938	253	685
SVMD	(67)	343	(97)	439	(149)	896	(184)	1,081

Budget Variances

Fiscal Year 2019 YTD (7/1/2018-08/31/2018) Waterfall

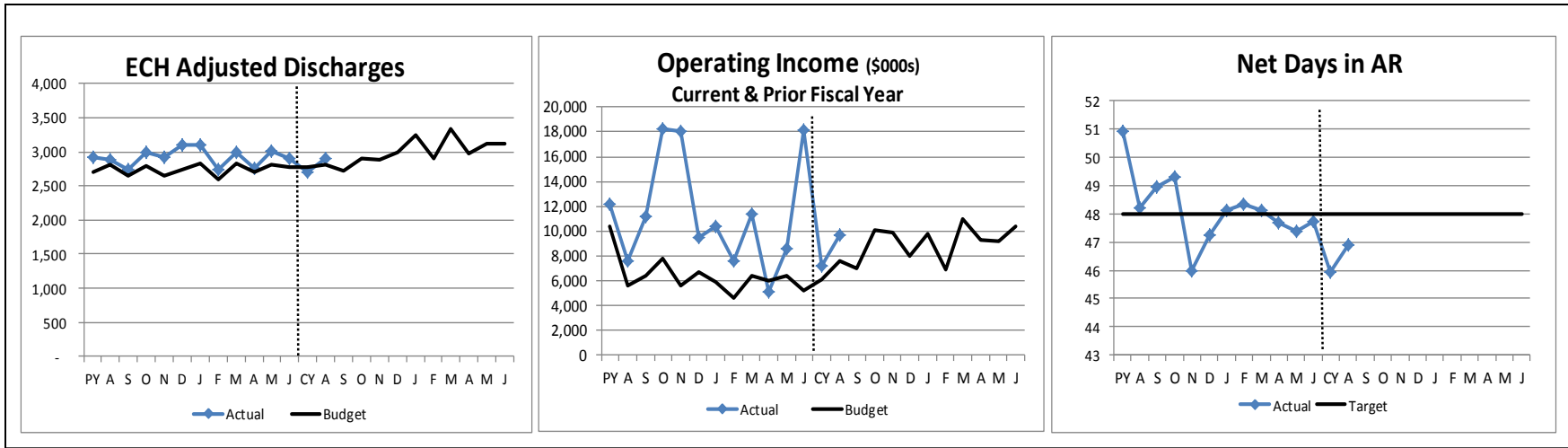
(in thousands; \$000s)	Year to Date (YTD)	
	Net Op Income	% Net Revenue
Budgeted Hospital Operations FY2019	13,702	9.1%
Net Revenue - IP volumes continue to be lower than expectation, however higher OP volumes are making up the difference.	1,676	1.1%
Labor and Benefit Expense Change - Flexing in staff and mgmt positions not yet filled.	1,935	1.3%
Professional Fees & Purchased Services - Consulting services for prior year expensed in current year	(252)	-0.2%
Supplies - Medical and Non Medical Supplies are over budget, but savings in Drugs offset the variance	(1,165)	-0.8%
Other Expenses - timing difference for services .	581	0.4%
Depreciation & Interest	468	0.3%
Actual Hospital Operations FY2019	16,945	11.1%

El Camino Hospital (\$000s)

