



September 23, 2020

NOTICE

The Board of Directors of the Kaweah Delta Health Care District will meet in a special open Board of Directors meeting at 3:00PM on Thursday September 24, 2020 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia}. **The maximum capacity allowed in this room per CDC social distancing guidelines {25}, members of the public are encouraged to attend the open sessions of the Board meeting via GoTo meeting <https://www.gotomeet.me/CindyMoccio/special-board-meeting---budgetfinance> or Dial In: 669-224-3412 / Access Code: 471-700-549.**

The Board of Directors of the Kaweah Delta Health Care District will meet in a special closed Board of Directors meeting immediately following the 3:00PM special open Board of Directors meetings on Thursday September 24, 2020 in the Kaweah Delta Lifestyle Center Conference Room {5105 W. Cypress Avenue, Visalia} pursuant to Government Code 54956.8.

All Kaweah Delta Health Care District regular board meeting and committee meeting notices and agendas are posted 72 hours prior to meetings (special meetings are posted 24 hours prior to meetings) in the Kaweah Delta Medical Center, Mineral King Wing entry corridor between the Mineral King lobby and the Emergency Department waiting room.

Due to COVID 19 visitor restrictions to the Medical Center - the disclosable public records related to agendas can be obtained by contacting the Board Clerk at Kaweah Delta Medical Center – Acequia Wing, Executive Offices (Administration Department) {1st floor}, 400 West Mineral King Avenue, Visalia, CA via phone 559-624-2330 and on the Kaweah Delta Health Care District web page <http://www.kaweahdelta.org>.

KAWEAH DELTA HEALTH CARE DISTRICT
David Francis, Secretary/Treasurer

Cindy Moccio - Board Clerk / Executive Assistant to CEO

DISTRIBUTION:
Governing Board
Legal Counsel
Executive Team
Chief of Staff
www.kaweahdelta.org



KAWEAH DELTA HEALTH CARE DISTRICT SPECIAL BOARD OF DIRECTORS MEETING

The Lifestyle Center – Conference Rooms
5105 W. Cypress Avenue, Visalia, CA 93277

The maximum capacity (25) allowed in this room per CDC social distancing guidelines

Join from your computer, tablet or smartphone

<https://www.gotomeet.me/CindyMoccio/special-board-meeting--budgetfinance>

or Dial In: 669-224-3412 / Access Code: 471-700-549

Thursday September 24, 2020

SPECIAL OPEN MEETING AGENDA {3:00PM}

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **PUBLIC PARTICIPATION** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes. Members of the public wishing to address the Board concerning items not on the agenda and within the subject matter jurisdictions of the Board are requested to identify themselves at this time.
4. **2020/2021 Annual Operating & Capital Budget** – Review of the annual operating & capital budget.
Malinda Tupper – Vice President & Chief Financial Officer
5. **FINANCIALS** – Review of the most current fiscal year financial results.
Malinda Tupper, Vice President & Chief Financial Officer
6. **REPORTS**
 - Chief Executive Officer Report -Report relative to current events and issues.
Gary Herbst, Chief Executive Officer
 - Board President - Report relative to current events and issues.
Nevin House, Board President
7. **APPROVAL OF THE CLOSED AGENDA** – (Following the 3:00PM Open meeting)
 - **Conference with Real Property Negotiator {Government Code 54956.8}**: Property: APN’s 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms – *Marc Mertz, Vice President – Chief Strategy Officer*

ADJOURN

*Herb Hawkins – Zone I
Board Member*

*Lynn Havard Mirviss – Zone II
Vice President*

*Garth Gipson – Zone III
Board Member*

*David Francis – Zone IV
Secretary/Treasurer*

*Nevin House – Zone V
President*

CLOSED MEETING AGENDA
{Following the 3:00PM Open Meeting}

1. CALL TO ORDER

- 2. CONFERENCE WITH REAL PROPERTY NEGOTIATOR** {Government Code 54956.8} - Property: APN's 119-85-012, 199-85-013, 119-85-014. Negotiating party: Kaweah Delta Health Care District: Marc Mertz and Sequoia Gateway, LLC – price and terms.

Marc Mertz, Vice President – Chief Strategy Officer

ADJOURN

In compliance with the Americans with Disabilities Act, if you need special assistance to participate at this meeting, please contact the Board Clerk (559) 624-2330. Notification 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Kaweah Delta Health Care District Board of Directors meeting.

Herb Hawkins – Zone I
Board Member

Lynn Havard Mirviss – Zone II
Vice President

Garth Gipson – Zone III
Board Member

David Francis – Zone IV
Secretary/Treasurer

Nevin House – Zone V
President

MISSION: Health is our Passion. **Excellence** is our Focus. **Compassion** is our Promise.

M O R E T H A N M E D I C I N E . L I F E .

CFO Financial Report

September 24, 2020



COVID-19 Financial Activity

Stimulus Funds Received

Red indicates changes since last reviewed

Stimulus Funds – Kaweah Delta	\$11,420,930	Received 4/11/20
Stimulus Funds – KDMF	\$684,104	Received 4/11/20
Stimulus Funds – KD 2 nd payment	\$1,225,939	Received 4/24/20
Stimulus Funds – KDMF 2 nd payment	\$198,091	Received 5/26/20
California Hospital Association - PPE	\$28,014	Received 6/3 and 6/9/20
Stimulus Funds – 4 Physician Groups	\$332,017	Received April 2020
Stimulus Funds -Testing at RHC	\$197,846	Received 5/20/20
Stimulus Funds - Skilled Nursing Facility	\$225,000	Received 5/22/20
Stimulus Funds – Rural Providers	\$413,013	Received 6/25/20
Stimulus Funds – Due to servicing Rural Areas	\$813,751	Received 7/21/20
Stimulus Funds – High Impact Areas	\$10,900,000	Received 7/29/20
California Hospital Association – PPE II	\$150,243	Received 8/25/20
Stimulus Funds – Skilled Nursing Facility	\$111,500	Received 8/27/20
Impact to Net Revenue	\$26,700,448	

COVID-19 Financial Activity

Reimbursement and In Kind Impact

20% increase in Medicare inpatient payments	\$ 1,350,000	10 Month Estimate
6.2% increase in FMAP - IGT matching	\$ 1,200,000	Annual Estimate
10% increase in Medi-Cal rates in SNF payments	\$ 997,000	10 Month Estimate
5% increase Blue Shield rates for certain procedures	\$ 12,000	4 Month Estimate
Uninsured COVID Patients – Medicare Rates	\$ 63,875	Payments as of 9/11/20
Department of Defense	\$ 250,000	In kind clinical support staff
Impact to Bottom Line	\$ 3,872,875	

Financial Analysis - COVID-19 Inpatients

January - August 2020 Discharged COVID Inpatients

Payer Group	Patient Volume	% of Total Visits	ALOS	GMLOS	Est. Net Revenue	Direct Cost	Contribution Margin	Net income
Medicare	276	41%	11.0	5.6	\$5,428,073	\$6,164,711	(\$736,638)	(\$2,940,496)
Medi-Cal Managed Care	138	20%	8.5	5.6	\$2,708,766	\$2,641,923	\$66,843	(\$873,388)
Commercial/Other	115	17%	10.1	5.9	\$3,155,242	\$2,460,050	\$695,192	(\$197,868)
Medicare Managed Care	76	11%	11.6	5.9	\$2,002,810	\$2,123,180	(\$120,370)	(\$801,809)
Medi-Cal	51	8%	10.4	5.4	\$628,871	\$1,055,203	(\$426,331)	(\$791,809)
Cash Pay	11	2%	8.3	5.9	\$19,773	\$192,737	(\$172,964)	(\$238,330)
Work Comp	9	1%	10.7	6.6	\$260,321	\$246,493	\$13,828	(\$69,876)
Grand Total	676	100%	10.3	5.7	\$14,203,856	\$14,884,297	(\$680,441)	(\$5,913,577)

Typical Contribution margin on 676 inpatient visits \$1,842,100

LOS GAP 4.6

Difference (\$2,522,541)

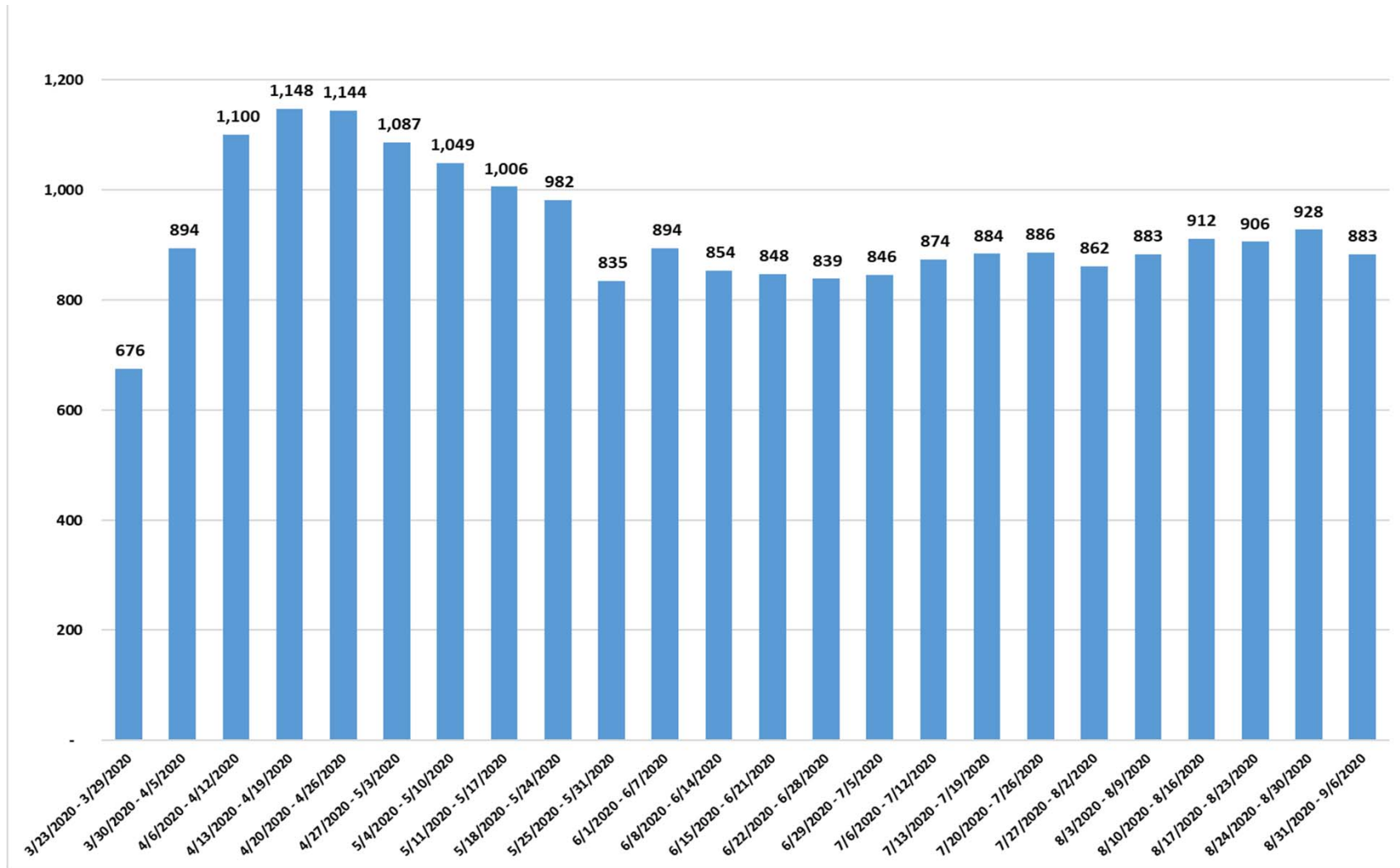
Notable Changes from Prior Month's Analysis

1. Volume of discharged COVID inpatients increased 40% from 496 to 676
2. Shifts in payer mix% from Medicare to other payers. (43% of all cases to 41%) Primary increase in Medi-Cal Managed
3. The gap between the average length of stay and expected increased from 4.4 to 4.6 days

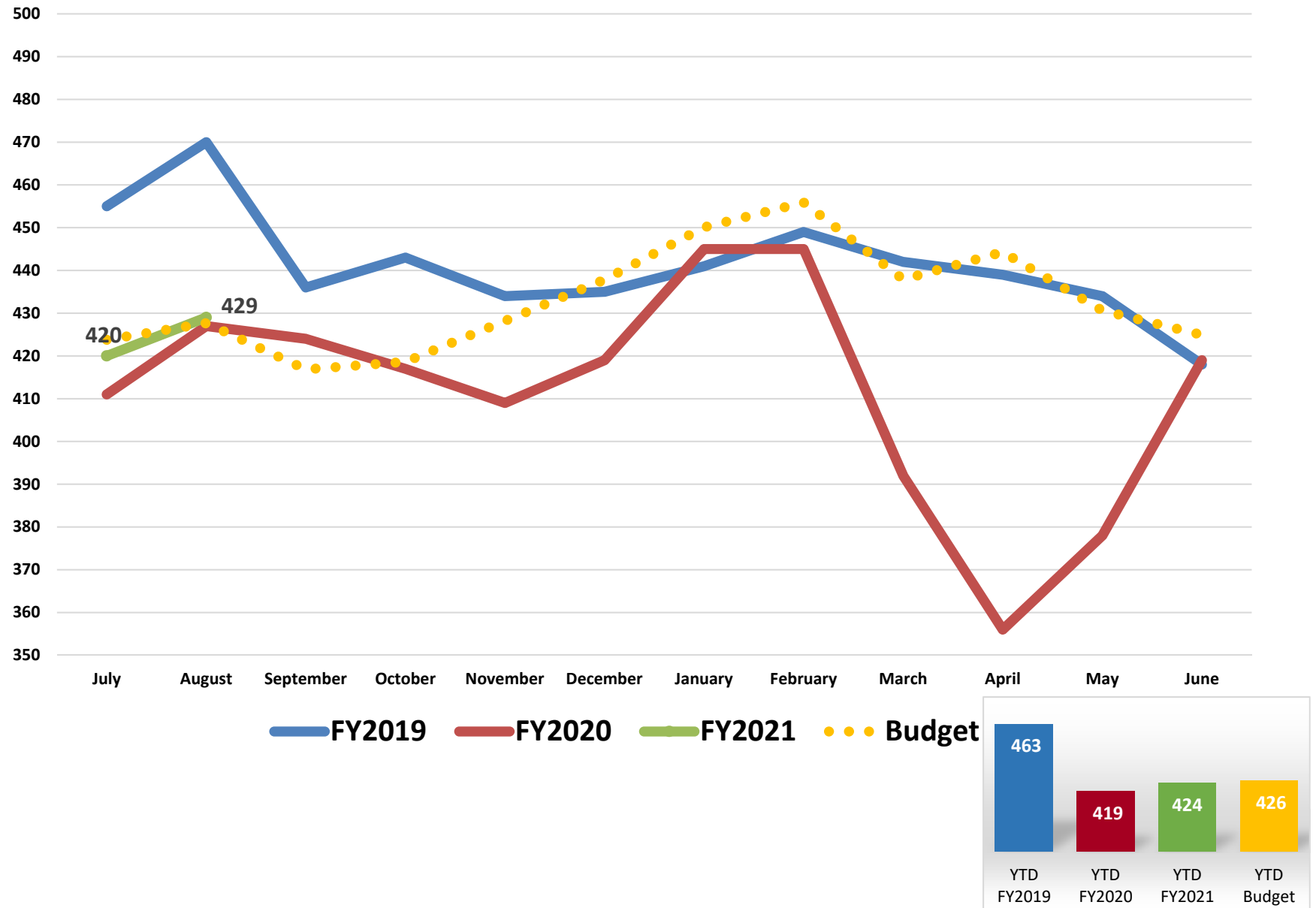
COVID-19: Costs and Billing

Tracking Costs: \$1.3M in COVID labor and expenses were identified in August

Volume New Services: Telehealth including KDMF



Average Daily Census



Statistical Results – Fiscal Year Comparison (August)

Actual Results			Budget	Budget Variance	
Aug 2019	Aug 2020	% Change	Aug 2020	Change	% Change

Average Daily Census	427	429	0.4%	428	1	0.3%
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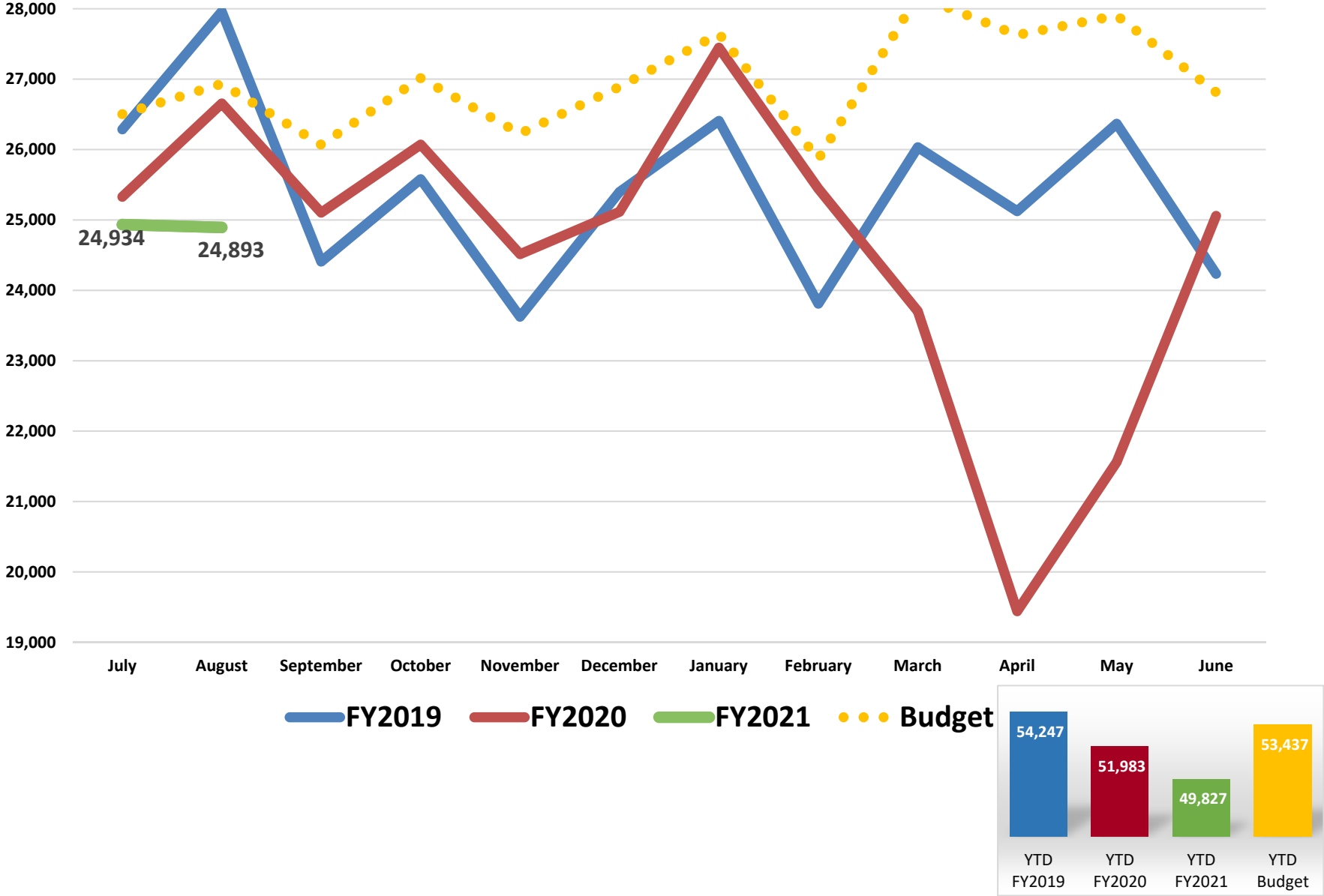
KDHCD Patient Days:

Medical Center	8,348	8,863	6.2%	8,144	719	8.8%
Acute I/P Psych	1,448	1,431	(1.2%)	1,459	(28)	(1.9%)
Sub-Acute	901	921	2.2%	955	(34)	(3.6%)
Rehab	504	354	(29.8%)	559	(205)	(36.7%)
TCS-Ortho	427	387	(9.4%)	550	(163)	(29.6%)
TCS	536	407	(24.1%)	520	(113)	(21.7%)
NICU	498	447	(10.2%)	453	(6)	(1.3%)
Nursery	578	486	(15.9%)	618	(132)	(21.4%)