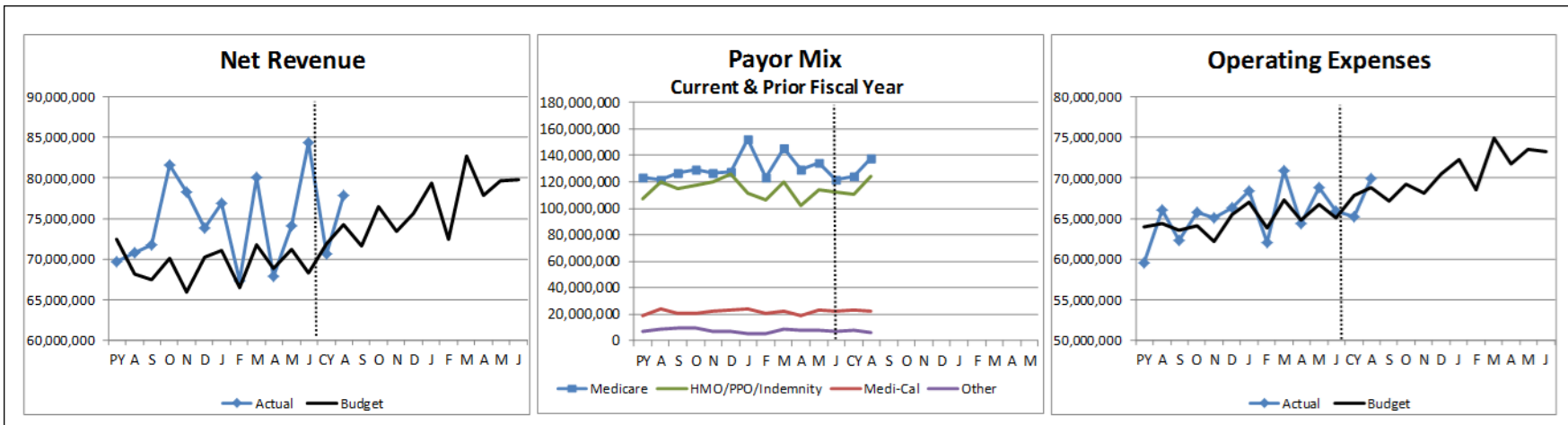
Period ending 08/31/2018

Period 2 FY 2018	Period 2 FY 2019	Period 2 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
OPERATING REVENUE										
275,719	290,884	287,234	3,649	1.3%	Gross Revenue	526,566	556,524	563,136	(6,612)	(1.2%)
(204,958)	(213,105)	(212,930)	(174)	(0.1%)	Deductions	(386,126)	(408,122)	(416,973)	8,851	2.1%
70,761	77,779	74,304	3,475	4.7%	Net Patient Revenue	140,440	148,402	146,163	2,239	1.5%
2,835	1,838	2,137	(299)	(14.0%)	Other Operating Revenue	4,840	3,652	4,215	(564)	(13.4%)
73,596	79,617	76,441	3,176	4.2%	Total Operating Revenue	145,280	152,054	150,378	1,676	1.1%
OPERATING EXPENSE										
39,601	41,093	41,570	476	1.1%	Salaries & Wages	77,816	81,155	83,090	1,935	2.3%
11,460	12,369	10,979	(1,390)	(12.7%)	Supplies	19,669	22,308	21,143	(1,165)	(5.5%)
8,333	9,697	8,863	(834)	(9.4%)	Fees & Purchased Services	15,367	18,132	17,880	(252)	(1.4%)
2,377	2,328	2,794	466	16.7%	Other Operating Expense	4,152	4,761	5,342	581	10.9%
333	157	323	166	51.4%	Interest	751	278	647	369	57.0%
3,893	4,252	4,279	27	0.6%	Depreciation	7,783	8,474	8,573	100	1.2%
65,997	69,896	68,807	(1,088)	(1.6%)	Total Operating Expense	125,539	135,108	136,677	1,568	1.1%
7,598	9,721	7,634	2,087	27.3%	Net Operating Income/(Loss)	19,742	16,945	13,702	3,244	23.7%
3,652	8,658	456	8,202	1797.0%	Non Operating Income	8,851	16,410	913	15,497	1697.7%
11,251	18,380	8,090	10,289	127.2%	Net Income(Loss)	28,592	33,355	14,614	18,741	128.2%
16.1%	17.7%	16.0%	1.7%		EBITDA	19.5%	16.9%	15.2%	1.7%	
10.3%	12.2%	10.0%	2.2%		Operating Margin	13.6%	11.1%	9.1%	2.0%	
15.3%	23.1%	10.6%	12.5%		Net Margin	19.7%	21.9%	9.7%	12.2%	

Monthly Financial Trends



Volume recovered in August. Favorable rev cycle operations with low AR days



ECH Operating Margin

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



FY 2019 Actual Run Rate Adjustments (in thousands) - FAV / <UNFAV>			
Revenue Adjustments	J	A	YTD
Mcare Settlmt/Appeal/Tent Settlmt/PIP	141	112	253
Various Adjustments under \$250k	4	5	9
Total	145	116	262

El Camino Hospital Investment Committee Scorecard June 30, 2018

Key Performance Indicator	Status	2Q 2018		Fiscal Year-to-date		5y 8m Since Inception (annualized)		FY18	Expectation
		El Camino	Benchmark	El Camino	Benchmark	El Camino	Benchmark	Year-end Budget	Per Asset Allocation
Investment Performance									
Surplus cash balance*		\$942.9	--	--	--	--	--	\$926.1	--
Surplus cash return		1.3%	0.8%	6.9%	5.8%	5.7%	5.4%	1.9%	5.3%
Cash balance plan balance (millions)		\$264.4	--	--	--	--	--	\$257.1	--
Cash balance plan return		2.0%	0.9%	8.9%	7.0%	8.1%	7.2%	6.0%	5.7%
403(b) plan balance (millions)		\$464.6	--	--	--	--	--	--	--
Risk vs. Return									
Surplus cash Sharpe ratio		0.99	0.96	--	--	1.30	1.24	--	0.43
Net of fee return		5.3%	5.0%	--	--	5.7%	5.4%	--	5.3%
Standard deviation		4.7%	4.6%	--	--	4.1%	4.0%	--	6.7%
Cash balance Sharpe ratio		1.02	0.96	--	--	1.41	1.31	--	0.40
Net of fee return		6.6%	5.9%	--	--	8.1%	7.2%	--	5.7%
Standard deviation		5.8%	5.5%	--	--	5.4%	5.2%	--	8.1%
Asset Allocation									
Surplus cash absolute variances to target		7.2%	< 10%	--	--	--	--	--	--
Cash balance absolute variances to target		6.1%	< 10%	--	--	--	--	--	--
Manager Compliance									
Surplus cash manager flags		20	< 24 Green < 30 Yellow	--	--	--	--	--	--
Cash balance plan manager flags		22	< 27 Green < 34 Yellow	--	--	--	--	--	--