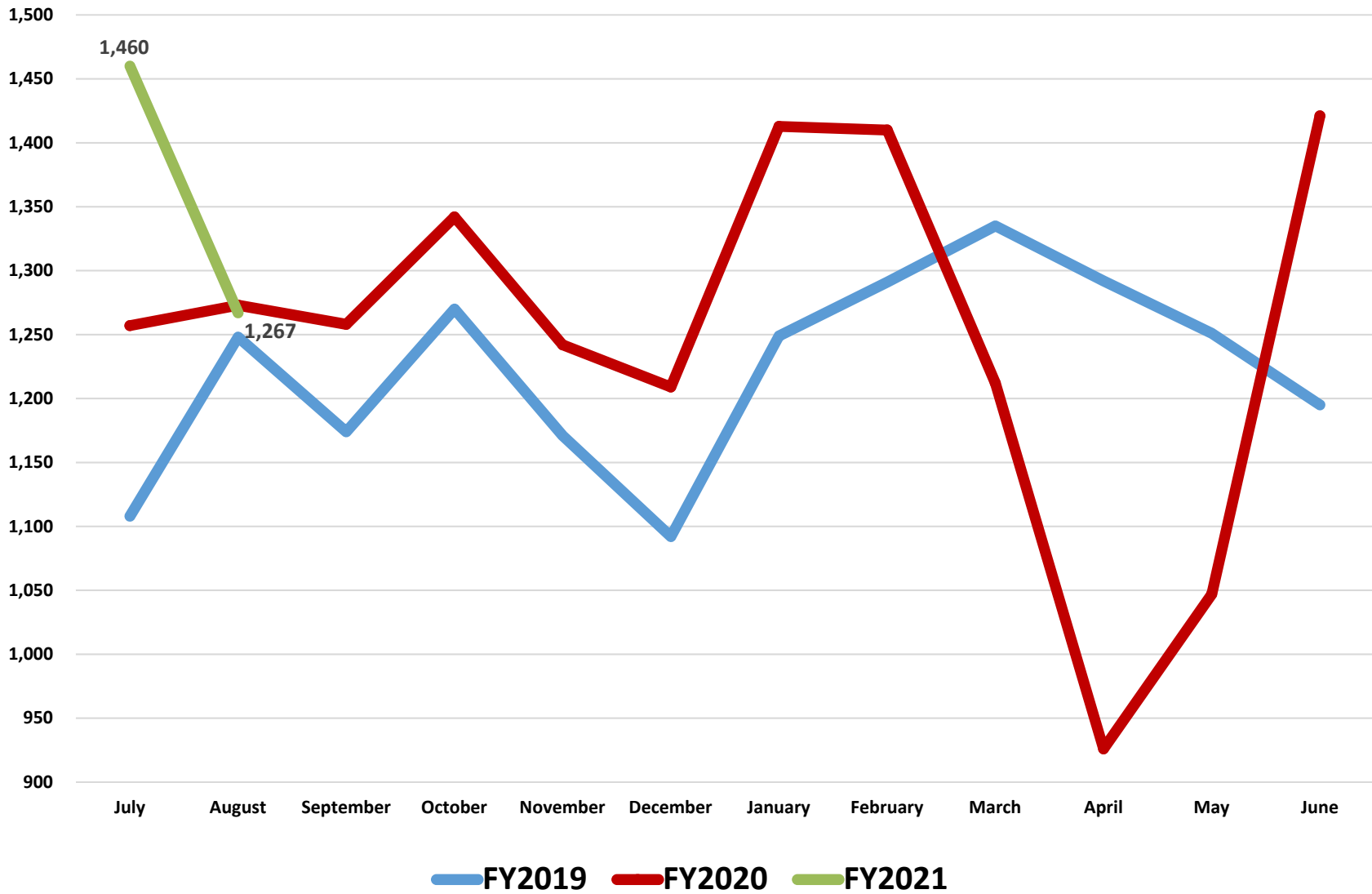
Total KDHCD Patient Days	13,240	13,296	0.4%	13,258	38	0.3%
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Total Outpatient Volume	39,463	39,277	(0.5%)	41,870	(2,593)	(6.2%)
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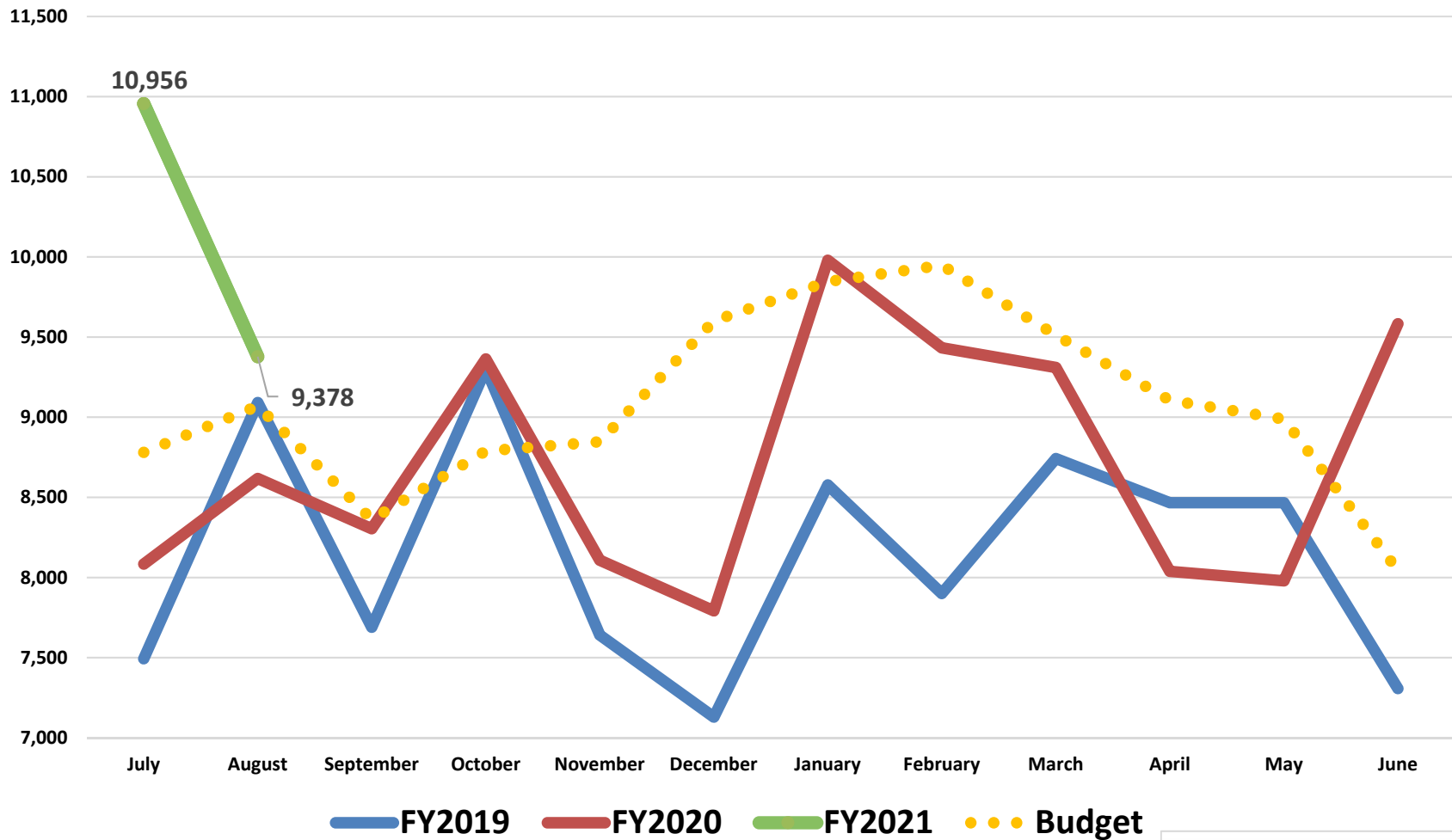
Adjusted Patient Days



Outpatient Registrations per Day (excludes nonCerner services)

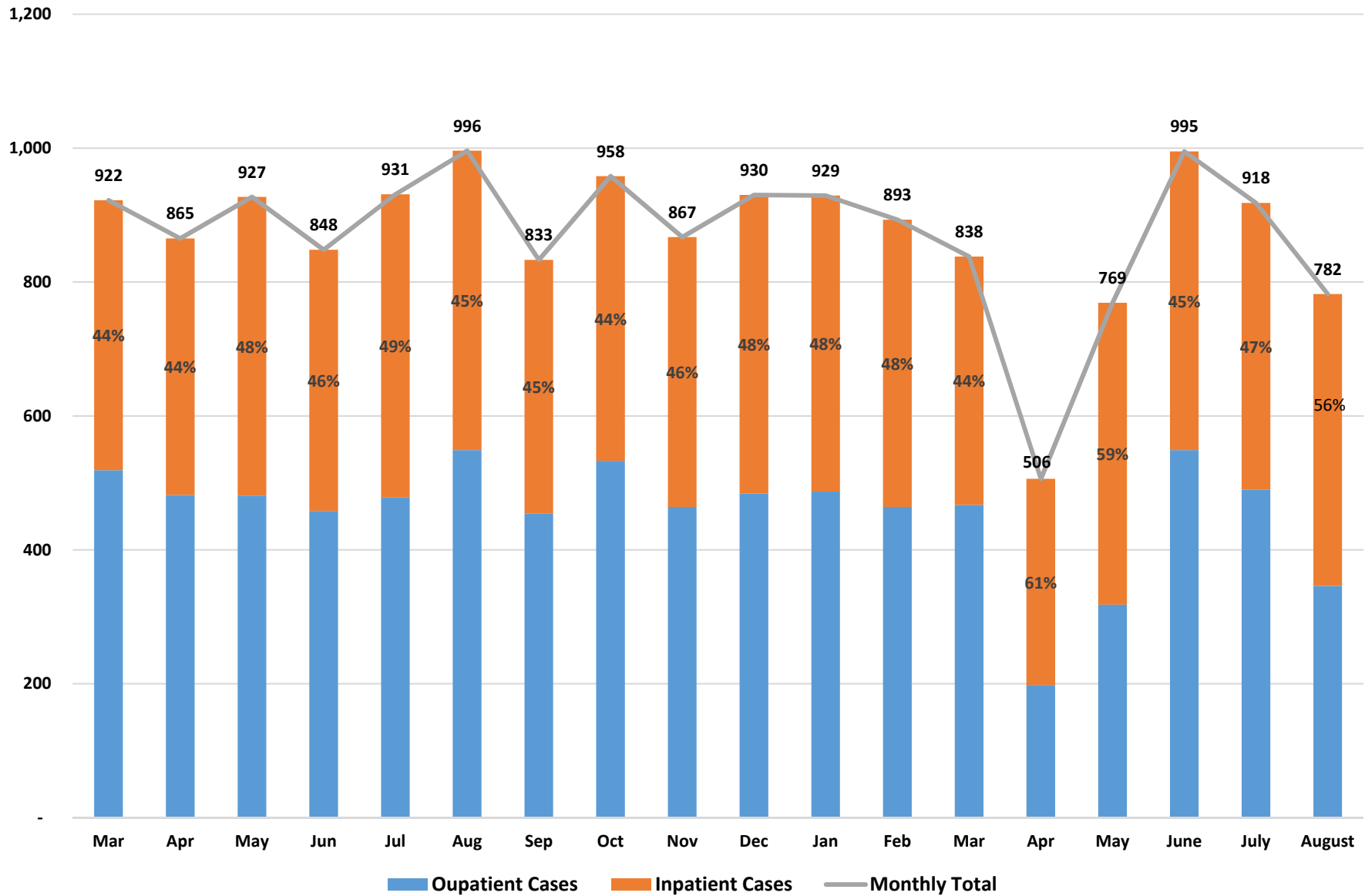


Rural Health Clinics



7,493	16,702	20,334	17,851
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Impact - Inpatient/Outpatient Surgeries



Other Statistical Results – Fiscal Year Comparison (Aug)

	Actual Results				Budget	Budget Variance	
	Aug 2019	Aug 2020	Change	% Change	Aug 2020	Change	% Change
Adjusted Patient Days	26,654	24,893	(1,761)	(6.6%)	26,940	(2,047)	(7.6%)
Outpatient Visits	39,463	39,277	(186)	(0.5%)	41,870	(2,593)	(6.2%)
GME Clinic visits	1,033	1,211	178	17.2%	1,122	89	7.9%
Home Infusion Days	11,482	13,452	1,970	17.2%	11,727	1,725	14.7%
Hospice Days	3,375	3,879	504	14.9%	3,464	415	12.0%
RHC Registrations	8,618	9,378	760	8.8%	9,070	308	3.3%
KDMF RVU	31,125	32,878	1,753	5.6%	34,894	(2,016)	(5.8%)
Home Health Visits	2,987	3,027	40	1.3%	2,931	96	3.3%
Radiation Oncology Treatments (I/P & O/P)	2,359	2,369	10	0.4%	2,415	(46)	(1.9%)
O/P Rehab Units	19,502	18,727	(775)	(4.0%)	20,443	(1,716)	(8.4%)
Radiology/CT/US/MRI Proc (I/P & O/P)	15,338	14,645	(693)	(4.5%)	15,678	(1,033)	(6.6%)
Endoscopy Procedures (I/P & O/P)	530	497	(33)	(6.2%)	545	(48)	(8.8%)
Surgery Minutes –General & Robotic (I/P & O/P)	1,071	1,003	(68)	(6.3%)	1,287	(284)	(22.1%)
OB Deliveries	403	375	(28)	(6.9%)	442	(67)	(15.2%)
Cath Lab Minutes (IP & OP)	384	356	(28)	(7.3%)	406	(50)	(12.3%)
Dialysis Treatments	1,997	1,845	(152)	(7.6%)	1,911	(66)	(3.5%)
Physical & Other Therapy Units	18,656	16,701	(1,955)	(10.5%)	19,971	(3,270)	(16.4%)
Urgent Care - Court	3,314	2,919	(395)	(11.9%)	3,404	(485)	(14.2%)
ED Total Registered	7,698	6,095	(1,603)	(20.8%)	7,698	(1,603)	(20.8%)
Urgent Care - Demaree	1,772	1,097	(675)	(38.1%)	2,002	(905)	(45.2%)

Other Statistical Results – Fiscal Year Comparison (Jul-Aug)

	Actual Results				Budget	Budget Variance	
	FY 2020	FY 2021	Change	% Change	FY 2021	Change	% Change
Adjusted Patient Days	51,975	49,834	(2,141)	(4.1%)	53,448	(3,614)	(6.8%)
Outpatient Visits	78,430	84,537	6,107	7.8%	83,214	1,323	1.6%
RHC Registrations	16,702	20,334	3,632	21.7%	17,851	2,483	13.9%
Hospice Days	6,920	8,129	1,209	17.5%	6,741	1,388	20.6%
GME Clinic visits	2,104	2,464	360	17.1%	2,193	271	12.4%
KDMF RVU	64,174	66,482	2,308	3.6%	69,854	(3,372)	(4.8%)
Home Health Visits	6,007	6,127	120	2.0%	5,386	741	13.8%
Radiation Oncology Treatments (I/P & O/P)	4,670	4,652	(18)	(0.4%)	4,753	(101)	(2.1%)
Surgery Minutes –General & Robotic (I/P & O/P)	2,150	2,141	(9)	(0.4%)	2,539	(398)	(15.7%)
Radiology/CT/US/MRI Proc (I/P & O/P)	31,167	29,955	(1,212)	(3.9%)	31,770	(1,815)	(5.7%)
Endoscopy Procedures (I/P & O/P)	1,057	1,002	(55)	(5.2%)	1,112	(110)	(9.9%)
O/P Rehab Units	40,391	38,251	(2,140)	(5.3%)	41,250	(2,999)	(7.3%)
Urgent Care - Court	6,616	6,161	(455)	(6.9%)	6,561	(400)	(6.1%)
Cath Lab Minutes (IP & OP)	753	691	(62)	(8.2%)	797	(106)	(13.3%)
Physical & Other Therapy Units	36,410	33,135	(3,275)	(9.0%)	39,141	(6,006)	(15.3%)
Dialysis Treatments	3,981	3,618	(363)	(9.1%)	3,712	(94)	(2.5%)
Home Infusion Days	21,864	18,918	(2,946)	(13.5%)	25,687	(6,769)	(26.4%)
OB Deliveries	841	717	(124)	(14.7%)	843	(126)	(14.9%)
ED Total Registered	15,393	12,764	(2,629)	(17.1%)	15,393	(2,629)	(17.1%)
Urgent Care - Demaree	3,341	2,268	(1,073)	(32.1%)	4,004	(1,736)	(43.4%)

Trended Financial Comparison (000's)

	Adjusted Patient Days												
	26,654	25,104	26,070	24,515	25,116	27,447	25,445	23,703	19,442	21,561	25,057	24,934	24,893
	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20
Operating Revenue													
Net Patient Service Revenue	\$50,243	\$48,185	\$52,165	\$49,354	\$51,458	\$52,382	\$46,813	\$48,523	\$35,582	\$35,995	\$36,554	\$47,402	\$48,393
Supplemental Gov't Programs	4,319	4,185	4,185	4,185	4,185	5,367	5,435	3,839	5,577	5,572	8,770	3,979	3,979
Prime Program	905	1,747	905	905	999	905	905	905	103	103	6,908	429	429
Premium Revenue	3,813	3,732	3,649	3,941	3,748	4,145	4,794	4,218	4,297	4,542	5,911	4,239	4,561
Management Services Revenue	2,613	2,643	3,014	2,410	2,621	2,848	2,581	2,655	3,007	2,569	2,954	2,834	2,684
Other Revenue	2,287	1,687	2,142	1,381	1,989	2,039	2,251	1,686	1,590	1,968	826	2,127	1,686
Other Operating Revenue	13,938	13,994	13,896	12,823	13,542	15,305	15,966	13,303	14,574	14,754	25,369	13,608	13,339
Total Operating Revenue	64,181	62,179	66,061	62,177	65,001	67,687	62,778	61,826	50,156	50,750	61,923	61,009	61,732
Operating Expenses													
Salaries & Wages	25,301	24,793	25,747	25,460	25,726	27,060	25,206	27,448	25,081	25,402	26,208	26,540	26,671
Contract Labor	1,042	988	1,044	858	1,357	617	690	834	431	410	426	576	372
Employee Benefits	6,964	5,801	6,755	5,372	5,856	7,222	6,811	7,313	6,751	6,486	2,109	5,098	5,160
Total Employment Expenses	33,307	31,582	33,546	31,690	32,939	34,899	32,707	35,596	32,263	32,299	28,743	32,213	32,203
Medical & Other Supplies	9,986	8,571	10,551	9,635	10,521	11,127	10,347	10,216	8,115	8,423	13,315	10,036	10,720
Physician Fees	7,284	7,486	8,287	6,974	7,113	7,653	8,702	8,202	7,950	7,191	7,462	7,807	8,699
Purchased Services	1,807	1,474	1,808	1,686	1,858	1,698	1,380	1,681	409	1,587	3,093	1,239	1,518
Repairs & Maintenance	2,035	1,981	2,399	2,164	2,107	2,396	1,785	2,134	2,127	1,766	2,544	2,283	2,022
Utilities	547	588	603	342	593	439	472	483	331	477	586	506	606
Rents & Leases	482	536	464	560	512	568	562	572	552	511	483	503	516
Depreciation & Amortization	2,517	2,488	2,488	2,459	2,451	2,472	2,487	2,492	2,550	2,685	3,072	2,561	2,582
Interest Expense	453	441	440	440	439	468	501	500	494	493	779	555	555
Other Expense	1,729	1,593	1,609	1,701	1,823	1,822	1,660	1,796	1,570	1,676	2,046	1,478	1,347
Humana Cap Plan Expenses	2,270	2,568	1,659	1,910	990	1,904	2,048	1,347	2,879	2,145	1,912	1,562	3,040
Management Services Expense	2,742	2,514	3,006	2,352	2,703	2,702	2,644	2,711	2,856	2,739	2,732	2,815	2,559
Total Other Expenses	31,854	30,240	33,315	30,226	31,110	33,249	32,587	32,133	29,834	29,692	38,023	31,346	34,163
Total Operating Expenses	65,161	61,822	66,862	61,916	64,049	68,148	65,295	67,729	62,097	61,991	66,766	63,559	66,366
Operating Margin	(\$980)	\$356	(\$801)	\$261	\$951	(\$461)	(\$2,516)	(\$5,902)	(\$11,941)	(\$11,241)	(\$4,844)	(\$2,550)	(\$4,634)
Stimulus Funds								\$2,855	\$3,607	\$3,687	\$4,817	\$3,633	\$3,745
Operating Margin after Stimulus	(\$980)	\$356	(\$801)	\$261	\$951	(\$461)	(\$2,516)	(\$3,047)	(\$8,334)	(\$7,554)	(\$27)	\$1,083	(\$889)
Nonoperating Revenue (Loss)	662	4,429	774	699	726	682	733	1,957	507	652	4,258	909	699
Excess Margin	(\$318)	\$4,785	(\$27)	\$960	\$1,678	\$221	(\$1,783)	(\$1,091)	(\$7,827)	(\$6,902)	\$4,231	\$1,993	(\$191)

August Financial Comparison (000's)

	Actual Results		Budget	Budget Variance	
	Aug 2019	Aug 2020	Aug 2020	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$50,243	\$48,393	\$50,978	(\$2,585)	(5.1%)
Other Operating Revenue	13,937	13,339	13,762	(423)	(3.1%)
Total Operating Revenue	64,181	61,732	64,740	(3,008)	(4.6%)
Operating Expenses					
Employment Expense	33,307	32,203	33,194	(991)	(3.0%)
Other Operating Expense	31,853	34,163	32,105	2,057	6.4%
Total Operating Expenses	65,160	66,366	65,299	1,067	1.6%
Operating Margin	(\$980)	(\$4,634)	(\$559)	(\$4,075)	(729%)
Stimulus Funds	0	3,745	0	3,745	100%
Operating Margin after Stimulus	(\$980)	(\$889)	(\$559)	(\$330)	(59%)
Non Operating Revenue (Loss)	662	699	645	53	8.3%
Excess Margin	(\$318)	(\$191)	\$86	(\$276)	(322%)

Operating Margin %	(1.5%)	(7.5%)	(0.9%)
OM after Stimulus%	(1.5%)	(1.4%)	(0.9%)
Excess Margin %	(0.5%)	(0.3%)	0.1%
Operating Cash Flow Margin %	3.1%	(2.4%)	4.1%

YTD (July-Aug) Financial Comparison (000's)

	Actual Results		FYTD Budget	FYTD Budget Variance	
	FYTD 2020	FYTD 2021	FYTD 2021	Change	% Change
Operating Revenue					
Net Patient Service Revenue	\$102,042	\$95,794	\$101,367	(\$5,572)	(5.5%)
Other Operating Revenue	27,740	26,947	27,115	(168)	(0.6%)
Total Operating Revenue	129,782	122,741	128,481	(5,740)	(4.5%)
Operating Expenses					
Employment Expense	66,255	64,417	66,081	(1,664)	(2.5%)
Other Operating Expense	61,400	65,508	63,523	1,985	3.1%
Total Operating Expenses	127,654	129,925	129,604	321	0.2%
Operating Margin	\$2,128	(\$7,184)	(\$1,123)	(\$6,061)	(540%)
Stimulus Funds	0	7,378	0	7,378	100%
Operating Margin after Stimulus	\$2,128	\$194	(\$1,123)	\$1,317	118%
Non Operating Revenue (Loss)	1,406	1,608	1,290	318	25%
Excess Margin	\$3,534	\$1,802	\$168	\$1,634	974%

Operating Margin %	1.6%	(5.9%)	(0.9%)
OM after Stimulus%	1.6%	0.2%	(0.9%)
Excess Margin %	2.7%	1.4%	0.1%
Operating Cash Flow Margin %	6.2%	(0.8%)	4.1%

August Financial Comparison (000's)

	Actual Results			Budget	Budget Variance		Explanation
	Aug 2019	Aug 2020	% Change	Aug 2020	Change	% Change	
Operating Revenue							
Net Patient Service Revenue	\$50,243	\$48,393	(3.7%)	\$50,978	(\$2,585)	(5.1%)	See highlights slide
Supplemental Gov't Programs	4,319	3,979	(7.9%)	4,111	(132)	(3.2%)	
Prime Program	905	429	(52.6%)	429	0	0.0%	
Premium Revenue	3,813	4,561	19.6%	4,014	547	13.6%	
Management Services Revenue	2,613	2,684	2.7%	3,087	(403)	(13.1%)	
Other Revenue	2,287	1,686	(26.3%)	2,120	(434)	(20.5%)	See highlights slide
Other Operating Revenue	13,937	13,339	(4.3%)	13,762	(423)	(3.1%)	
Total Operating Revenue	64,181	61,732	(3.8%)	64,740	(3,008)	(4.6%)	
Operating Expenses							
Salaries & Wages	25,301	26,671	5.4%	26,951	(280)	(1.0%)	See highlights slide
Contract Labor	1,042	372	(64.3%)	573	(200)	(35.0%)	See highlights slide
Employee Benefits	6,964	5,160	(25.9%)	5,670	(510)	(9.0%)	See highlights slide
Total Employment Expenses	33,307	32,203	(3.3%)	33,194	(991)	(3.0%)	
Medical & Other Supplies	9,986	10,720	7.3%	10,388	332	3.2%	
Physician Fees	7,284	8,699	19.4%	7,458	1,241	16.6%	See highlights slide
Purchased Services	1,807	1,518	(16.0%)	1,488	30	2.0%	
Repairs & Maintenance	2,035	2,022	(0.6%)	2,297	(275)	(12.0%)	
Utilities	547	606	10.7%	656	(51)	(7.8%)	
Rents & Leases	482	516	7.0%	542	(26)	(4.8%)	
Depreciation & Amortization	2,517	2,582	2.6%	2,622	(40)	(1.5%)	
Interest Expense	453	555	22.4%	572	(17)	(3.0%)	
Other Expense	1,729	1,347	(22.1%)	1,149	198	17.3%	
Humana Cap Plan Expenses	2,270	3,040	33.9%	1,885	1,155	61.3%	See highlights slide
Management Services Expense	2,742	2,559	(6.7%)	3,048	(489)	(16.1%)	
Total Other Expenses	31,853	34,163	7.2%	32,105	2,057	6.4%	
Total Operating Expenses	65,160	66,366	1.9%	65,299	1,067	1.6%	
Operating Margin	(\$980)	(\$4,634)	(373%)	(\$559)	(\$4,075)	(729%)	
Stimulus Funds	0	3,745	100.0%	0	3,745	100.0%	See highlights slide
Operating Margin after Stimulus	(\$980)	(\$889)	9.2%	(\$559)	(\$330)	(59%)	
Nonoperating Revenue (Loss)	662	699	5.5%	645	53	8.3%	
Excess Margin	(\$318)	(\$191)	40%	\$86	(\$276)	(322%)	

Operating Margin %	(1.5%)	(7.5%)		(0.9%)
OM after Stimulus%	(1.5%)	(1.4%)		(0.9%)
Excess Margin %	(0.5%)	(0.3%)		0.1%
Operating Cash Flow Margin %	3.1%	(2.4%)		4.1%

YTD Financial Comparison (000's)

	Actual Results FYTD Jul-Aug			Budget FYTD	Budget Variance	FYTD
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$102,042	\$95,794	(6.1%)	\$101,367	(\$5,572)	(5.5%)
Supplemental Gov't Programs	8,638	7,958	(7.9%)	8,222	(264)	(3.2%)
Prime Program	1,810	858	(52.6%)	858	0	0.0%
Premium Revenue	7,926	8,800	11.0%	8,029	772	9.6%
Management Services Revenue	5,502	5,518	0.3%	5,783	(266)	(4.6%)
Other Revenue	3,863	3,813	(1.3%)	4,222	(410)	(9.7%)
Other Operating Revenue	27,740	26,947	(2.9%)	27,115	(168)	(0.6%)
Total Operating Revenue	129,782	122,741	(5.4%)	128,481	(5,740)	(4.5%)
Operating Expenses						
Salaries & Wages	50,462	53,211	5.4%	53,604	(393)	(0.7%)
Contract Labor	2,111	948	(55.1%)	1,135	(187)	(16.5%)
Employee Benefits	13,682	10,258	(25.0%)	11,342	(1,084)	(9.6%)
Total Employment Expenses	66,255	64,417	(2.8%)	66,081	(1,664)	(2.5%)
Medical & Other Supplies	18,669	20,756	11.2%	20,623	133	0.6%
Physician Fees	14,551	16,506	13.4%	14,893	1,613	10.8%
Purchased Services	3,423	2,755	(19.5%)	2,977	(222)	(7.4%)
Repairs & Maintenance	4,085	4,305	5.4%	4,594	(289)	(6.3%)
Utilities	1,088	1,111	2.2%	1,187	(76)	(6.4%)
Rents & Leases	1,054	1,019	(3.2%)	1,085	(65)	(6.0%)
Depreciation & Amortization	5,034	5,143	2.2%	5,244	(101)	(1.9%)
Interest Expense	889	1,110	24.8%	1,143	(34)	(3.0%)
Other Expense	3,126	2,825	(9.6%)	2,297	528	23.0%
Humana Cap Plan Expenses	4,078	4,603	12.9%	3,769	834	22.1%
Management Services Expense	5,402	5,374	(0.5%)	5,710	(336)	(5.9%)
Total Other Expenses	61,400	65,508	6.7%	63,523	1,985	3.1%
Total Operating Expenses	127,654	129,925	1.8%	129,604	321	0.2%
Operating Margin	\$2,128	(\$7,184)	(438%)	(\$1,123)	(\$6,061)	(540%)
Stimulus Funds	0	7,378	100.0%	0	7,378	100.0%
Operating Margin after Stimulus	\$2,128	\$194	(91%)	(\$1,123)	\$1,317	117%
Nonoperating Revenue (Loss)	1,406	1,608	14.3%	1,290	318	25%
Excess Margin	\$3,534	\$1,802	(49%)	\$168	\$1,634	974%

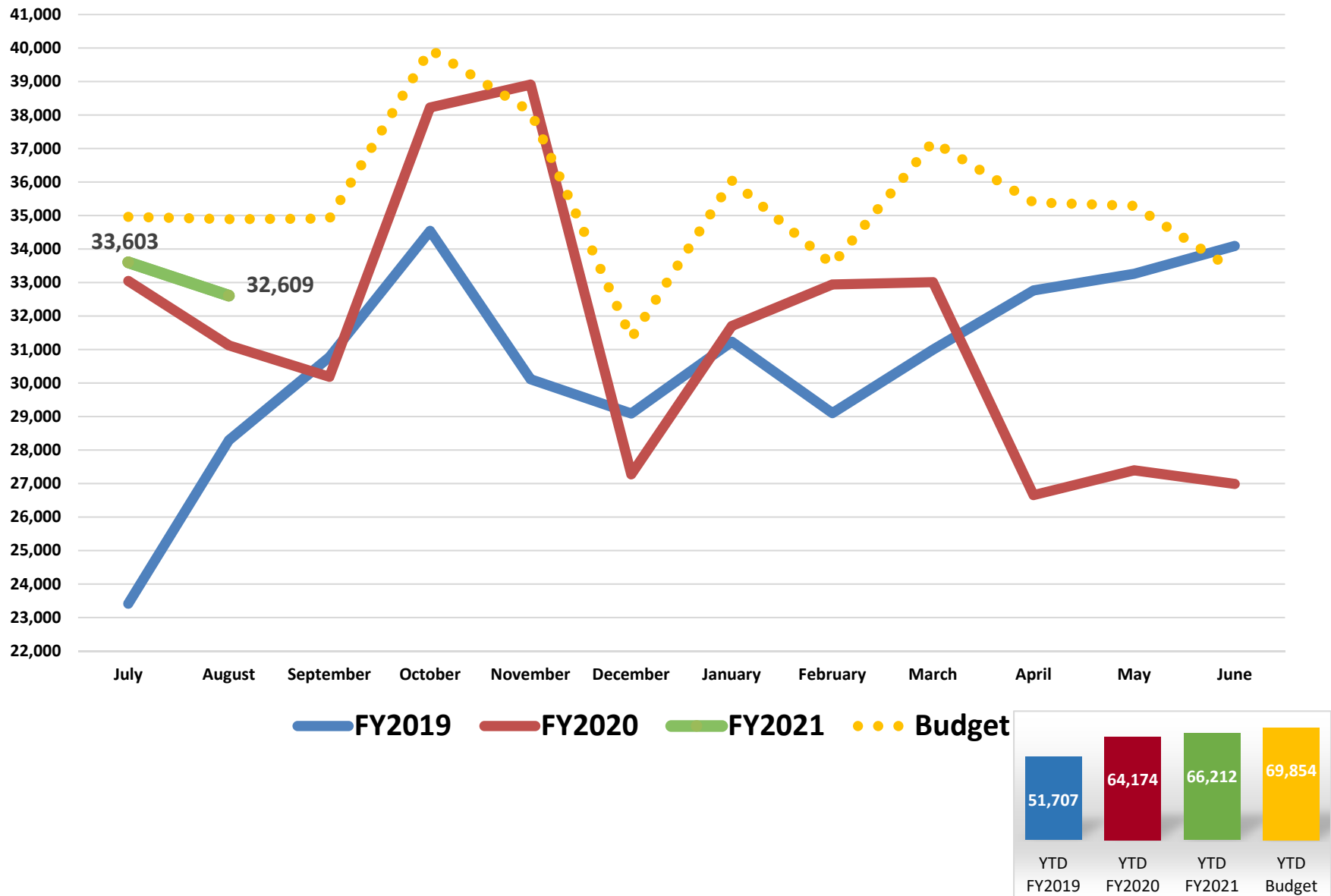
Operating Margin %	1.6%	(5.9%)		(0.9%)
OM after Stimulus%	1.6%	0.2%		(0.9%)
Excess Margin %	2.7%	1.4%		0.1%
Operating Cash Flow Margin %	6.2%	(0.8%)		4.1%

Kaweah Delta Medical Foundation

Fiscal Year Financial Comparison (000's)

	Actual Results FYTD Jul - Aug			Budget FYTD	Budget Variance FYTD	
	FYTD2020	FYTD2021	% Change	FYTD2021	Change	% Change
Operating Revenue						
Net Patient Service Revenue	\$6,745	\$7,552	12.0%	\$8,332	(\$779)	(9.4%)
Other Operating Revenue	(7)	66	(1036%)	132	(66)	(50.0%)
Total Operating Revenue	6,738	7,618	13.1%	8,464	(846)	(10.0%)
Operating Expenses						
Salaries & Wages	1,945	1,858	(4.5%)	2,033	(175)	(8.6%)
Contract Labor	23	0	(100.0%)	2	(2)	0.0%
Employee Benefits	554	334	(39.7%)	424	(90)	(21.3%)
Total Employment Expenses	2,522	2,192	(13.1%)	2,459	(267)	(10.9%)
Medical & Other Supplies	957	865	(9.6%)	1,200	(335)	(27.9%)
Physician Fees	3,986	4,394	10.2%	4,696	(301)	(6.4%)
Purchased Services	231	126	(45.3%)	156	(30)	(19.1%)
Repairs & Maintenance	346	405	17.3%	452	(47)	(10.3%)
Utilities	53	96	79.0%	81	14	17.4%
Rents & Leases	446	440	(1.3%)	466	(26)	(5.7%)
Depreciation & Amortization	211	209	(0.9%)	172	37	21.7%
Interest Expense	3	1	(74.6%)	1	0	5.9%
Other Expense	194	178	(8.4%)	203	(25)	(12.2%)
Total Other Expenses	6,426	6,714	4.5%	7,427	(713)	(9.6%)
Total Operating Expenses	8,948	8,906	(0.5%)	9,885	(980)	(9.9%)
Excess Margin	(\$2,210)	(\$1,287)	41.8%	(\$1,421)	\$134	9.4%
Excess Margin %	(32.8%)	(16.9%)		(16.8%)		

KDMF Volume – RVU's



Month of August - Budget Variances

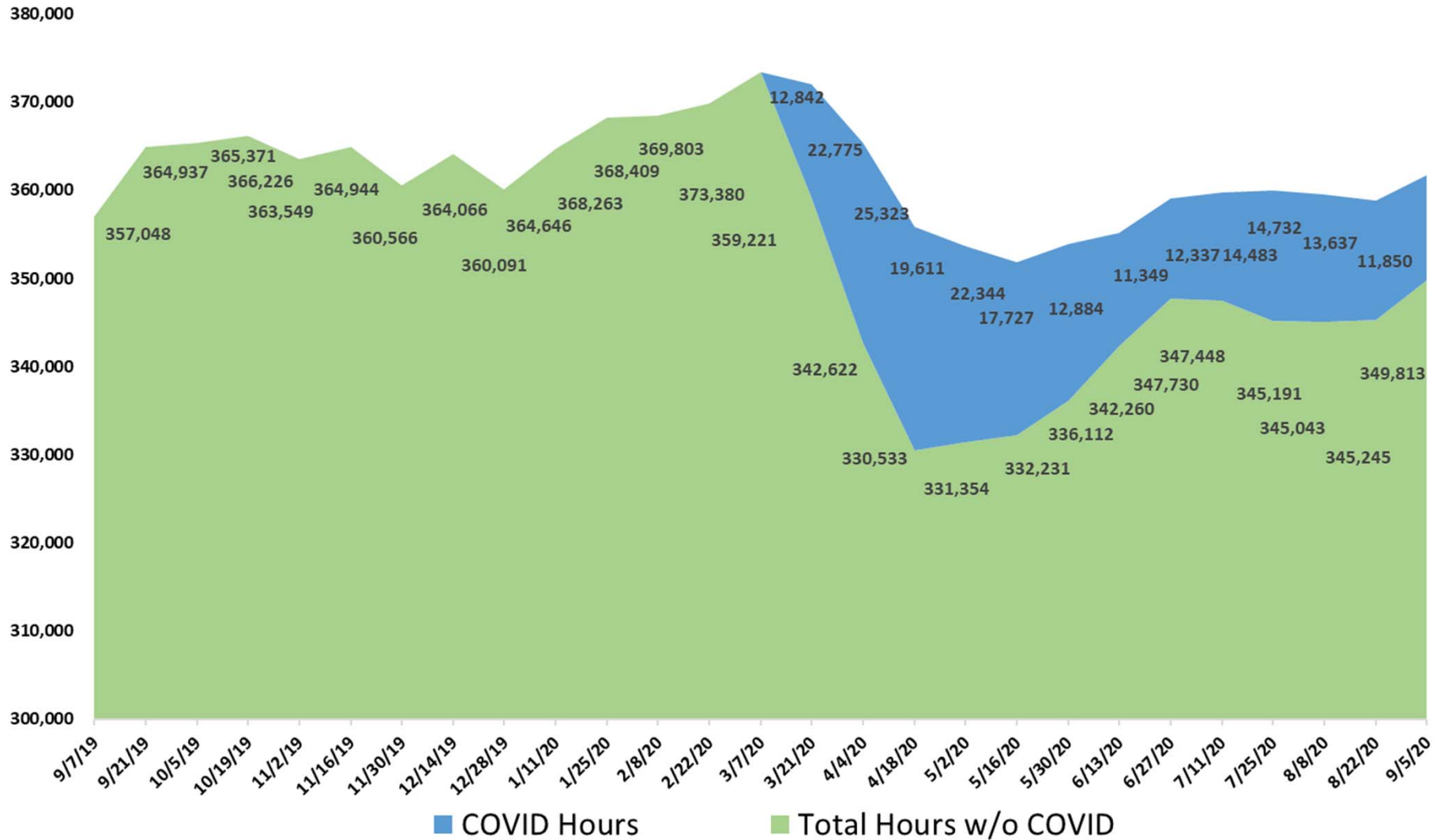
- **Net Patient Revenues:** Net patient revenue was \$2.6M lower than August's budget expectation due to lower-than-projected adjusted patient days in August. Adjusted patient days were **7.6%** below budget, including inpatient days which exceeded budget by 0.3% and equivalent outpatient days which were **15.2%** below expectations.
- **Other Revenue:** Due mainly to the continued COVID related reduction in revenues for the Lifestyle Center and the main cafeteria, other revenue was \$434K under budget in August.
- **Salaries and Contract Labor:** We experienced a favorable budget variance of \$481K in August although productivity (worked hours per adjusted patient day) was lower than expected. Salaries allocated to COVID related activities totaled \$842K in August. We continue to maintain the initiatives launched in the last quarter of fiscal year 2020 which help provide additional timely data, accountability, transparency, and additional messaging about flexing the staff with the volume.
- **Employee Benefits:** The \$510K favorable variance in August primarily resulted from lower utilization of the self-insured employee health insurance plan. This decrease is likely impacted by COVID, where we have a reduction in elective procedures and a general hesitation to seek clinical services, if not an emergency. In addition to health insurance, there is also a positive variance in pension expense as no 401k match is planned during the first six months of fiscal year 2020.
- **Physician Fees:** Due to the timing of recognition of planned organizational savings and contract changes in this area, as well as timing of payments, physician fees were \$1.2M higher than expected in the month of August.
- **Humana Capitated Plan Expenses:** As the utilization of third party services for participants of the capitated Medicare Managed Care Plan increased in August, the related expenditure was \$1.2M higher than the budget expectation in August.
- **Stimulus Funds:** \$3.7M of the total \$11.2M stimulus funding received was recognized in August. The \$11.2M is being spread out over the first quarter of FY21
- **Cash:** In August, we made a \$9M contribution to our 401K plan which impacted our Cash and Days in Cash on Hand.

Surpassing Budgeted Goals

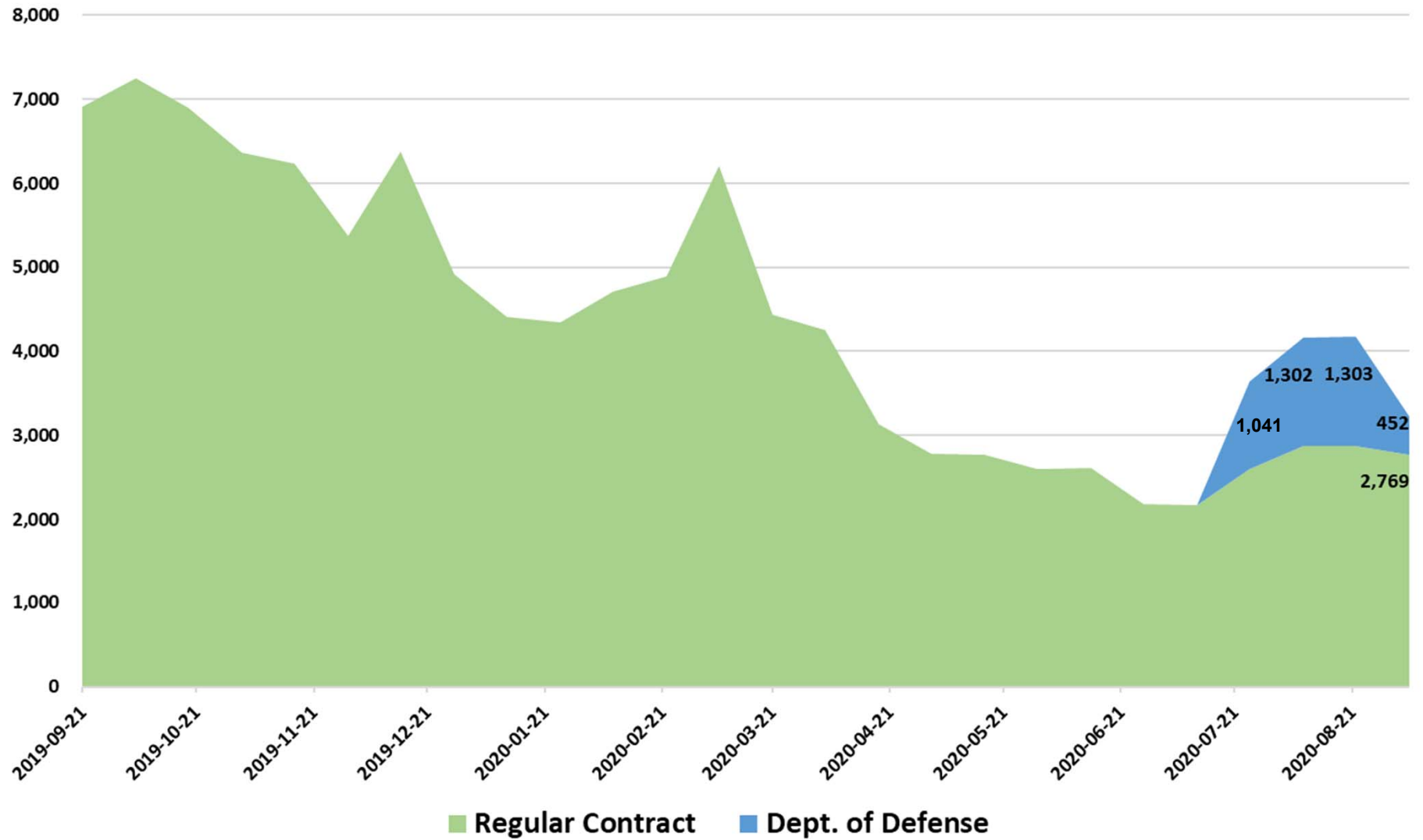
Leadership's Areas of Focus

1. Strategizing on regaining our patients volume in those areas that can safely support it
 - Radiology – communication with physicians and staff that we can safely perform all procedures regardless of Diagnosis (COVID patients). PEG Tube, MRI, Lumbar Punctures, Central Line Removal
 - Elective Surgeries - increasing our OR scheduled time additional procedures
 - Additional communication from Medical Executive Committee “The Medical Executive Committee has determined that, in accordance with evidence-based guidelines, procedures can be safely performed on COVID-positive inpatients when physicians and staff use appropriate PPE. If a procedure is indicated on an inpatient, the patient’s COVID status is not a reason not to defer the procedure. However, other clinical factors should be taken into account to determine whether a procedure is right for a particular patient, and those factors should be appropriately documented in the medical record if a procedure is canceled or delayed.”
 - Additional testing rolled out at our Rural Health Clinics beginning 9/14
 - Additional marketing supporting telehealth and “practice social distancing, not medical distancing”
 - Expanding our testing support to our community schools and businesses to help them reopen
 - Expanding the downtown campus inpatient transfers to Rehab’s overflow beds and SNF beds
2. Ensuring that a tight process is in place to monitor staffing, schedules and volume daily as well as holding leadership accountable to their ratios and budget
3. Watching overtime and the more expensive pay practices
4. Understanding changes in supply costs and usage. Questioning staff’s purchase requests and evaluate current need, even if budgeted
5. Taking advantage of the tools that we have readily available
 - *Performance reports *Payroll reports *Productivity reports *Supply reports *Expense detail reports
 - *Service Line Reports *Revenue Integrity reports

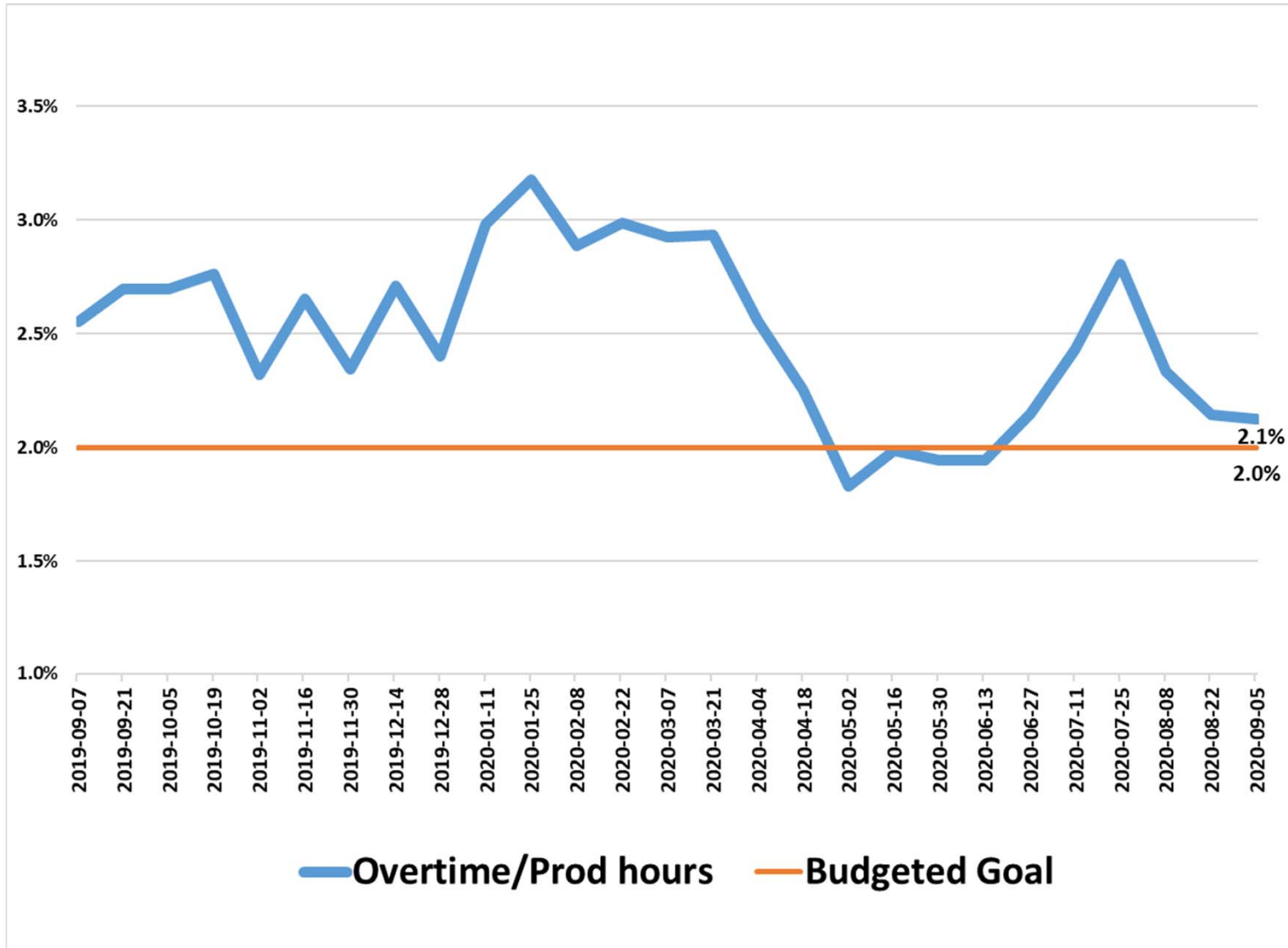
Payroll Hours (excludes PTO cash out hours)