*Excludes debt reserve funds (~\$223 mm), District assets (~\$33 mm), and balance sheet cash not in investable portfolio (~\$133 mm). Includes Foundation (~\$26 mm) and Concern (~\$13 mm) assets. Budget adds back in current Foundation and Concern assets and backs out current debt reserve funds.



Balance Sheet (in thousands)

ASSETS			LIABILITIES AND FUND BALANCE		
	UnAudited			UnAudited	
	August 31, 2018	June 30, 2017		August 31, 2018	June 30, 2017
CURRENT ASSETS			CURRENT LIABILITIES		
(1) Cash	76,683	118,992	(8) Accounts Payable	30,977	49,925
(2) Short Term Investments	155,535	150,664	Salaries and Related Liabilities	18,051	26,727
Patient Accounts Receivable, net	117,128	117,157	Accrued PTO	24,446	24,532
Other Accounts and Notes Receivable	2,588	3,402	Worker's Comp Reserve	2,300	2,300
Intercompany Receivables	1,960	2,090	Third Party Settlements	10,159	10,068
Inventories and Prepays	78,471	75,594	Intercompany Payables	104	125
Total Current Assets	432,364	467,901	Malpractice Reserves	1,831	1,831
BOARD DESIGNATED ASSETS			Bonds Payable - Current	3,850	3,850
(3) Plant & Equipment Fund	160,264	153,784	(9) Bond Interest Payable	5,416	12,975
(4) Women's Hospital Expansion	13,967	9,298	Other Liabilities	8,901	8,909
(5) Operational Reserve Fund	139,057	127,908	Total Current Liabilities	106,033	141,242
Community Benefit Fund	18,129	18,675	LONG TERM LIABILITIES		
Workers Compensation Reserve Fund	20,734	20,263	Post Retirement Benefits	29,312	29,212
Postretirement Health/Life Reserve Fund	29,312	29,212	Worker's Comp Reserve	18,434	17,963
PTO Liability Fund	24,446	24,532	Other L/T Obligation (Asbestos)	3,878	3,859
Malpractice Reserve Fund	1,831	1,831	Other L/T Liabilities (IT/Medl Leases)	-	-
Catastrophic Reserves Fund	19,497	18,322	Bond Payable	517,779	517,781
Total Board Designated Assets	427,237	403,826	Total Long Term Liabilities	569,404	568,815
(6) FUNDS HELD BY TRUSTEE	173,670	197,620	DEFERRED REVENUE-UNRESTRICTED	616	528
(7) LONG TERM INVESTMENTS	367,638	345,684	DEFERRED INFLOW OF RESOURCES	22,835	22,835
INVESTMENTS IN AFFILIATES	33,738	32,412	FUND BALANCE/CAPITAL ACCOUNTS		
PROPERTY AND EQUIPMENT			Unrestricted	1,251,179	1,236,259
Fixed Assets at Cost	1,265,755	1,261,854	Board Designated	427,237	403,825
Less: Accumulated Depreciation	(586,084)	(577,959)	Restricted	0	0
Construction in Progress	241,911	220,991	(10) Total Fund Bal & Capital Accts	1,678,416	1,640,085
Property, Plant & Equipment - Net	921,582	904,886	TOTAL LIABILITIES AND FUND BALANCE	2,377,305	2,373,506
DEFERRED OUTFLOWS	21,077	21,177			
RESTRICTED ASSETS - CASH	0	0			
TOTAL ASSETS	2,377,305	2,373,506			

August 2018 El Camino Hospital Comparative Balance Sheet Variances and Footnotes

- (1) Decrease in Cash is primarily due to the \$25M net transfer to investments (see increases in short-term, plant, and long-term investments)
- (2) Increase is primarily due to transfer of surplus cash to short-term investments.
- (3) Increase is primarily due to transfer of surplus cash to plant investments.
- (4) Increase of \$4.7 million is a partial transfer of the District's June approval of \$6.2 million to fund the Women's Hospital Expansion project. The remaining amount will occur in subsequent months.
- (5) The increase here is to reset the Operational Reserve (to cover 60 days of operating expenses) for FY2019.
- (6) The decrease is due to additional draws from the 2017 bond financing Project Funds in support of monthly payments to contractors involved with the construction projects at the Mountain View campus. As these projects are now in full progress greater amounts will be withdrawn in future periods.
- (7) Increase is due to transfer of surplus cash to long-term investments.
- (8) Decrease is due to significant yearend accruals that were paid out in July.
- (9) Decrease is due to semi-annual Revenue Bond payments for the 2015A and 2017 bond debt.
- (10) The increase is due to a combination of July/August net income and within the Board Designated Funds the increase in the Operational Reserve and the Women's Hospital Expansion.