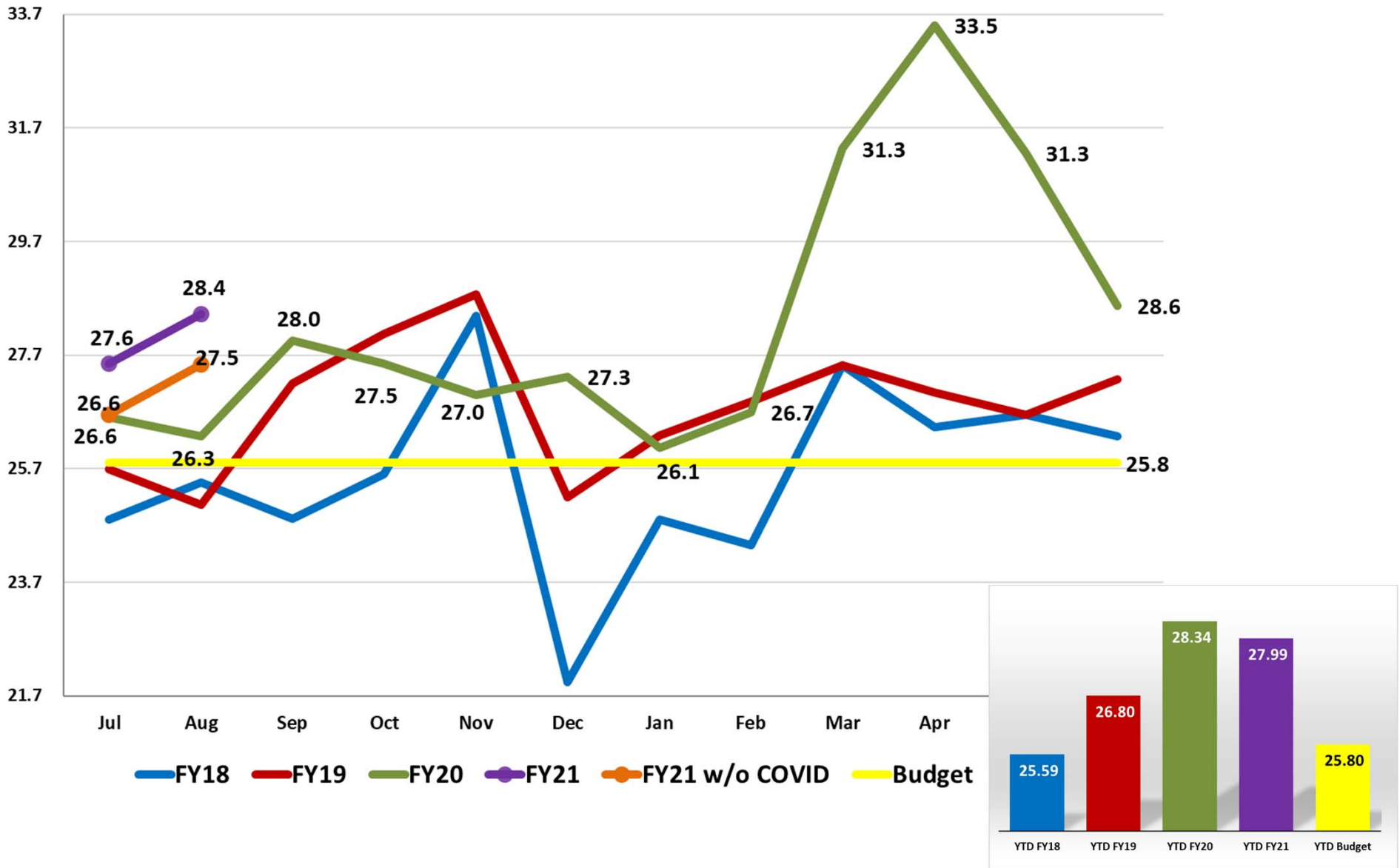
Contract Labor Hours



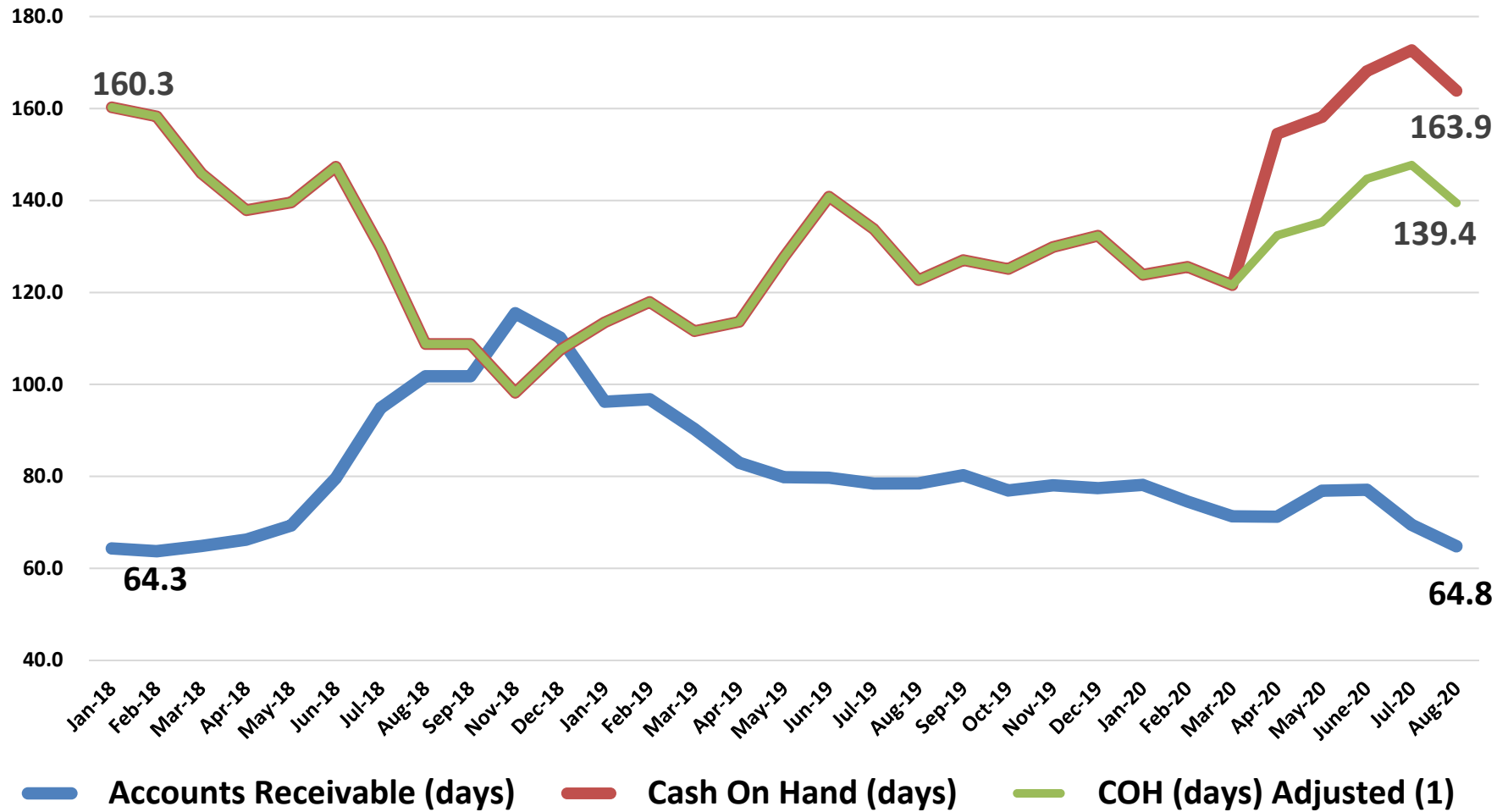
Overtime



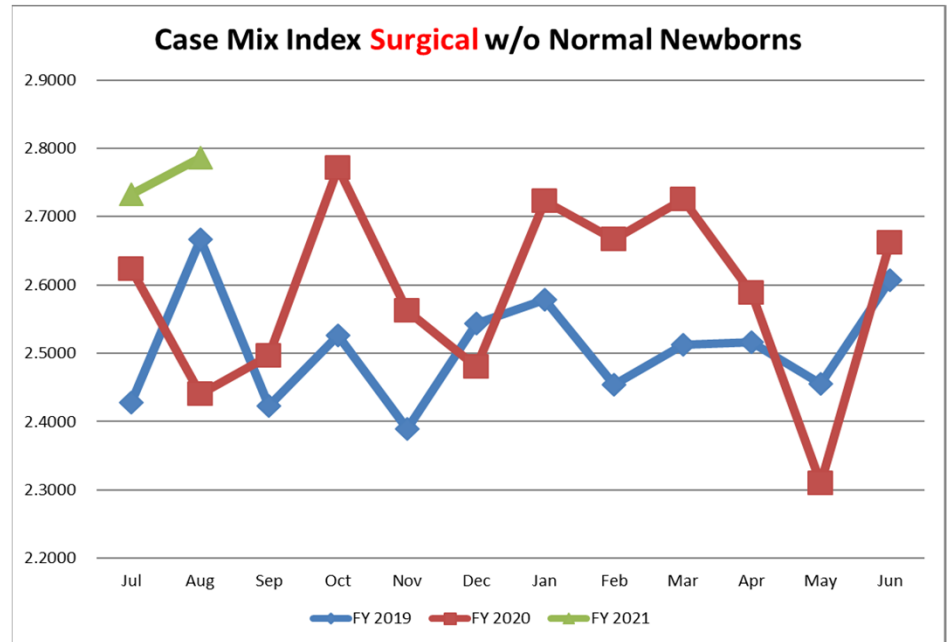
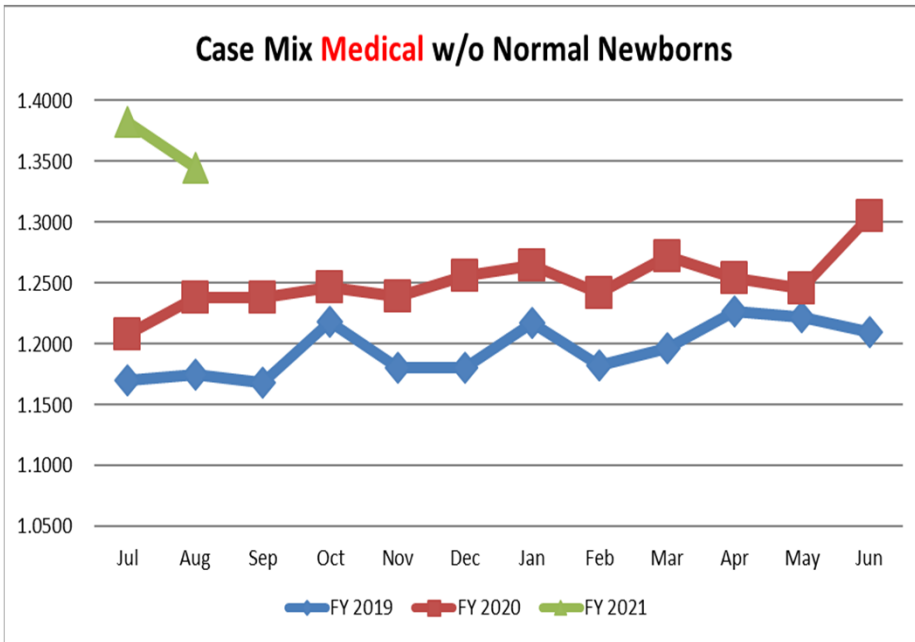
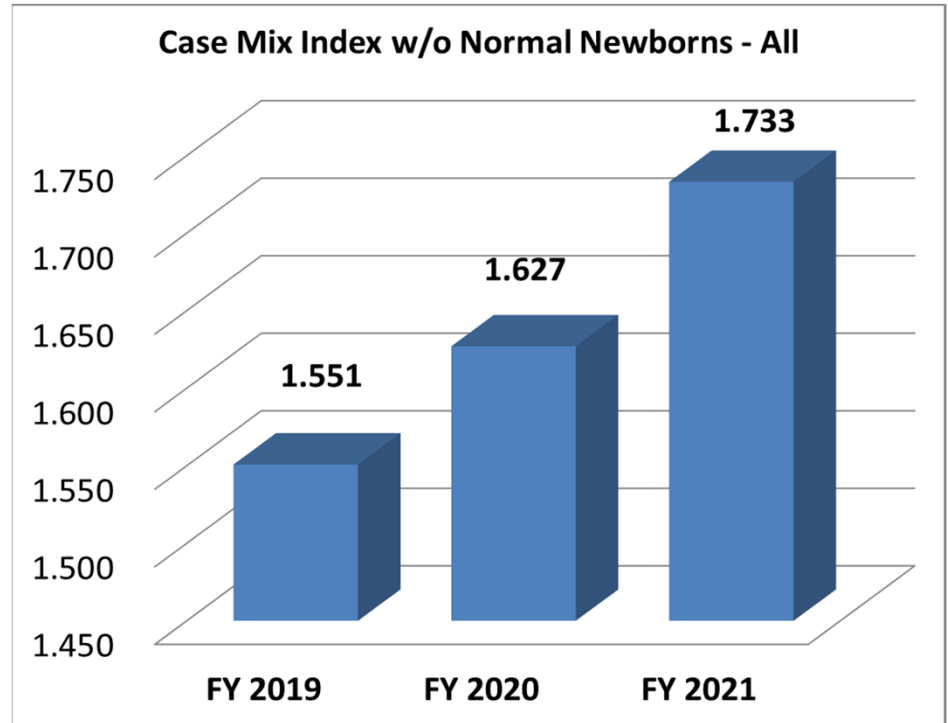
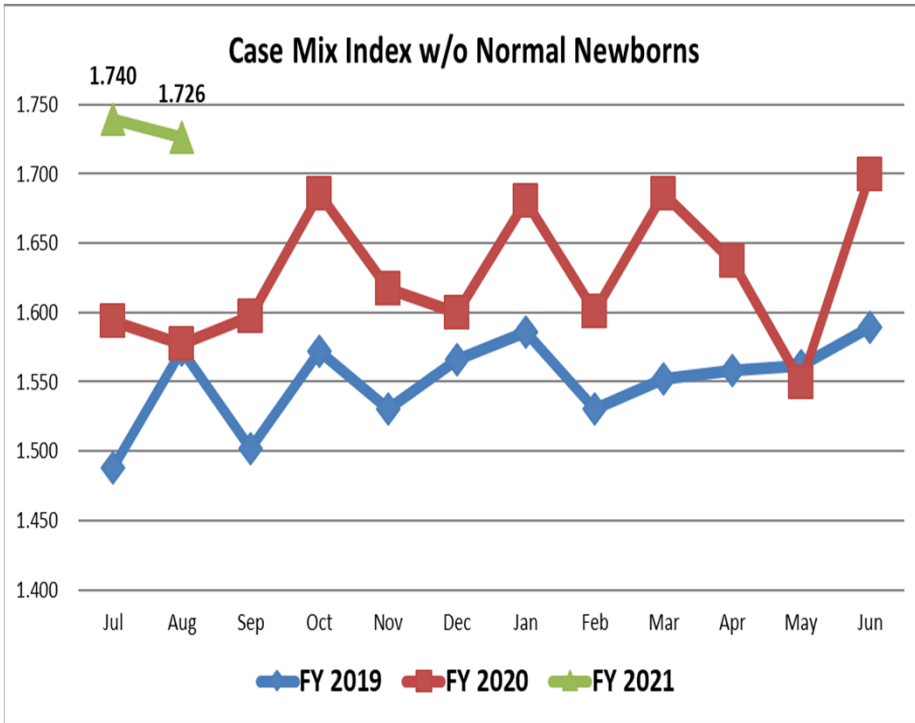
Productivity: Worked Hours/Adjusted Patient Days



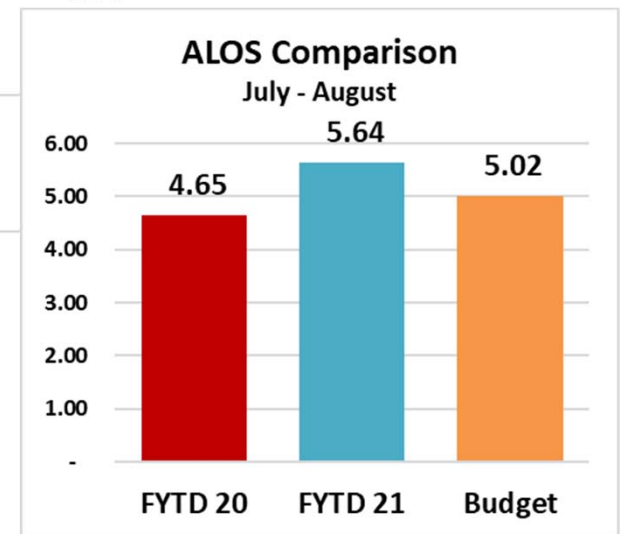
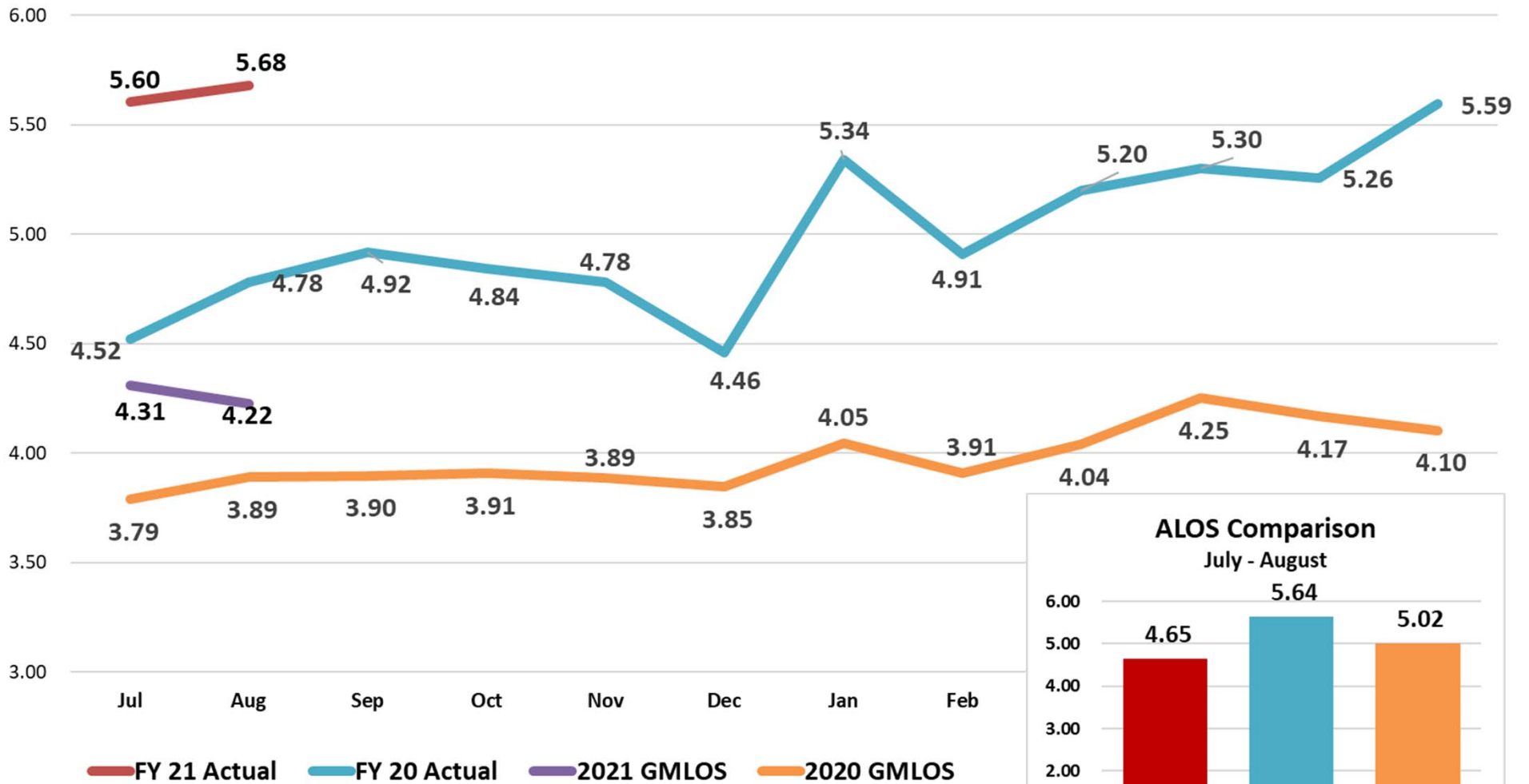
Trended Liquidity Ratios



(1) Adjusted for Medicare accelerated payments and the deferral of employer portion of FICA as allowed by the CARES act.



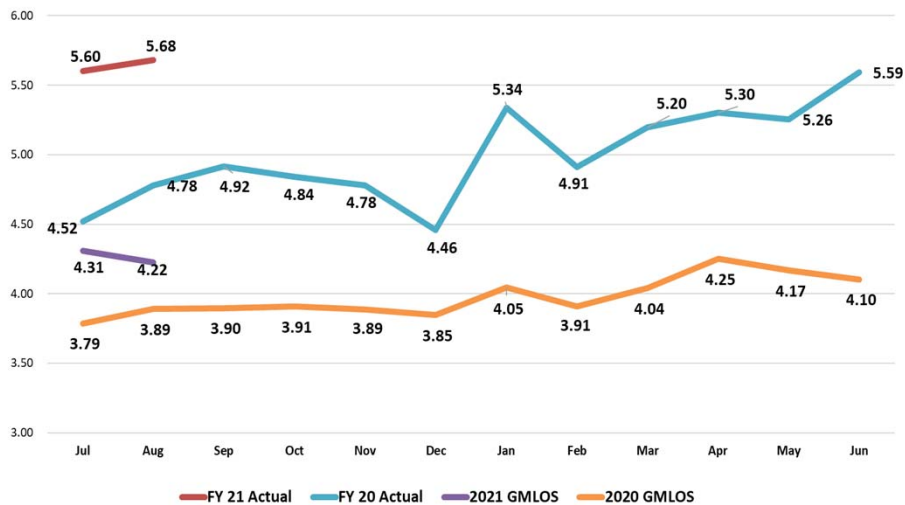
Average Length of Stay versus National Average (GMLOS)



Average Length of Stay versus National Average (GMLOS)

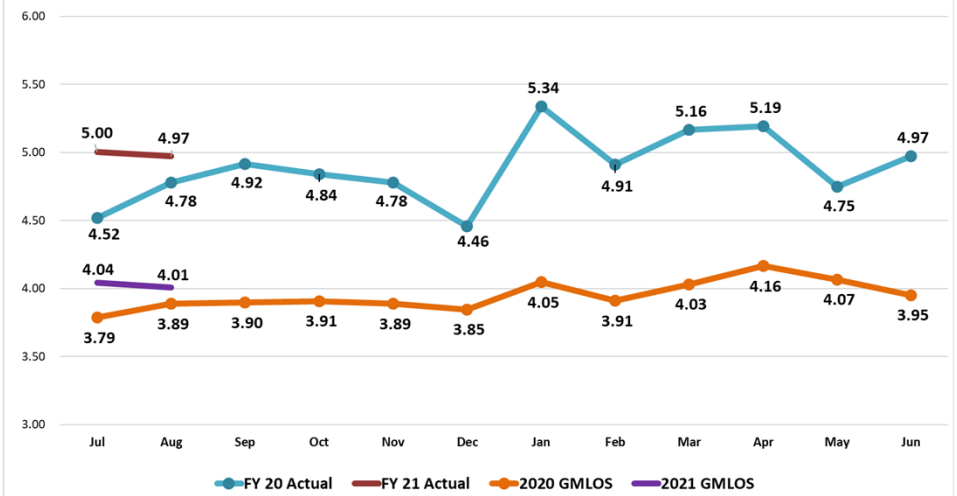
	Including COVID Patients			Excluding COVID Patients			COVID Impact	
	ALOS	GMLOS	GAP	ALOS	GMLOS	GAP	Gap Diff	%
Mar-20	5.20	3.88	1.32	5.16	4.03	1.13	0.19	14%
Apr-20	5.30	3.93	1.38	5.19	4.16	1.03	0.35	25%
May-20	5.26	3.78	1.48	4.75	4.07	0.68	0.80	54%
Jun-20	5.59	3.84	1.76	4.97	3.95	1.02	0.74	42%
Jul-20	5.60	4.31	1.30	5.00	4.04	0.96	0.33	26%
Aug-20	5.68	4.22	1.46	4.97	4.01	0.96	0.49	34%
Average	5.44	3.99	1.45	5.01	4.04	0.96	0.48	33%

Average Length of Stay versus National Average (GMLOS)



Average Length of Stay versus National Average (GMLOS)

WITHOUT COVID



Opportunity Cost of Reducing LOS to National Average - \$39.1M FY20



KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED INCOME STATEMENT (000's)

FISCAL YEAR 2020 & 2021

Fiscal Year	Operating Revenue			Operating Expenses								Operating Excess Margin %	Excess Margin
	Net Patient Revenue	Other Operating Revenue	Operating Revenue Total	Personnel Expense	Physician Fees	Supplies Expense	Other Operating Expense	Operating Expenses Total	Operating Income	Non-Operating Income	Net Income		
2020													
Jul-19	51,799	13,802	65,601	32,948	7,266	8,683	13,597	62,494	3,107	744	3,852	4.7%	5.8%
Aug-19	50,243	13,937	64,181	33,307	7,284	9,986	14,583	65,160	(980)	662	(318)	(1.5%)	(0.5%)
Sep-19	48,185	13,994	62,179	31,582	7,486	8,571	14,182	61,822	356	4,429	4,785	0.6%	7.2%
Oct-19	52,165	13,896	66,061	33,546	8,287	10,551	14,477	66,862	(801)	774	(27)	(1.2%)	(0.0%)
Nov-19	49,354	12,823	62,177	31,690	6,974	9,635	13,616	61,916	261	699	960	0.4%	1.5%
Dec-19	51,458	13,542	65,001	32,939	7,113	10,521	13,476	64,049	951	726	1,678	1.5%	2.6%
Jan-20	52,382	15,305	67,687	34,899	7,653	11,127	14,469	68,148	(461)	682	221	(0.7%)	0.3%
Feb-20	46,813	15,966	62,778	32,707	8,702	10,347	13,539	65,295	(2,516)	733	(1,783)	(4.0%)	(2.8%)
Mar-20	48,523	13,650	62,173	35,596	8,202	10,216	13,716	67,729	(5,555)	4,465	(1,091)	(8.9%)	(1.6%)
Apr-20	35,582	14,227	49,809	32,263	7,950	8,115	13,768	62,097	(12,288)	4,461	(7,827)	(24.7%)	(14.4%)
May-20	35,995	14,754	50,750	32,299	7,191	8,423	14,078	61,991	(11,241)	4,339	(6,902)	(22.2%)	(12.5%)
Jun-20	36,554	25,369	61,923	28,744	7,462	13,315	17,247	66,767	(4,844)	9,075	4,232	(7.8%)	6.0%
2020 FY Total	\$ 559,054	\$ 181,266	\$ 740,320	\$ 392,520	\$ 91,571	\$ 119,490	\$ 170,748	\$ 774,329	\$ (34,009)	\$ 31,788	\$ (2,221)	(4.6%)	(0.3%)
2021													
Jul-20	47,402	13,608	61,009	32,213	7,807	10,036	13,502	63,559	(2,550)	4,542	1,993	(4.2%)	3.0%
Aug-20	48,393	13,339	61,732	32,203	8,699	10,720	14,744	66,366	(4,634)	4,444	(191)	(7.5%)	(0.3%)
2021 FY Total	\$ 95,794	\$ 26,947	\$ 122,741	\$ 64,417	\$ 16,506	\$ 20,756	\$ 28,246	\$ 129,925	\$ (7,184)	\$ 8,986	\$ 1,802	(5.9%)	1.4%
FYTD Budget	101,367	27,115	128,481	66,081	14,893	20,623	28,007	129,604	(1,123)	1,290	168	(0.9%)	0.1%
Variance	\$ (5,572)	\$ (168)	\$ (5,740)	\$ (1,664)	\$ 1,613	\$ 133	\$ 239	\$ 321	\$ (6,061)	\$ 7,696	\$ 1,634		
Current Month Analysis													
Aug-20	\$ 48,393	\$ 13,339	\$ 61,732	\$ 32,203	\$ 8,699	\$ 10,720	\$ 14,744	\$ 66,366	\$ (4,634)	\$ 4,444	\$ (191)	(7.5%)	(0.3%)
Budget	50,978	13,762	64,740	33,194	7,458	10,388	14,260	65,299	(559)	645	86	(0.9%)	0.1%
Variance	\$ (2,585)	\$ (423)	\$ (3,008)	\$ (991)	\$ 1,241	\$ 332	\$ 485	\$ 1,067	\$ (4,075)	\$ 3,798	(276)		

KAWEAH DELTA HEALTH CARE DISTRICT

FISCAL YEAR 2020 & 2021

Fiscal Year	Patient Days	ADC	Adjusted		DFR & Bad Debt %	Net Patient Revenue/ Ajusted Patient Day	Personnel Expense/ Ajusted Patient Day	Physician Fees/ Ajusted Patient Day	Supply Expense/ Ajusted Patient Day	Total Operating Expense/ Ajusted Patient Day	Personnel Expense/ Net Patient Revenue	Physician Fees/ Net Patient Revenue	Supply Expense/ Net Patient Revenue	Total Operating Expense/ Net Patient Revenue
			Patient Days	I/P Revenue %										
2020														
Jul-19	12,744	411	25,329	50.3%	73.8%	2,045	1,301	287	343	2,467	63.6%	14.0%	16.8%	120.6%
Aug-19	13,240	427	26,654	49.7%	74.8%	1,885	1,250	273	375	2,445	66.3%	14.5%	19.9%	129.7%
Sep-19	12,712	424	25,104	50.6%	74.1%	1,919	1,258	298	341	2,463	65.5%	15.5%	17.8%	128.3%
Oct-19	12,924	417	26,070	49.6%	74.6%	2,001	1,287	318	405	2,565	64.3%	15.9%	20.2%	128.2%
Nov-19	12,260	409	24,515	50.0%	74.4%	2,013	1,293	285	393	2,526	64.2%	14.1%	19.5%	125.5%
Dec-19	12,993	419	25,116	51.7%	73.8%	2,049	1,311	283	419	2,550	64.0%	13.8%	20.4%	124.5%
Jan-20	13,799	445	27,447	50.3%	75.3%	1,908	1,271	279	405	2,483	66.6%	14.6%	21.2%	130.1%
Feb-20	12,909	445	25,445	50.7%	76.9%	1,840	1,285	342	407	2,566	69.9%	18.6%	22.1%	139.5%
Mar-20	12,164	392	23,703	51.3%	74.1%	2,047	1,502	346	431	2,857	73.4%	16.9%	21.1%	139.6%
Apr-20	10,665	356	19,442	54.9%	76.1%	1,830	1,659	409	417	3,194	90.7%	22.3%	22.8%	174.5%
May-20	11,729	378	21,561	54.4%	79.5%	1,669	1,498	334	391	2,875	89.7%	20.0%	23.4%	172.2%
Jun-20	12,571	419	25,057	50.2%	81.2%	1,459	1,147	298	531	2,665	78.6%	20.4%	36.4%	182.7%
2020 FY Total	150,710	412	295,371	51.0%	75.7%	1,893	1,329	310	405	2,622	70.2%	16.4%	21.4%	138.5%
2021														
Jul-20	13,016	420	24,934	52.2%	76.8%	1,901	1,292	313	403	2,549	68.0%	16.5%	21.2%	134.1%
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
2021 FY Total	26,312	424	49,834	52.8%	76.3%	1,922	1,293	331	417	2,607	67.2%	17.2%	21.7%	135.6%
FYTD Budget	26,395	426	53,448	49.4%	75.6%	1,897	1,236	279	386	2,601	65.2%	14.7%	20.3%	127.9%
Variance	(83)	(1)	(3,614)	3.4%	0.7%	26	56	53	31	6	2.1%	2.5%	1.3%	7.8%
Current Month Analysis														
Aug-20	13,296	429	24,893	53.4%	75.7%	1,944	1,294	349	431	2,666	66.5%	18.0%	22.2%	137.1%
Budget	13,258	428	26,940	49.2%	75.6%	1,892	1,232	277	386	2,623	65.1%	14.6%	20.4%	128.1%
Variance	38	1	(2,047)	4.2%	0.1%	52	62	73	45	43	1.4%	3.3%	1.8%	9.0%

KAWEAH DELTA HEALTH CARE DISTRICT

RATIO ANALYSIS REPORT

AUGUST 31, 2020

	Current	Prior	June 30,	2018 Moody's		
	Month	Month	2020	Median Benchmark		
	Value	Value	Unaudited Value	Aa	A	Baa
LIQUIDITY RATIOS						
Current Ratio (x)	1.7	1.5	1.4	1.6	1.9	2.1
Accounts Receivable (days)	64.8	69.5	77.1	47.6	45.9	44.4
Cash On Hand (days)	163.9	172.7	168.2	257.6	215.1	158.0
Cushion Ratio (x)	20.5	21.1	21.3	36.2	22.5	14.4
Average Payment Period (days)	69.4	74.2	76.4	73.1	59.2	59.2
CAPITAL STRUCTURE RATIOS						
Cash-to-Debt	141.7%	146.0%	146.6%	228.8%	167.7%	119.7%
Debt-To-Capitalization	32.3%	32.3%	32.3%	26.9%	32.2%	40.4%
Debt-to-Cash Flow (x)	5.1	3.9	7.1	2.3	2.9	3.8
Debt Service Coverage	2.7	3.5	2.1	6.6	5.2	3.3
Maximum Annual Debt Service Coverage (x)	2.7	3.5	1.9	6.6	4.7	3.2
Age Of Plant (years)	13.3	13.3	12.9	10.3	11.8	12.1
PROFITABILITY RATIOS						
Operating Margin	(5.9%)	(4.2%)	(4.6%)	3.2%	2.2%	0.7%
Excess Margin	1.4%	3.0%	(.3%)	7.0%	5.0%	2.6%
Operating Cash Flow Margin	(.8%)	0.9%	0.3%	9.1%	8.5%	6.8%
Return on Assets	1.1%	2.5%	(.2%)	5.0%	3.9%	2.6%

**KAWEAH DELTA HEALTH CARE DISTRICT
CONSOLIDATED STATEMENTS OF NET POSITION (000's)**

	Aug-20	Jul-20	Change	% Change	Jun-20 (Unaudited)
ASSETS AND DEFERRED OUTFLOWS					
CURRENT ASSETS					
Cash and cash equivalents	\$ 26,168	\$ 13,569	\$ 12,600	92.86%	\$ 12,960
Current Portion of Board designated and trusted assets	16,863	15,468	1,395	9.02%	14,074
Accounts receivable:					
Net patient accounts	113,568	113,545	23	0.02%	118,451
Other receivables	10,776	15,130	(4,355)	-28.78%	16,669
	124,344	128,676	(4,332)	-3.37%	135,119
Inventories	8,535	8,594	(59)	-0.69%	8,479
Medicare and Medi-Cal settlements	45,840	37,642	8,199	21.78%	40,091
Prepaid expenses	9,448	9,886	(438)	-4.43%	10,317
Total current assets	231,198	213,834	17,364	8.12%	221,040
NON-CURRENT CASH AND INVESTMENTS - less current portion					
Board designated cash and assets	312,546	335,888	(23,342)	-6.95%	338,689
Revenue bond assets held in trust	35,833	35,830	3	0.01%	35,826
Assets in self-insurance trust fund	3,742	3,735	7	0.18%	3,727
Total non-current cash and investments	352,121	375,453	(23,332)	-6.21%	378,242
CAPITAL ASSETS					
Land	17,542	17,542	-	0.00%	17,542
Buildings and improvements	377,919	377,910	9	0.00%	377,910
Equipment	283,795	283,795	-	0.00%	283,393
Construction in progress	45,590	42,938	2,653	6.18%	39,190
	724,847	722,185	2,662	0.37%	718,035
Less accumulated depreciation	388,587	386,131	2,456	0.64%	383,671
	336,260	336,054	206	0.06%	334,364
Property under capital leases - less accumulated amortization	4,235	4,312	(77)	-1.78%	4,389
Total capital assets	340,496	340,367	129	0.04%	338,753
OTHER ASSETS					
Property not used in operations	1,678	1,682	(4)	-0.25%	1,686
Health-related investments	6,877	7,040	(162)	-2.31%	6,888
Other	11,131	10,724	408	3.80%	10,727
Total other assets	19,686	19,445	241	1.24%	19,301
Total assets	943,501	949,099	(5,598)	-0.59%	957,336
DEFERRED OUTFLOWS	9,262	(2,761)	12,023	-435.41%	9,364
Total assets and deferred outflows	\$ 952,763	\$ 946,338	\$ 6,425	0.68%	\$ 966,701

KAWEAH DELTA HEALTH CARE DISTRICT

CONSOLIDATED STATEMENTS OF NET POSITION (000's)

	Aug-20	Jul-20	Change	% Change	Jun-20
					(Unaudited)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES					
Accounts payable and accrued expenses	\$ 77,793	\$ 76,674	\$ 1,119	1.46%	\$ 81,113
Accrued payroll and related liabilities	51,261	58,729	(7,468)	-12.72%	63,411
Long-term debt, current portion	10,625	10,647	(22)	-0.21%	10,647
Total current liabilities	139,679	146,050	(6,371)	-4.36%	155,171
LONG-TERM DEBT, less current portion					
Bonds payable	262,322	262,379	(57)	-0.02%	262,436
Capital leases	209	214	(6)	-2.71%	220
Total long-term debt	262,531	262,594	(63)	-0.02%	262,656
NET PENSION LIABILITY	39,229	28,229	11,000	38.97%	40,378
OTHER LONG-TERM LIABILITIES	31,652	30,992	660	2.13%	30,626
Total liabilities	473,091	467,865	5,226		488,831
NET ASSETS					
Invested in capital assets, net of related debt	106,334	106,147	187	0.18%	104,497
Restricted	32,672	31,719	953	3.01%	30,568
Unrestricted	340,667	340,608	59	0.02%	342,805
Total net position	479,672	478,473	1,199	0.25%	477,869
Total liabilities and net position	\$ 952,763	\$ 946,338	\$ 6,425	0.68%	\$ 966,701

M O R E T H A N M E D I C I N E . L I F E .

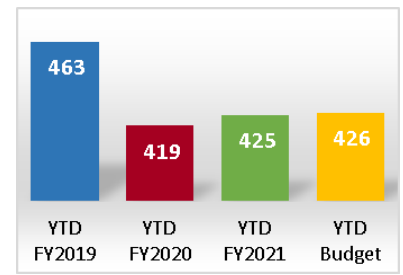
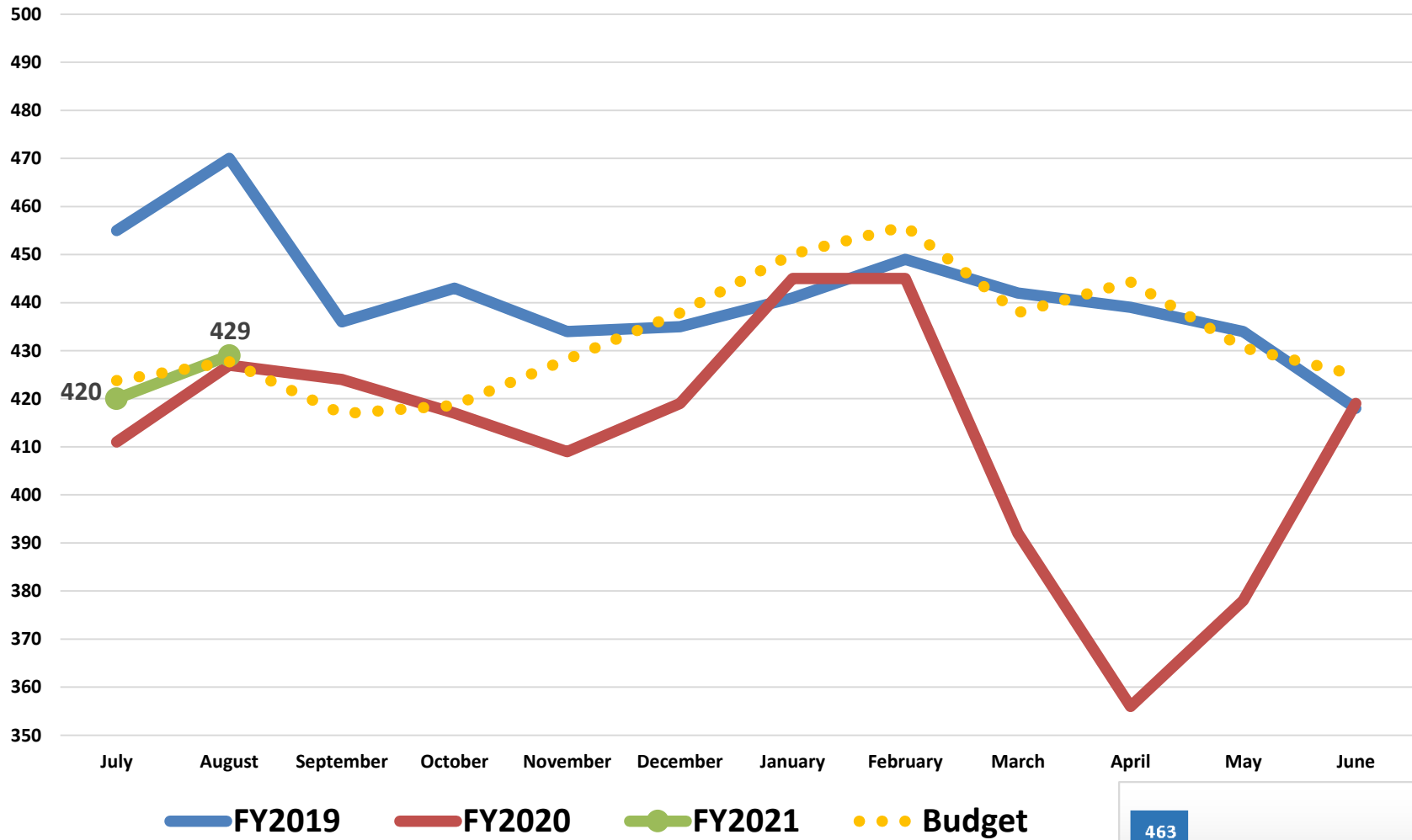
Statistical Report

September 28, 2020

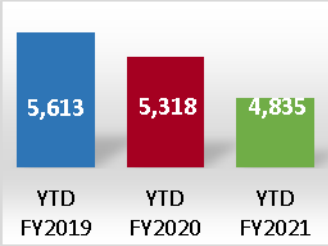
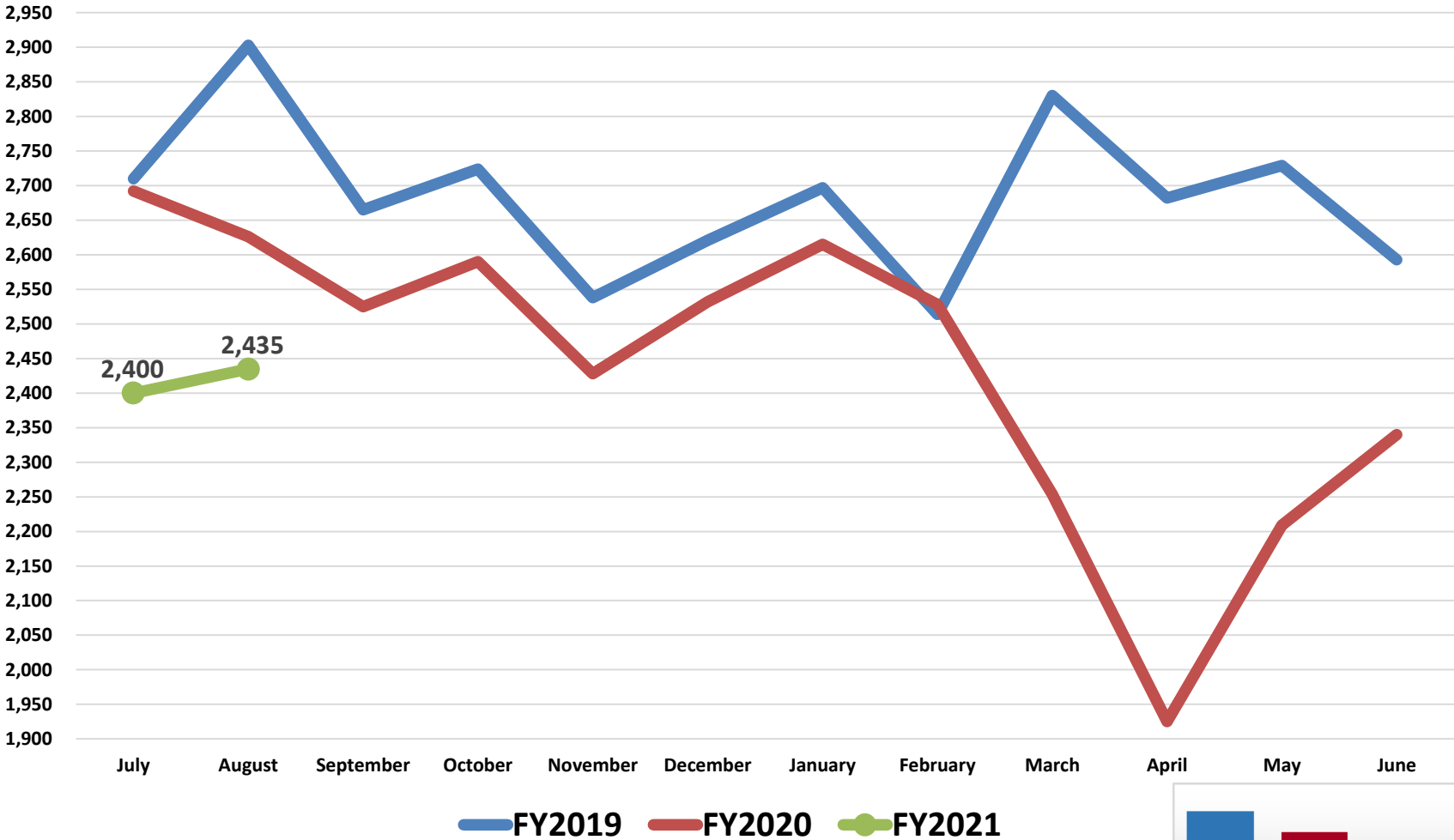