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

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

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

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

APPENDIX

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

Period ending 08/31/2018

Period 2 FY 2018	Period 2 FY 2019	Period 2 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
224,886	238,623	235,883	2,740	1.2%	OPERATING REVENUE					
(167,199)	(173,892)	(175,285)	1,393	0.8%	Gross Revenue	432,366	456,683	464,746	(8,063)	(1.7%)
57,687	64,731	60,598	4,133	6.8%	Deductions	(316,116)	(333,768)	(344,928)	11,160	3.2%
2,675	1,580	1,913	(333)	(17.4%)	Net Patient Revenue	116,251	122,915	119,818	3,097	2.6%
60,363	66,312	62,512	3,800	6.1%	Other Operating Revenue	4,521	3,133	3,766	(633)	(16.8%)
					Total Operating Revenue	120,771	126,048	123,584	2,463	2.0%
					OPERATING EXPENSE					
32,960	34,159	34,896	738	2.1%	Salaries & Wages	64,656	67,321	69,947	2,627	3.8%
9,022	9,953	8,986	(967)	(10.8%)	Supplies	15,850	17,920	17,342	(578)	(3.3%)
6,880	8,389	7,515	(874)	(11.6%)	Fees & Purchased Services	12,731	15,460	15,247	(213)	(1.4%)
832	798	1,133	335	29.6%	Other Operating Expense	1,104	1,685	2,165	480	22.2%
333	157	323	166	51.4%	Interest	751	278	647	369	57.0%
3,410	3,506	3,579	73	2.0%	Depreciation	6,810	6,993	7,173	179	2.5%
53,437	56,962	56,433	(529)	(0.9%)	Total Operating Expense	101,902	109,656	112,521	2,864	2.5%
6,926	9,350	6,079	3,271	53.8%	Net Operating Income/(Loss)	18,869	16,392	11,064	5,328	48.2%
3,697	8,658	456	8,202	1797.0%	Non Operating Income	8,895	16,410	913	15,497	1697.7%
10,623	18,008	6,535	11,473	175.6%	Net Income(Loss)	27,764	32,801	11,977	20,825	173.9%
17.7%	19.6%	16.0%	3.7%		EBITDA	21.9%	18.8%	15.3%	3.5%	
11.5%	14.1%	9.7%	4.4%		Operating Margin	15.6%	13.0%	9.0%	4.1%	
17.6%	27.2%	10.5%	16.7%		Net Margin	23.0%	26.0%	9.7%	16.3%	

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

Period ending 08/31/2018

Period 2 FY 2018	Period 2 FY 2019	Period 2 Budget 2019	Variance Fav (Unfav)	Var%	\$000s	YTD FY 2018	YTD FY 2019	YTD Budget 2019	Variance Fav (Unfav)	Var%
OPERATING REVENUE										
50,833	52,260	51,351	909	1.8%	Gross Revenue	94,200	99,841	98,390	1,451	1.5%
(37,759)	(39,213)	(37,645)	(1,567)	(4.2%)	Deductions	(70,011)	(74,355)	(72,046)	(2,309)	(3.2%)
13,074	13,048	13,706	(658)	(4.8%)	Net Patient Revenue	24,189	25,487	26,344	(857)	(3.3%)
159	258	224	34	15.1%	Other Operating Revenue	320	519	449	70	15.5%
13,233	13,305	13,929	(624)	(4.5%)	Total Operating Revenue	24,509	26,006	26,794	(788)	(2.9%)
OPERATING EXPENSE										
6,641	6,934	6,673	(261)	(3.9%)	Salaries & Wages	13,160	13,834	13,143	(691)	(5.3%)
2,439	2,416	1,992	(423)	(21.3%)	Supplies	3,820	4,388	3,801	(587)	(15.4%)
1,453	1,308	1,348	40	2.9%	Fees & Purchased Services	2,637	2,672	2,633	(39)	(1.5%)
1,545	1,529	1,661	131	7.9%	Other Operating Expense	3,048	3,077	3,178	101	3.2%
0	0	0	0	0.0%	Interest	0	0	0	0	0.0%
483	746	700	(45)	(6.5%)	Depreciation	973	1,481	1,401	(80)	(5.7%)
12,561	12,934	12,374	(559)	(4.5%)	Total Operating Expense	23,637	25,452	24,156	(1,296)	(5.4%)
673	371	1,555	(1,184)	(76.1%)	Net Operating Income/(Loss)	872	554	2,638	(2,084)	(79.0%)
(45)	0	0	0	0.0%	Non Operating Income	(45)	0	0	0	0.0%
628	371	1,555	(1,184)	(76.1%)	Net Income(Loss)	828	554	2,638	(2,084)	(79.0%)
8.7%	8.4%	16.2%	(7.8%)		EBITDA	7.5%	7.8%	15.1%	(7.3%)	
5.1%	2.8%	11.2%	(8.4%)		Operating Margin	3.6%	2.1%	9.8%	(7.7%)	
4.7%	2.8%	11.2%	(8.4%)		Net Margin	3.4%	2.1%	9.8%	(7.7%)	