Kaweah Delta
HEALTH CARE DISTRICT

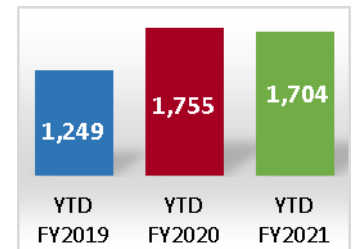
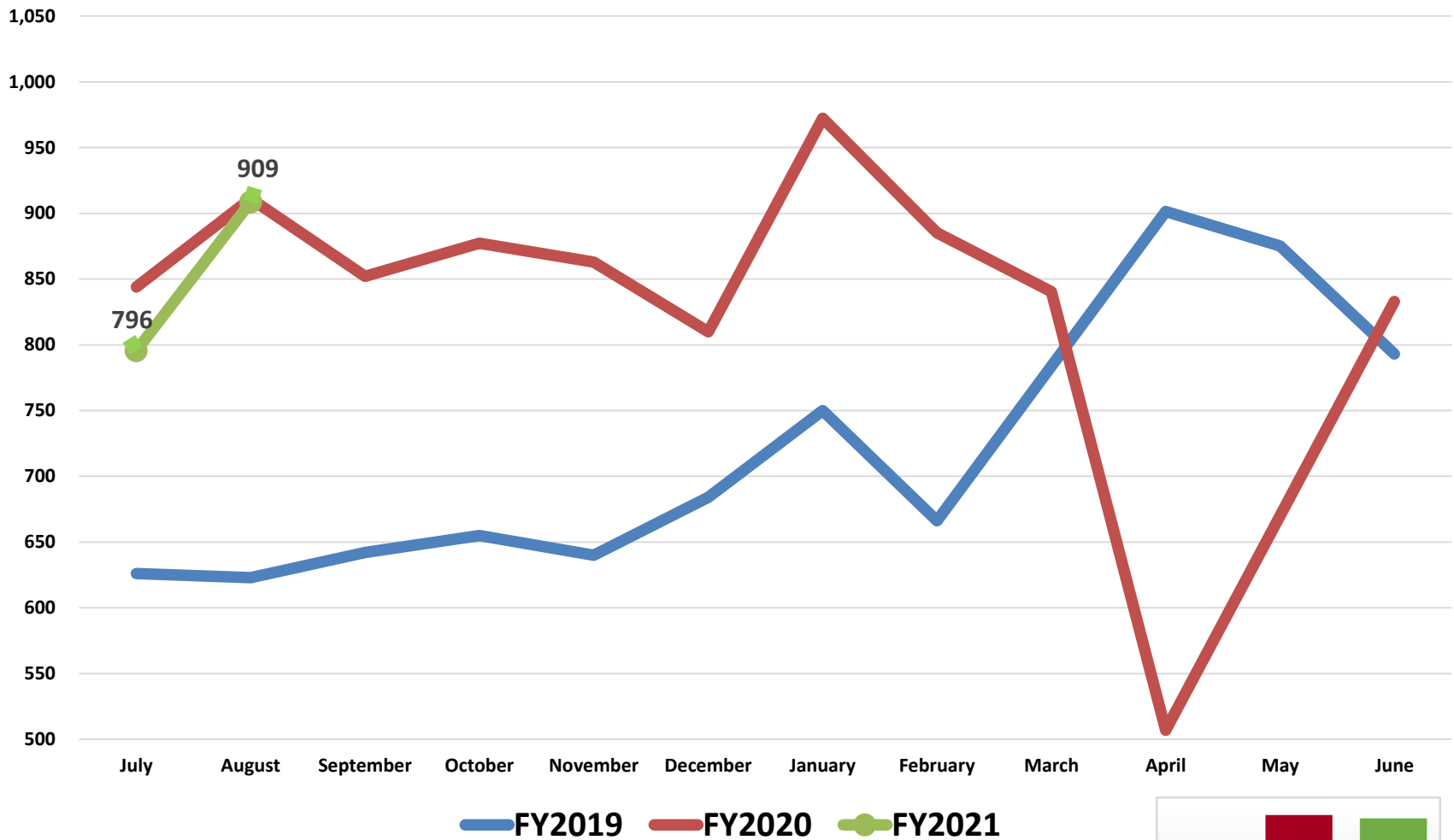
Average Daily Census



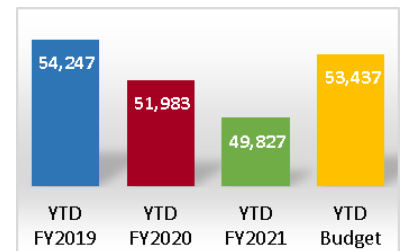
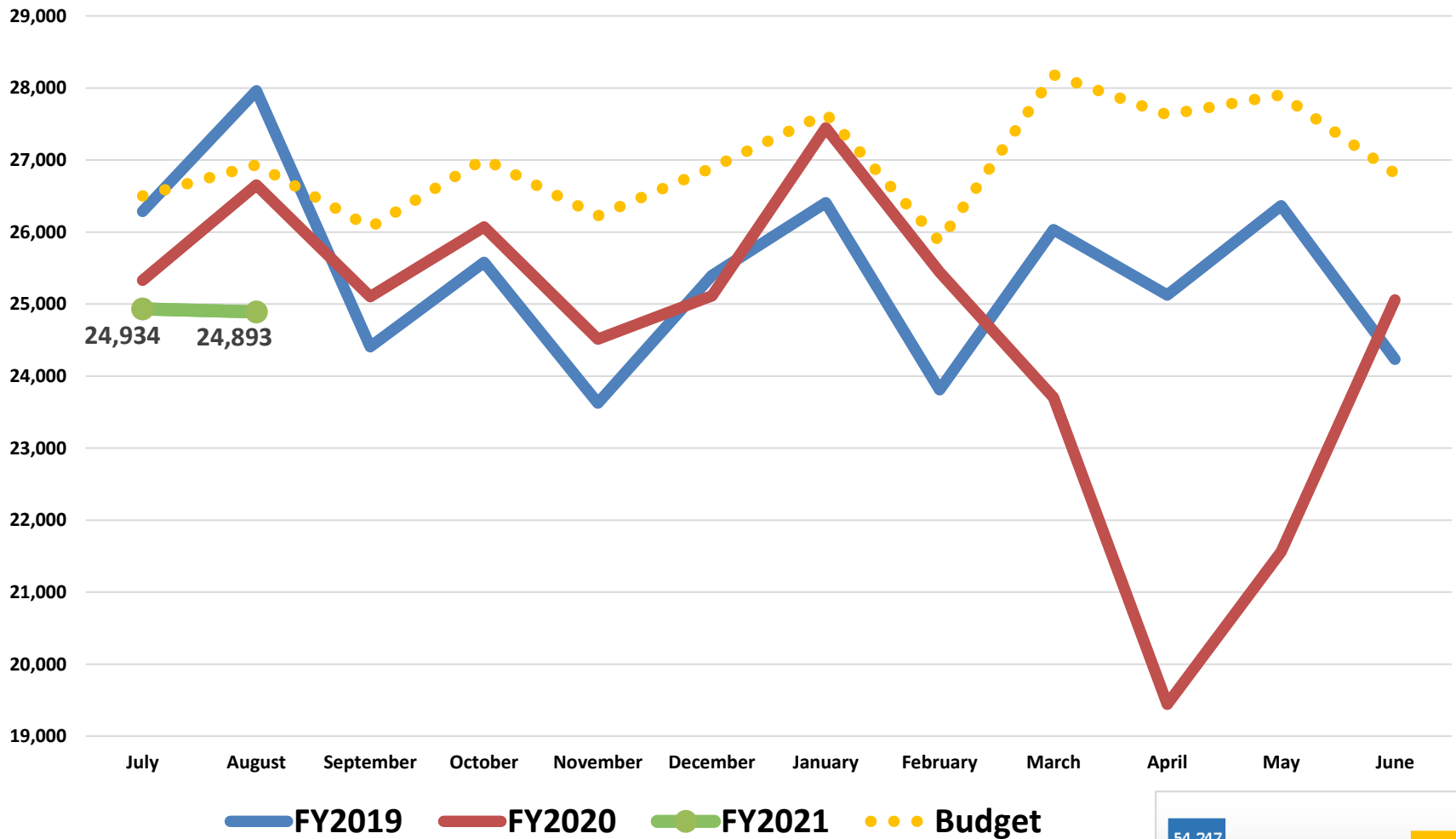
Admissions



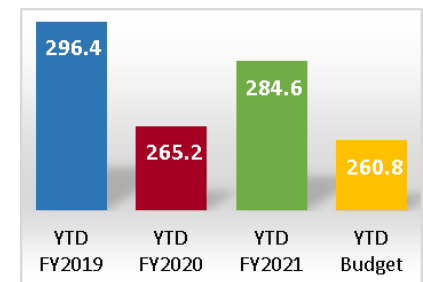
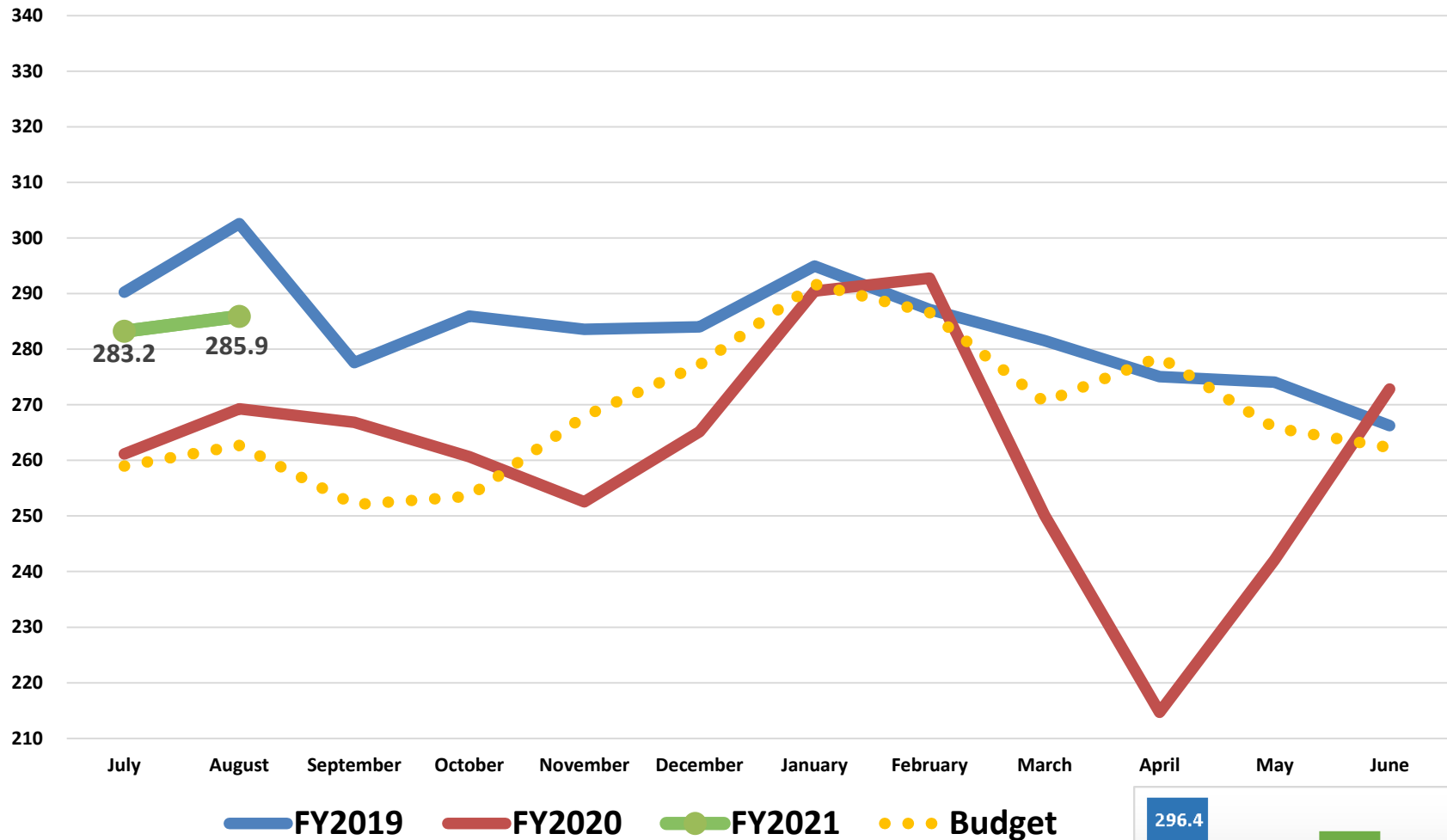
Observation Days



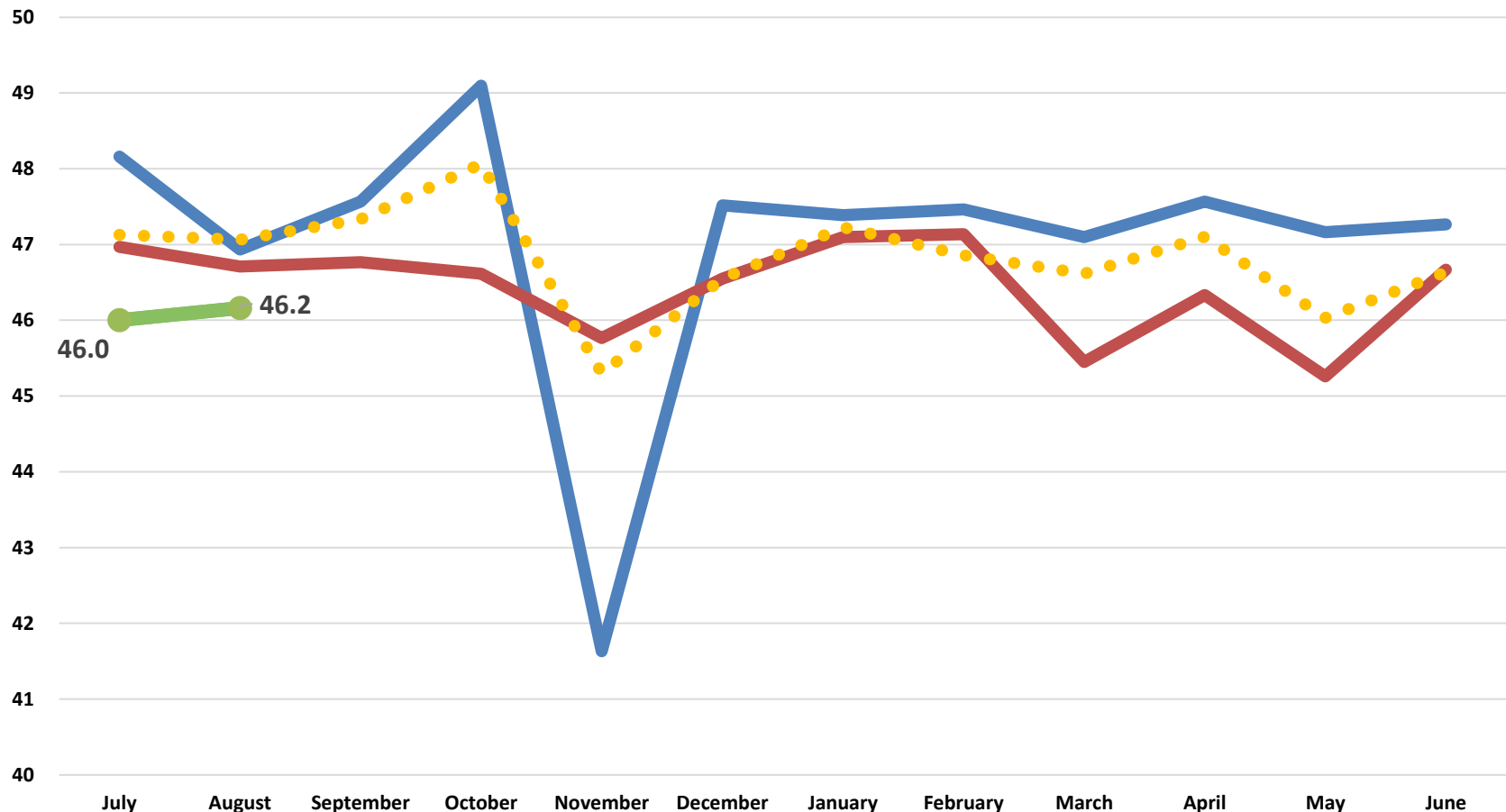
Adjusted Patient Days



Medical Center – Avg. Patients Per Day



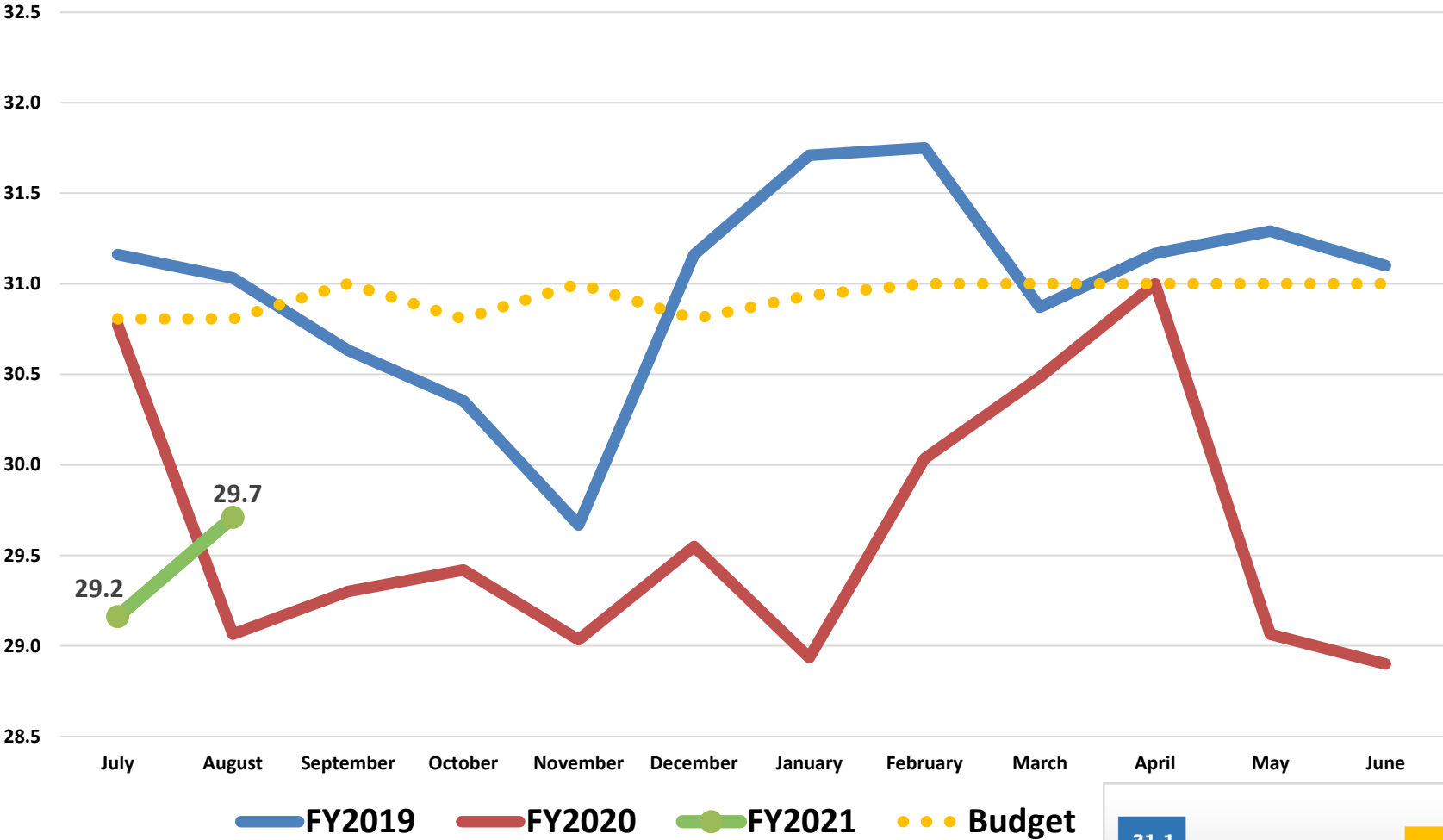
Acute I/P Psych - Avg. Patients Per Day



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

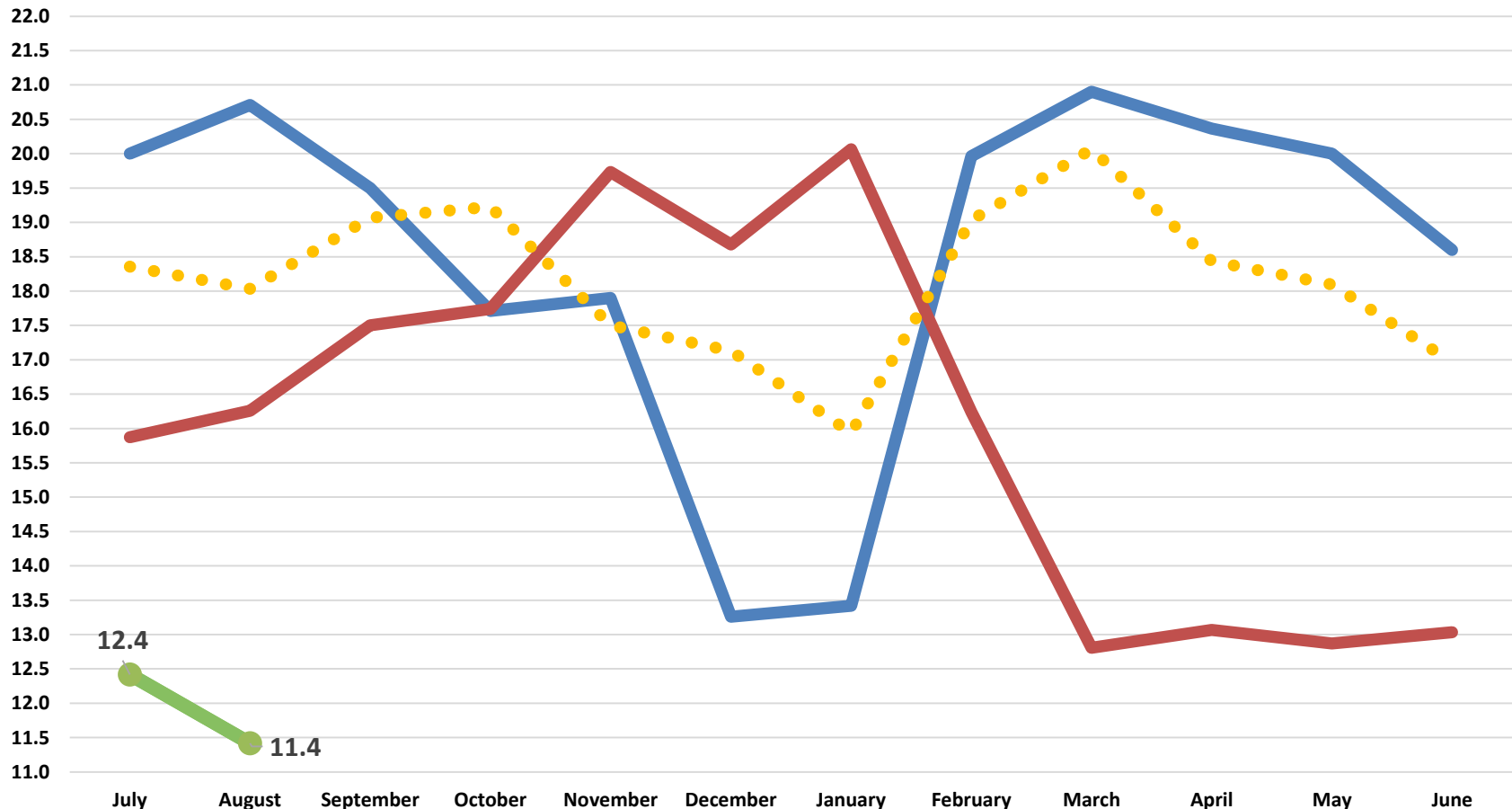
47.5	46.8	46.1	47.1
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Sub-Acute - Avg. Patients Per Day