Combined volume measured in gross revenue is higher than budget. Net revenue is unfavorable to lower commercial mix.

Non Operating Items and Net Income by Affiliate

\$ in thousands

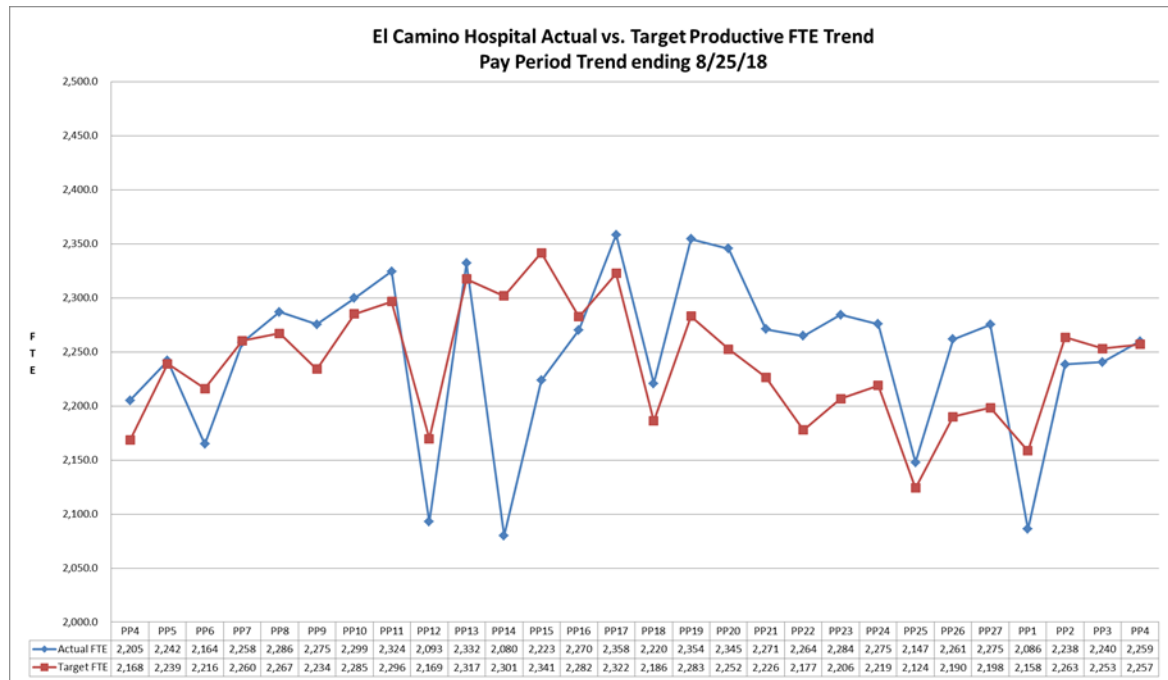
	Period 2 - Month			Period 2 - FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Income (Loss) from Operations						
Mountain View	9,350	6,079	3,271	16,392	11,064	5,328
Los Gatos	371	1,555	(1,184)	554	2,638	(2,084)
Sub Total - El Camino Hospital, excl. Affiliates	9,721	7,634	2,087	16,945	13,702	3,244
Operating Margin %	12.2%	10.0%		11.1%	9.1%	
El Camino Hospital Non Operating Income						
Investments	9,580	2,478	7,102	20,447	4,955	15,492
Swap Adjustments	(404)	(100)	(304)	(106)	(200)	94
Community Benefit	(36)	(300)	264	(2,617)	(600)	(2,017)
Pathways	189	0	189	(46)	0	(46)
Satellite Dialysis	2	(25)	27	2	(50)	52
Community Connect	0	(53)	53	0	(106)	106
SVMD Funding ¹	(446)	(1,219)	773	(844)	(2,438)	1,594
Other	(226)	(324)	98	(425)	(648)	223
Sub Total - Non Operating Income	8,658	456	8,202	16,410	913	15,497
El Camino Hospital Net Income (Loss)	18,380	8,090	10,289	33,355	14,614	18,741
ECH Net Margin %	23.1%	10.6%		21.9%	9.7%	
Concern	139	(71)	210	696	(33)	729
ECSC	(1)	0	(1)	(2)	0	(2)
Foundation	431	102	329	938	253	685
Silicon Valley Medical Development	343	(97)	439	896	(184)	1,081
Net Income Hospital Affiliates	912	(65)	977	2,528	35	2,493
Total Net Income Hospital & Affiliates	19,292	8,025	11,266	35,883	14,650	21,234