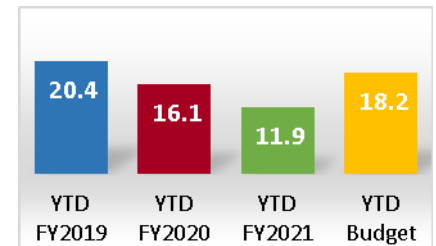


31.1	29.9	29.4	30.8
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

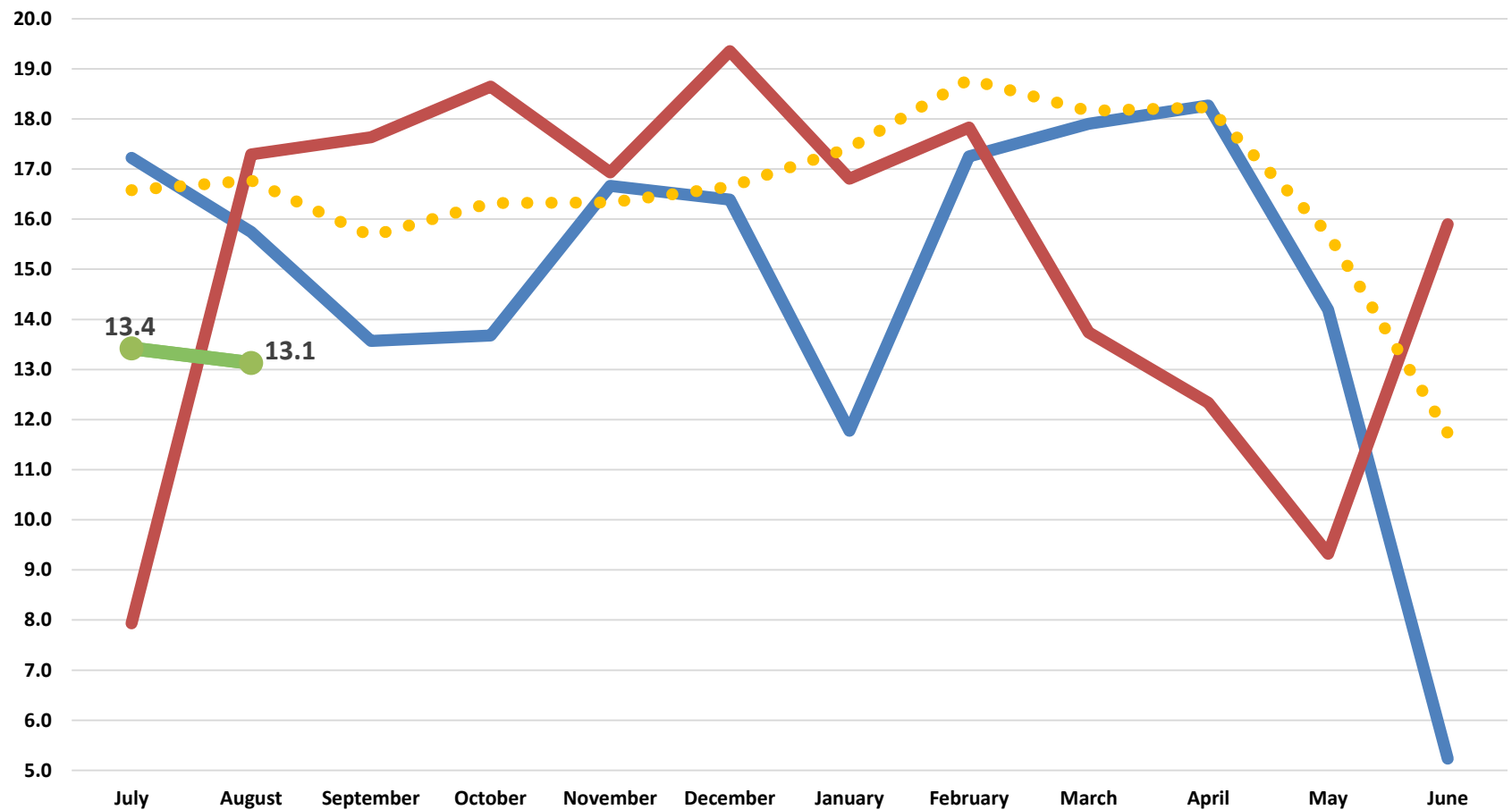
Rehabilitation Hospital - Avg. Patients Per Day



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



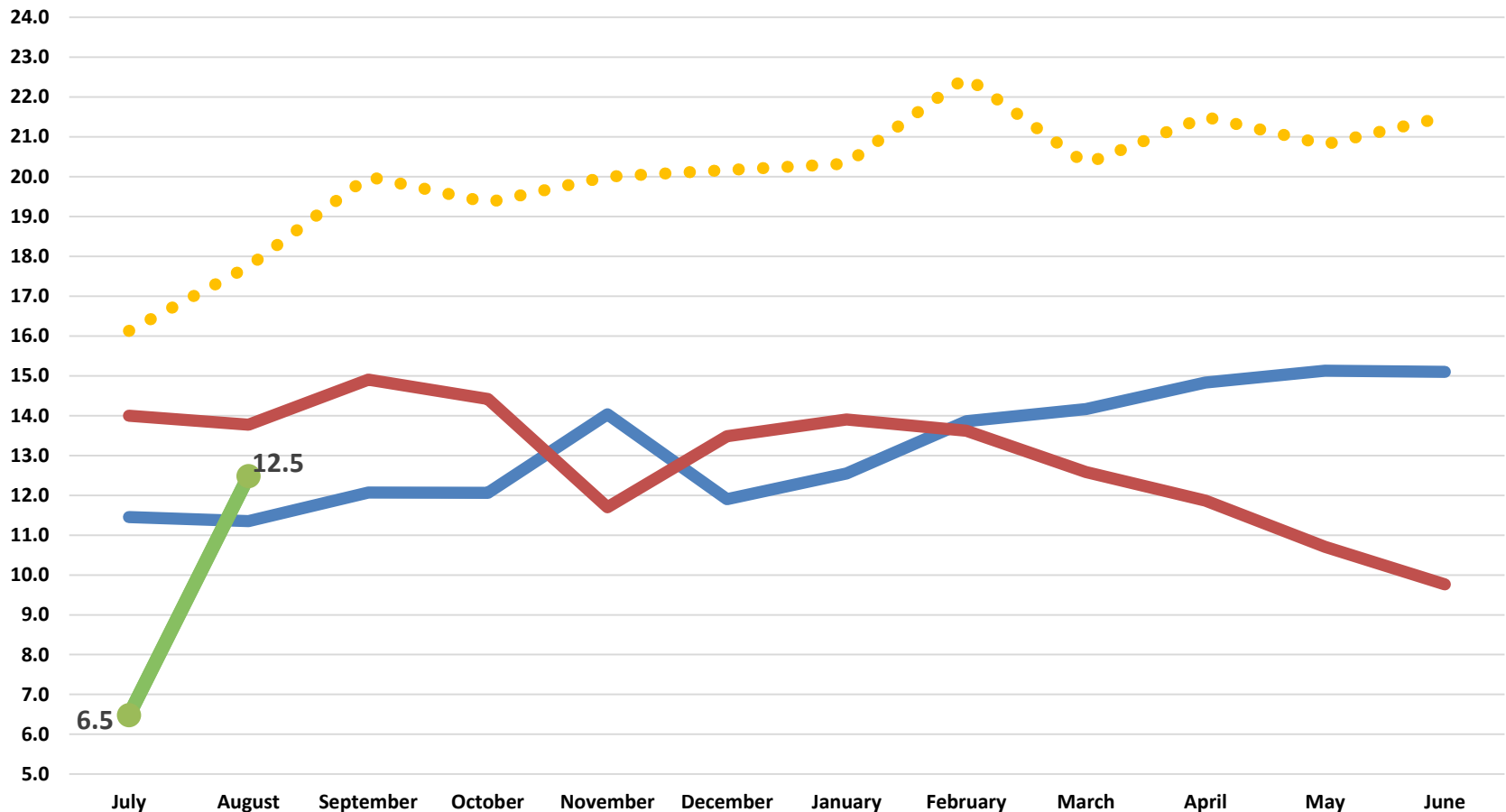
Transitional Care Services (TCS) - Avg. Patients Per Day



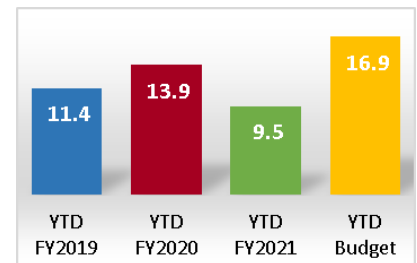
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

16.5	12.6	13.3	16.7
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

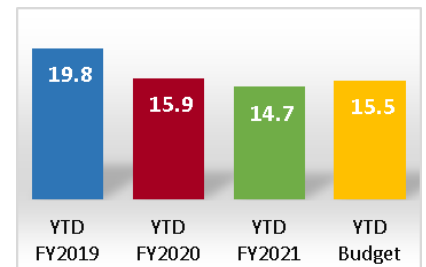
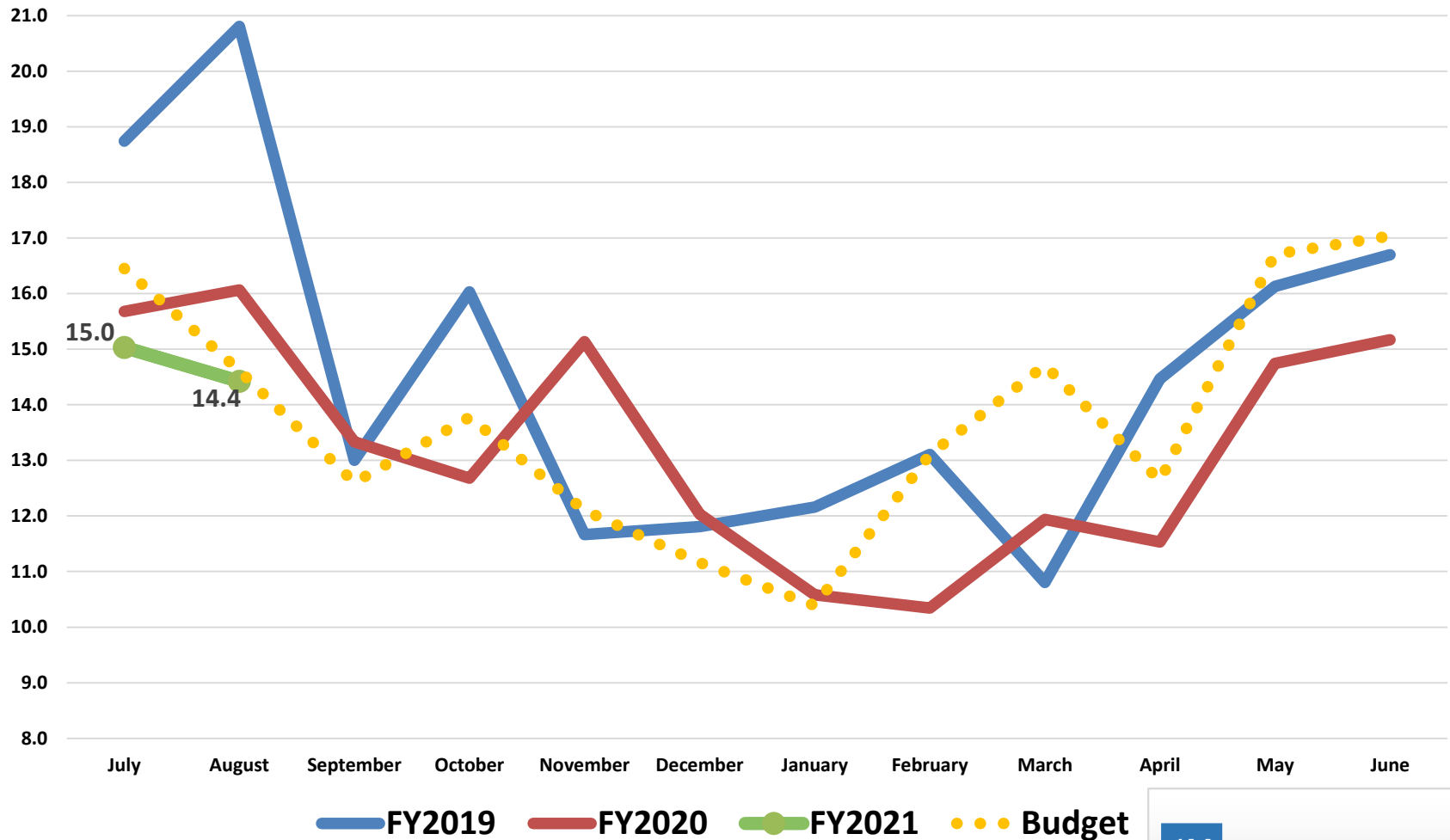
TCS Ortho - Avg. Patients Per Day



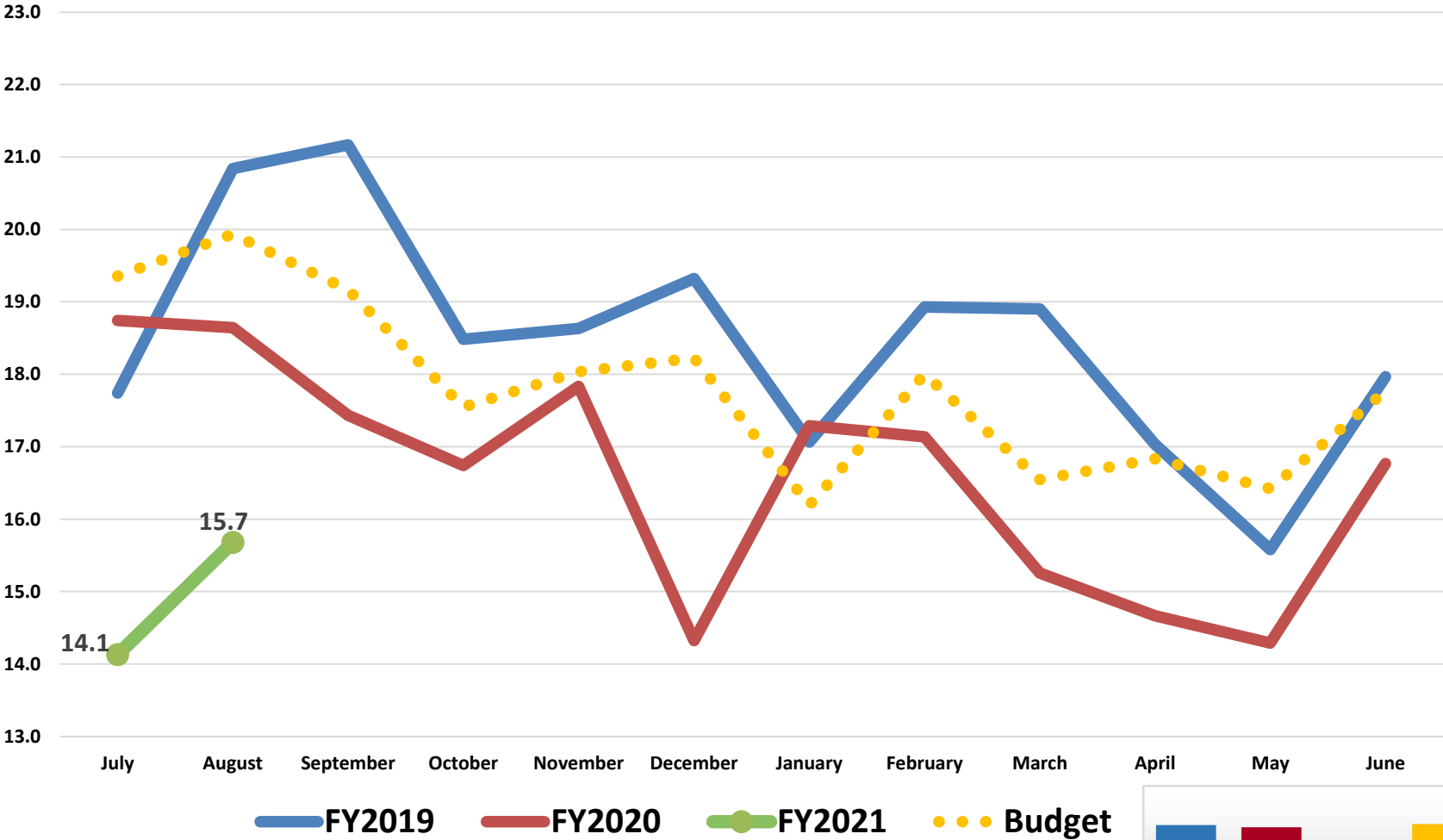
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget