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

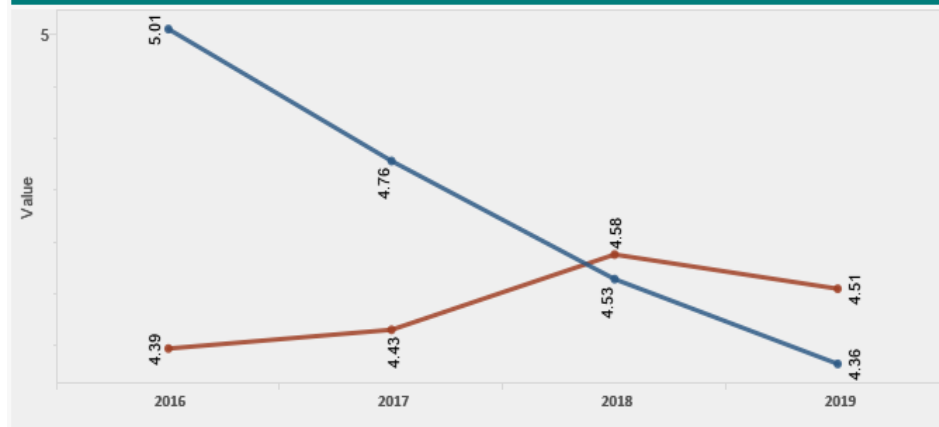
Productivity and Medicare Length of Stay

At or below FTE target for the first four pay periods of the year.

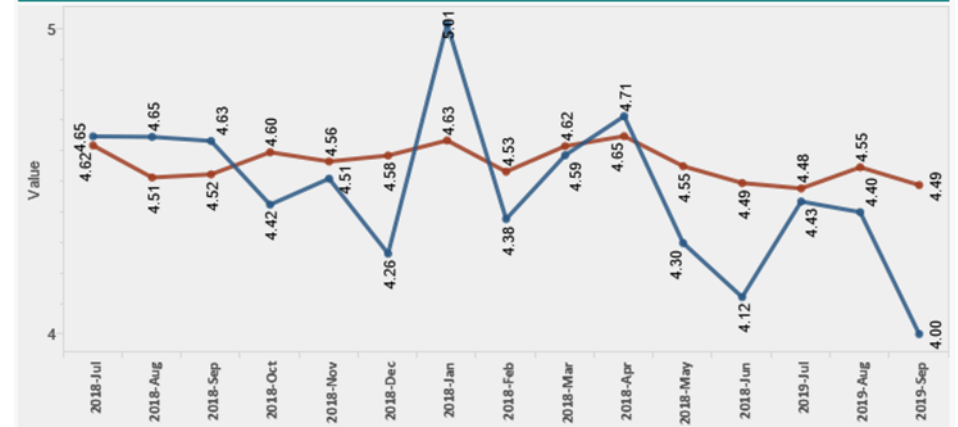
ALOS vs Milliman well-managed benchmark. Trend shows remarkable and steady improvement with FY 2019 below benchmark (blue). Increase in benchmark beginning in FY 2017 due to Clinical Documentation Improvement (CDI)



AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



AVERAGE LENGTH OF STAY TREND BY MONTH/YEAR



El Camino Hospital Volume Annual Trends

Inpatient ServLn	Annual Trend							FY 19 Bud vs FY 18		Month					YTD				
	2014	2015	2016	2017	2018	Bud 2018	Bud 2019	Cases	Percent	PY	CY	Bud	Bud Var	PY Var	PY	CY	Bud	Bud Var	PY Var
Behavioral Health	1,012	1,052	928	924	1,098	912	1,062	(36)	-3.2%	82	104	77	27	22	178	187	168	19	9
General Medicine	4,160	4,591	4,459	4,962	5,288	4,679	5,325	37	0.7%	403	379	376	3	(24)	852	776	794	(18)	(76)
General Surgery	1,243	1,150	1,311	1,317	1,304	1,306	1,344	40	3.1%	123	126	128	(2)	3	218	235	228	7	17
GYN	390	313	293	270	244	275	255	11	4.5%	28	21	25	(4)	(7)	45	32	41	(9)	(13)
Heart and Vascular	1,859	1,998	2,001	2,203	2,372	2,082	2,445	73	3.1%	198	167	193	(26)	(31)	397	326	384	(58)	(71)
MCH	6,695	6,371	5,951	5,819	5,715	6,206	5,764	49	0.9%	485	467	470	(3)	(18)	984	891	952	(61)	(93)
Neurosciences	667	672	677	688	870	697	907	37	4.3%	73	69	85	(16)	(4)	150	139	170	(31)	(11)
Oncology	606	564	652	594	633	572	726	93	14.7%	51	63	51	12	12	97	124	98	26	27
Orthopedics	1,695	1,773	1,746	1,690	1,706	1,762	1,819	113	6.6%	144	136	148	(12)	(8)	281	268	289	(21)	(13)
Other	5	1									1		1	1		1		1	1
Rehab Services	547	555	500	461	442	497	436	(6)	-1.4%	36	40	36	4	4	67	82	67	15	15
Spine Surgery	377	429	417	474	375	478	465	90	24.0%	37	30	39	(9)	(7)	66	54	69	(15)	(12)
Urology	172	169	234	257	254	240	274	20	7.9%	18	27	17	10	9	43	39	44	(5)	(4)
	19,428	19,638	19,169	19,659	20,301	19,705	20,823	522	2.6%	1,678	1,630	1,645	(15)	(48)	3,378	3,154	3,304	(150)	(224)
Change		1.1%	-2.4%	2.6%	3.3%	0.2%	2.6%											-4.5%	-6.6%
Outpatient	2014	2015	2016	2017	2018	Bud 2018	Bud 2019	Cases	Percent	PY	CY	Bud	Bud Var	PY Var	PY	CY	Bud	Bud Var	PY Var
Behavioral Health	911	886	2,395	3,262	3,152	3,282	3,417	265	8.4%	270	230	257	(27)	(40)	530	456	517	(61)	(74)
Dialysis	1,060	154	7																
Emergency	46,005	49,077	48,576	48,615	49,424	48,975	49,122	(302)	-0.6%	3,987	3,861	3,921	(60)	(126)	8,019	7,909	7,885	24	(110)
General Medicine	5,969	5,999	6,569	6,540	7,048	6,504	6,850	(198)	-2.8%	614	669	624	45	55	1,158	1,275	1,184	91	117
General Surgery	1,840	1,854	1,798	1,843	2,007	2,049	2,068	61	3.0%	150	183	150	33	33	299	340	300	40	41
GYN	1,221	1,308	1,018	1,080	1,096	1,172	1,171	75	6.8%	82	120	81	39	38	163	232	160	72	69
Heart and Vascular	2,575	2,719	3,811	4,372	4,367	4,393	4,410	43	1.0%	370	402	381	21	32	723	785	746	39	62
Imaging Services	19,549	20,077	17,801	17,244	18,512	17,597	18,744	232	1.3%	1,574	1,702	1,539	163	128	3,020	3,273	2,952	321	253
Laboratory Services	30,595	29,710	29,028	29,137	28,575	28,741	29,071	496	1.7%	2,497	2,431	2,485	(54)	(66)	4,688	4,769	4,666	103	81
MCH	5,038	4,830	5,092	5,583	5,646	5,200	5,928	282	5.0%	489	464	484	(20)	(25)	955	923	943	(20)	(32)
Neurosciences	110	61	127	125	114	142	155	41	36.0%	13	5	16	(11)	(8)	24	9	29	(20)	(15)
Oncology	4,002	4,174	14,306	18,578	19,278	19,438	22,037	2,759	14.3%	1,698	1,692	1,743	(51)	(6)	3,243	3,171	3,330	(159)	(72)
Orthopedics	866	776	584	616	642	588	714	72	11.2%	55	63	63	(0)	8	101	105	116	(11)	4
Other	664	635	629	543	513	703	607	94	18.3%	49	55	47	8	6	89	101	85	16	12
Outpatient Clinics	1,817	1,706	1,681	1,304	1,890	1,450	1,517	(373)	-19.7%	223	133	130	3	(90)	395	271	223	48	(124)
Rehab Services	1,732	1,747	3,951	4,518	4,928	4,326	4,900	(28)	-0.6%	441	437	438	(1)	(4)	839	880	833	47	41
Sleep Center	160	223	499	368	211	720	300	89	42.2%	15	20	29	(9)	5	27	34	52	(18)	7
Spine Surgery	325	401	309	324	310	331	326	16	5.2%	31	36	30	6	5	52	53	51	2	1
Urology	1,758	1,773	1,740	1,898	1,785	1,875	2,058	273	15.3%	200	106	201	(95)	(94)	338	227	339	(112)	(111)
	126,197	128,110	139,921	145,950	149,498	147,485	153,395	3,897	2.6%	12,758	12,609	12,618	(9)	(149)	24,663	24,813	24,411	402	150
Change		1.5%	9.2%	4.3%	2.4%	1.1%	2.6%											1.6%	0.6%

Capital Spend Trend & FY19 Budget

Capital Spending (in 000's)	Actual FY2016	Actual FY2017	Actual FY2018	Budget 2019
EPIC	20,798	2,755	1,922	-
IT Hardware / Software Equipment	6,483	2,659	12,238	19,732
Medical / Non Medical Equipment	17,133	9,556	14,275	11,206
Non CIP Land, Land I , BLDG, Additions	4,189	-	-	-
Facilities	48,137	82,953	128,030	279,450
GRAND TOTAL	96,740	97,923	156,465	310,388

El Camino Hospital Capital Spending (in thousands) FY 2012 – FY 2017

Category	2013	2014	2015	2016	2017	Category	2013	2014	2015	2016	2017
EPIC	0	6,838	29,849	20,798	2,755	Facilities Projects CIP cont.					
IT Hardware/Software Equipment	8,019	2,788	4,660	6,483	2,659	1403 - Hosp Drive BLDG 11 TI's	0	86	103	0	0
Medical/Non Medical Equipment	10,284	12,891	13,340	17,133	9,556	1404 - Park Pav HVAC	0	64	7	0	0
Non CIP Land, Land I, BLDG, Additions	0	22,292	0	4,189	0	1405 - 1 - South Accessibility Upgrades	0	0	0	168	95
Land Acquisition (1550)	0	0	0	24,007	0	1408 - New Main Accessibility Upgrades	0	0	7	46	501
828 S Winchester Clinic TI (1701)	0	0	0	0	145	1415 - Signage & Wayfinding	0	0	0	106	58
						1416 - MV Campus Digital Directories	0	0	0	34	23
						1423 - MV MOB TI Allowance	0	0	0	588	369
						1425 - IMOB Preparation Project - Old Main	0	0	0	711	1,860
						1429 - 2500 Hospital Dr Bldg 8 TI	0	0	101	0	0
						1430 - Women's Hospital Expansion	0	0	0	0	464
						1432 - 205 South Dr BHS TI	0	0	8	15	0
						1501 - Women's Hospital NPC Comp	0	0	4	0	223
						1502 - Cabling & Wireless Upgrades	0	0	0	1,261	367
						1503 - Willow Pavillion Tomosynthesis	0	0	0	53	257
						1504 - Equipment Support Infrastructure	0	0	61	311	0
						1523 - Melchor Pavillion Suite 309 TI	0	0	0	10	59
						1525 - New Main Lab Upgrades	0	0	0	0	464
						1526 - CONCERN TI	0	0	0	37	99
						Sub-Total Mountain View Projects	8,145	7,219	26,744	5,588	5,535
						Los Gatos Capital Projects					
						0904 - LG Facilities Upgrade	2	0	0	0	0
						0907 - LG Imaging Masterplan	244	774	1,402	17	0
						1005 - LG OR Light Upgrd	14	0	0	0	0
						1122 - LG Sleep Studies	7	0	0	0	0
						1210 - Los Gatos VOIP	147	89	0	0	0
						1116 - LG Ortho Pavillion	177	24	21	0	0
						1124 - LG Rehab BLDG	49	458	0	0	0
						1247 - LG Infant Security	134	0	0	0	0
						1307 - LG Upgrades	376	2,979	3,282	3,511	3,081
						1308 - LG Infrastructure	0	114	0	0	0
						1313 - LG Rehab HVAC System/Structural	0	0	0	1,597	1,904
						1219 - LG Spine OR	0	214	323	633	2,163
						1221 - LG Kitchen Refrig	0	85	0	0	0
						1248 - LG - CT Upgrades	0	26	345	197	6,669
						1249 - LG Mobile Imaging	0	146	0	0	0
						1328 - LG Ortho Canopy FY14	0	255	209	0	0
						1345 - LG Lab HVAC	0	112	0	0	0
						1346 - LG OR 5, 6, and 7 Lights Replace	0	0	285	53	22
						1347 - LG Central Sterile Upgrades	0	0	181	43	66
						1421 - LG MOB Improvements	0	0	198	65	303
						1508 - LG NICU 4 Bed Expansion	0	0	0	0	207
						1600 - 825 Pollard - Aspire Phase II	0	0	0	0	80
						1603 - LG MOB Improvements	0	0	0	0	285
						Sub-Total Los Gatos Projects	1,150	5,276	6,246	6,116	14,780
						Subtotal Facilities Projects CIP	9,294	13,753	38,940	24,130	82,808
						Grand Total	27,598	58,561	86,789	96,740	97,923
						Forecast at Beginning of year	70,503	70,037	101,607	114,025	212,000