NICU - Avg. Patients Per Day

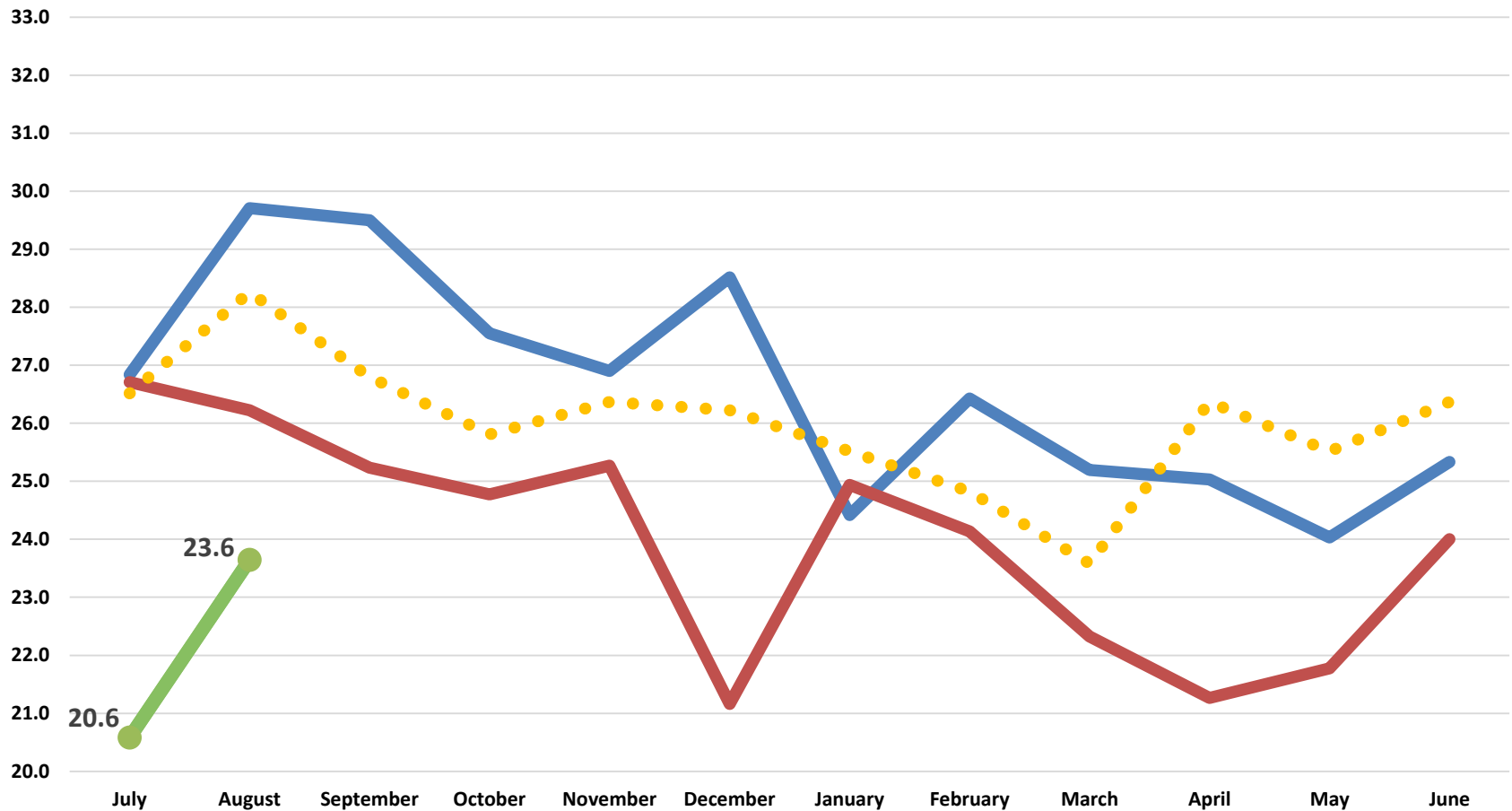


Nursery - Avg. Patients Per Day



19.3	18.7	14.9	19.6
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

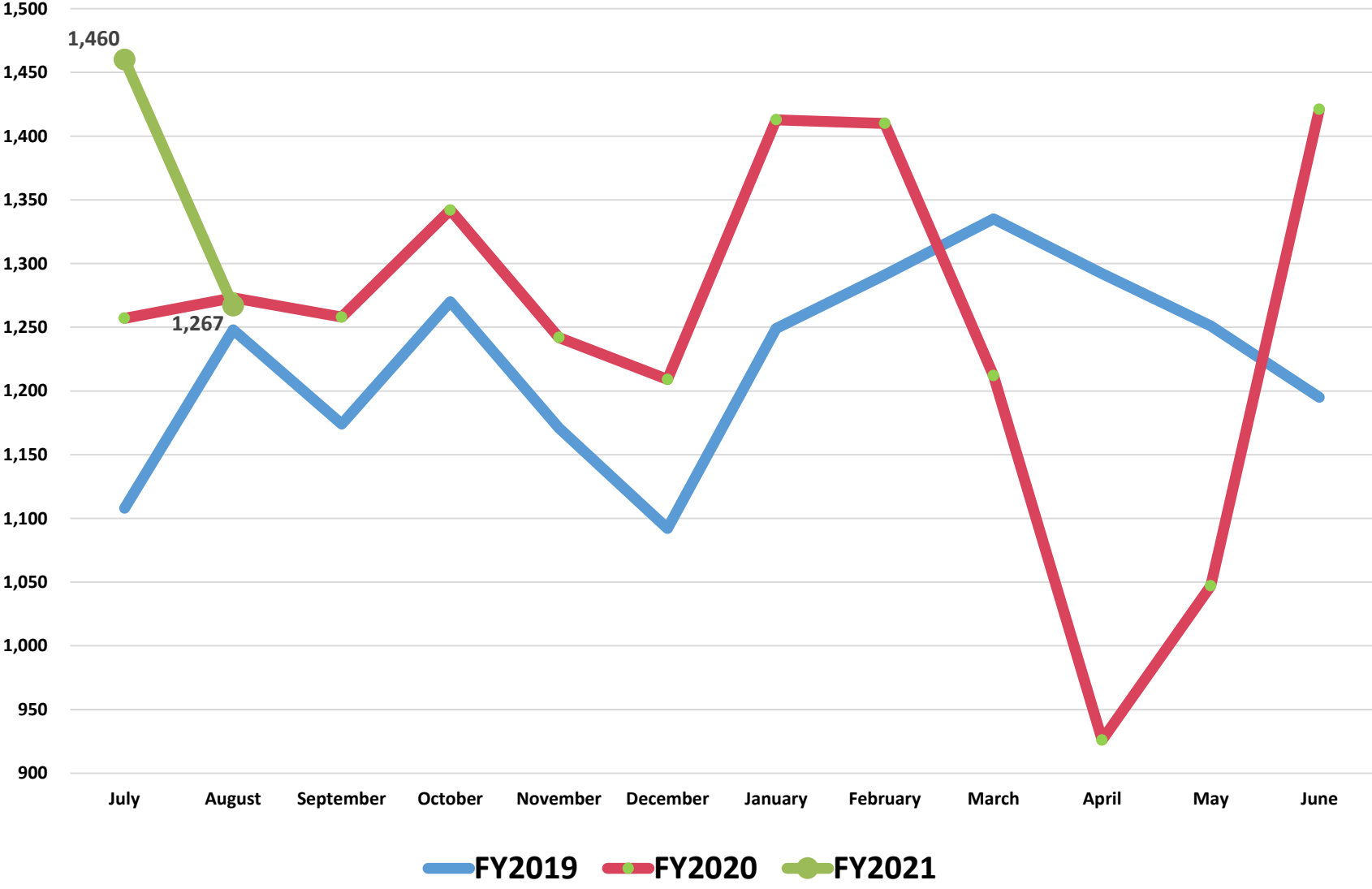
Obstetrics - Avg. Patients Per Day



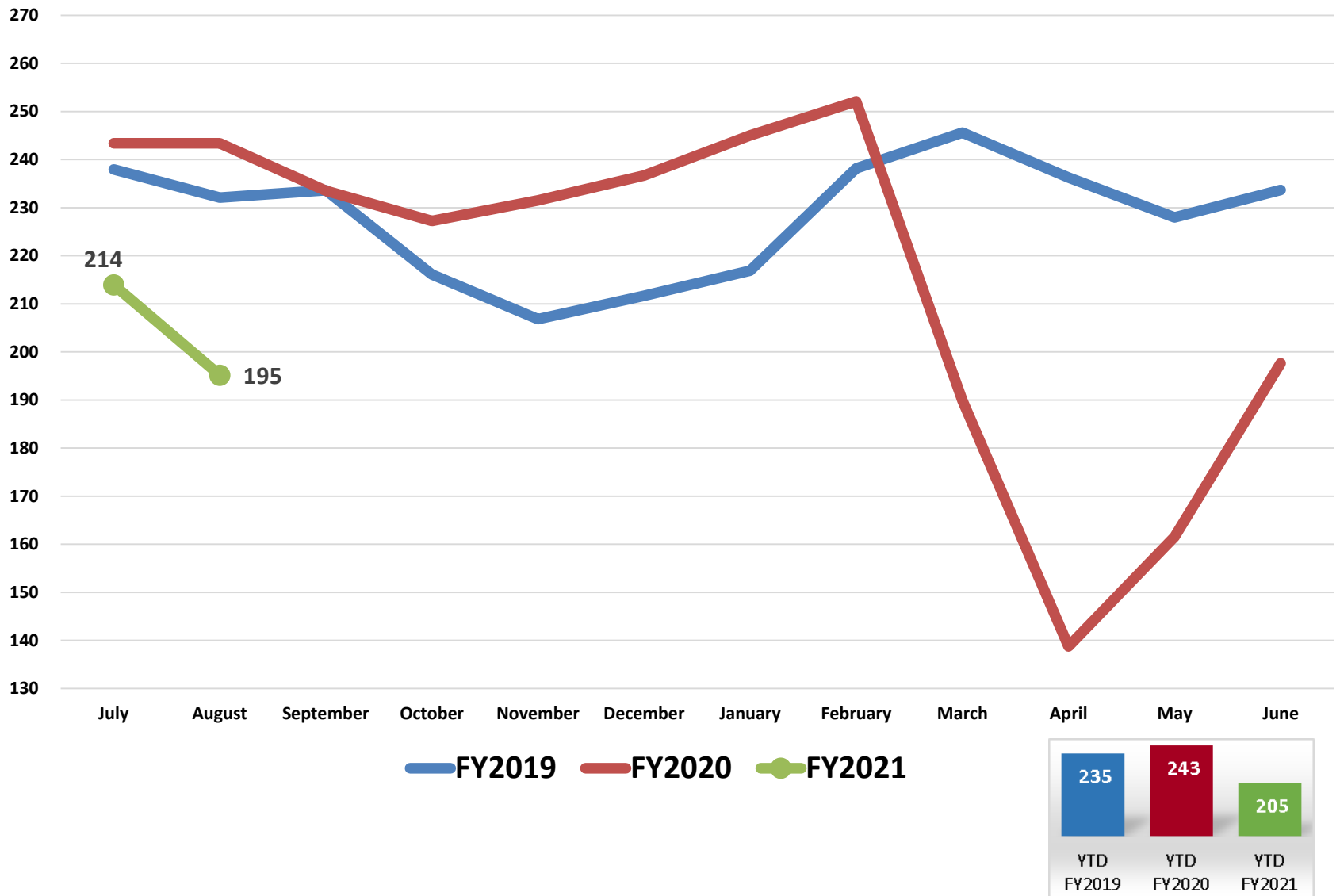
—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget

28.3	26.5	22.1	27.4
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

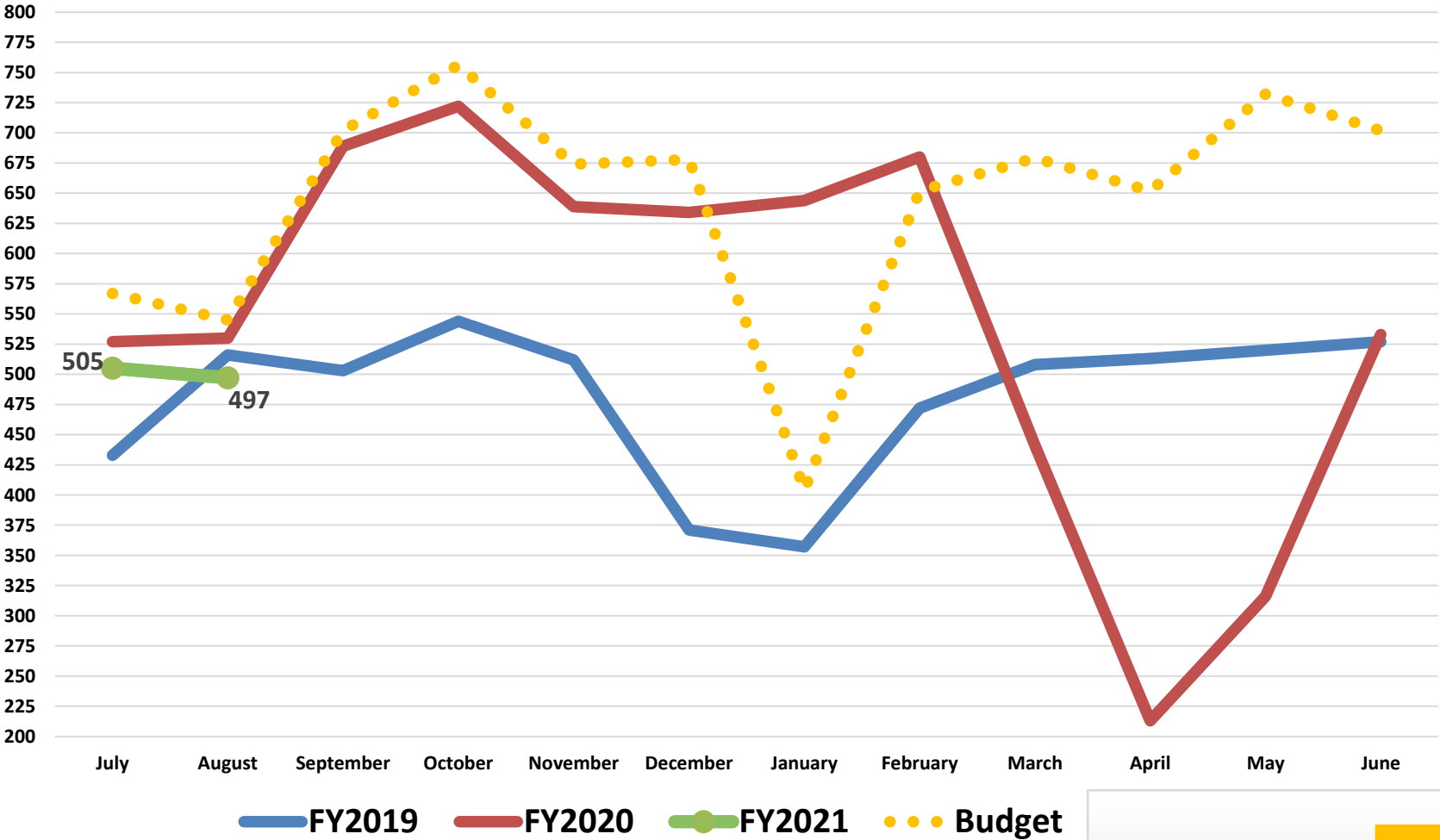
Outpatient Registrations per Day



Emergency Dept – Avg Treated Per Day

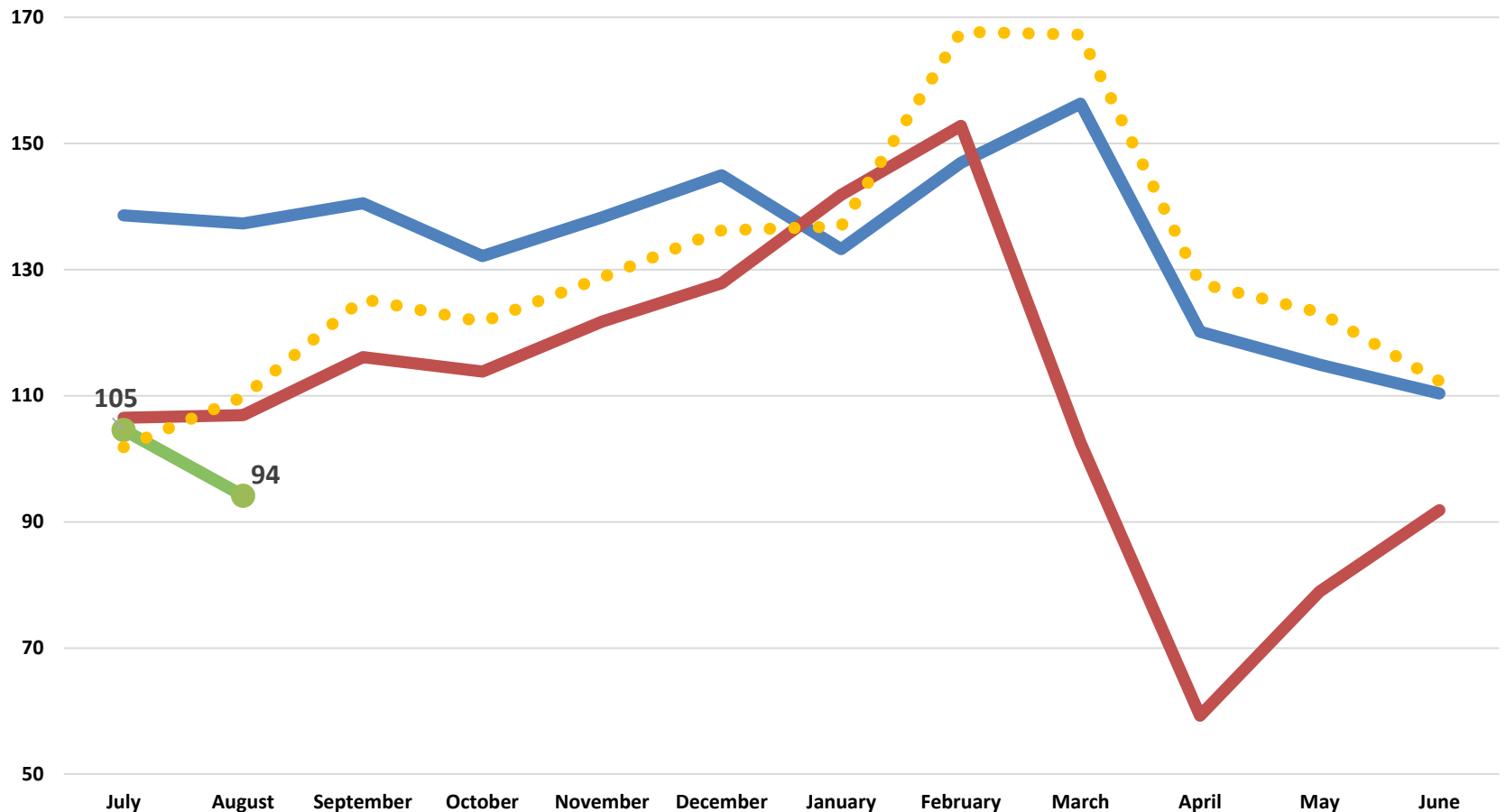


Endoscopy Procedures

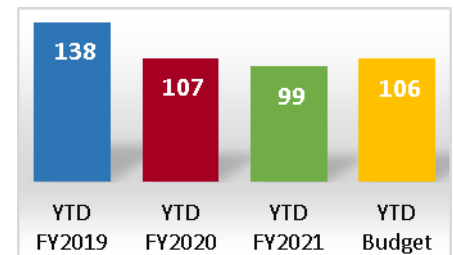


949	1,057	1,002	1,112
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

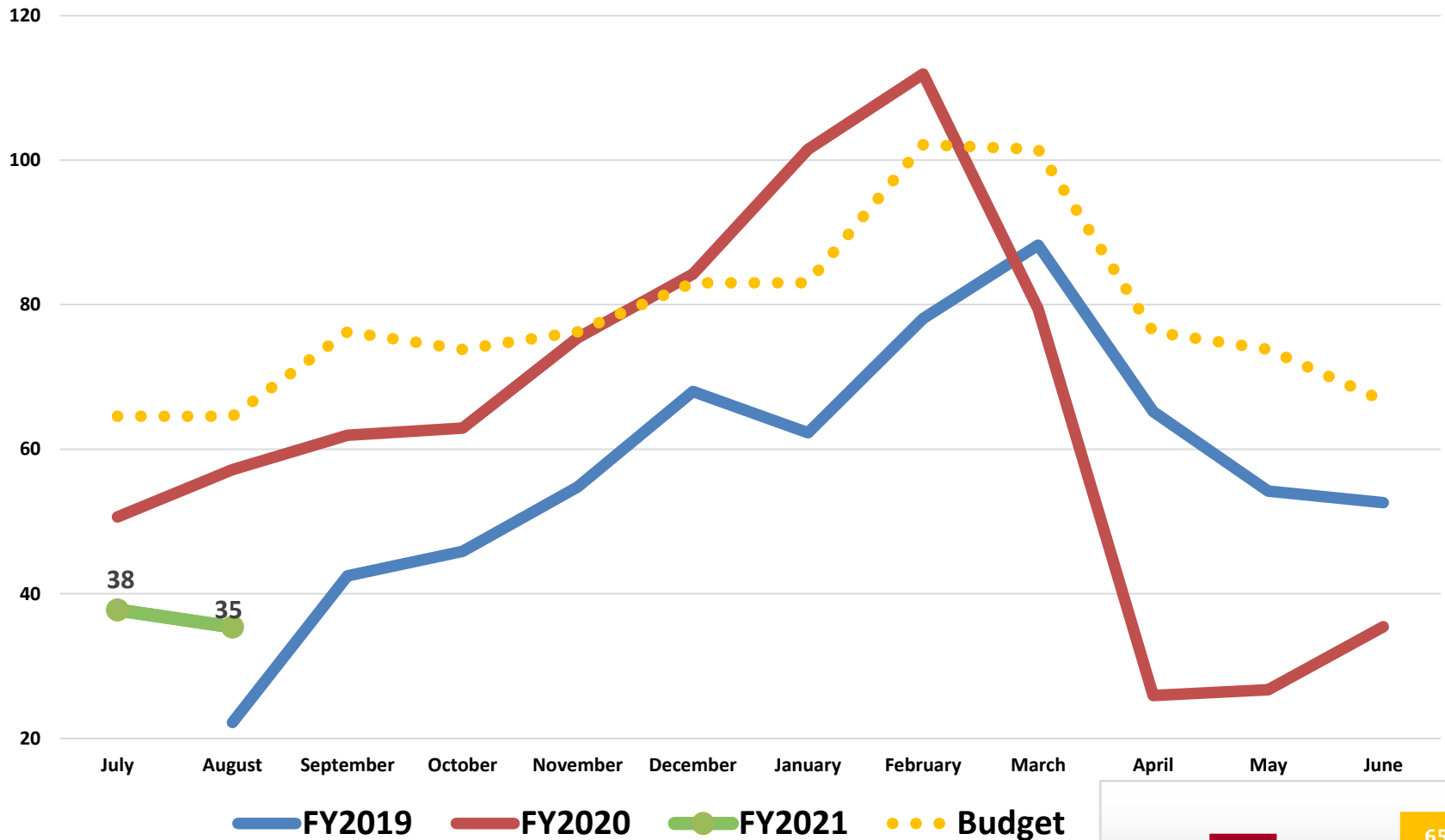
Urgent Care – Court Average Visits Per Day



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

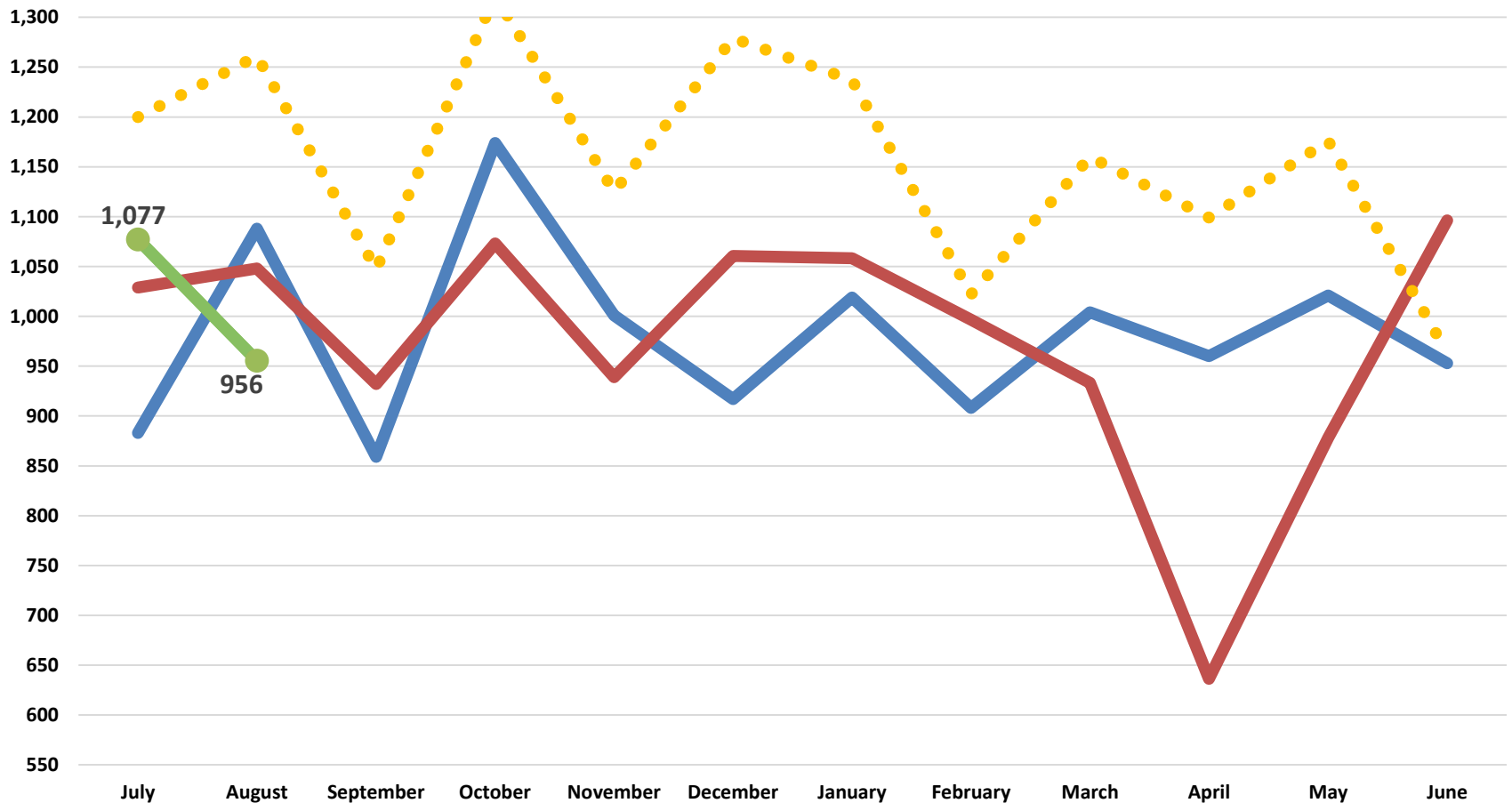


Urgent Care – Demaree Average Visits Per Day

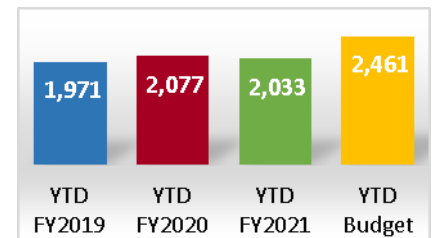


22	54	37	65
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

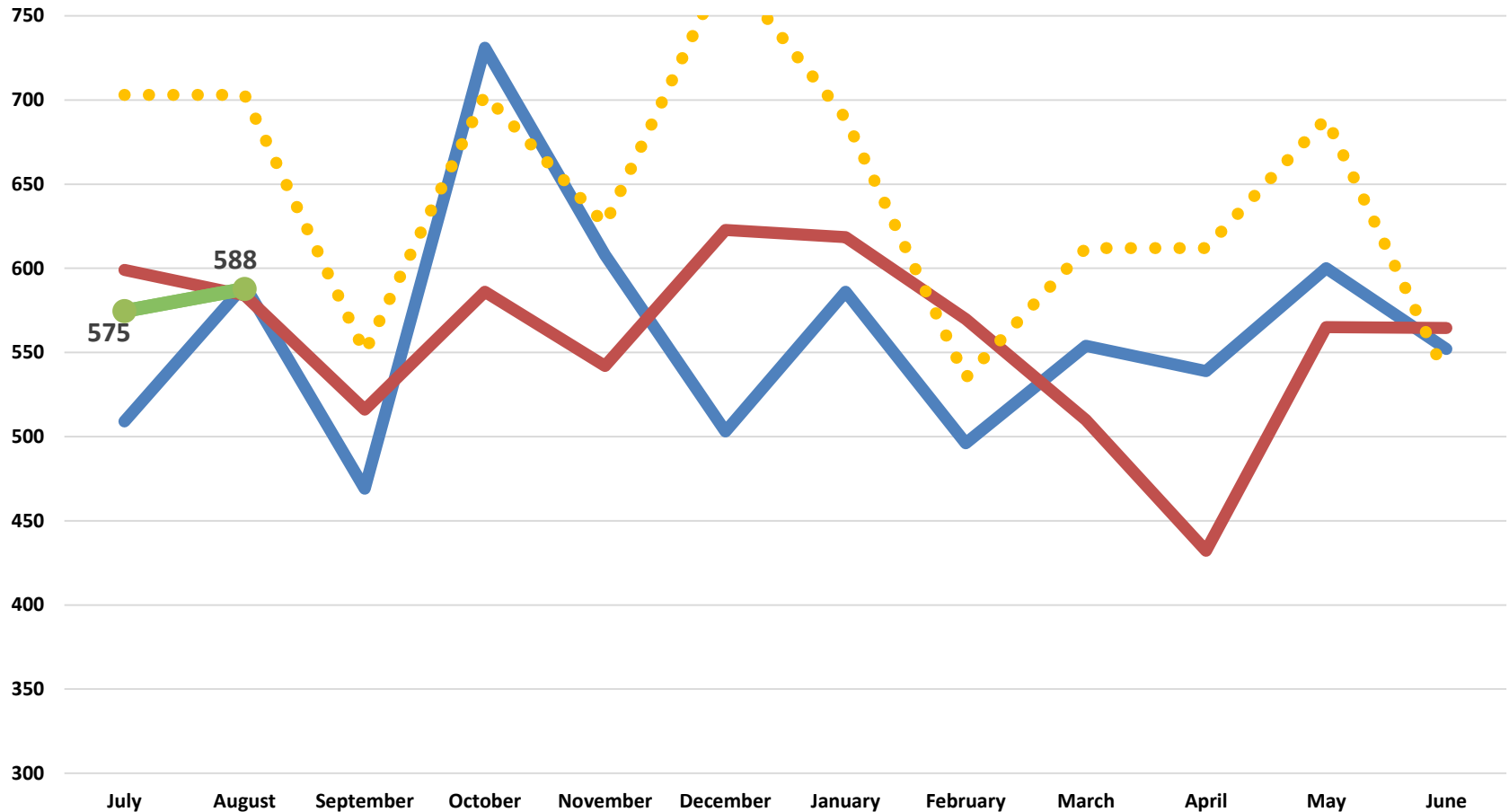
Surgery (IP & OP) – 100 Min Units



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



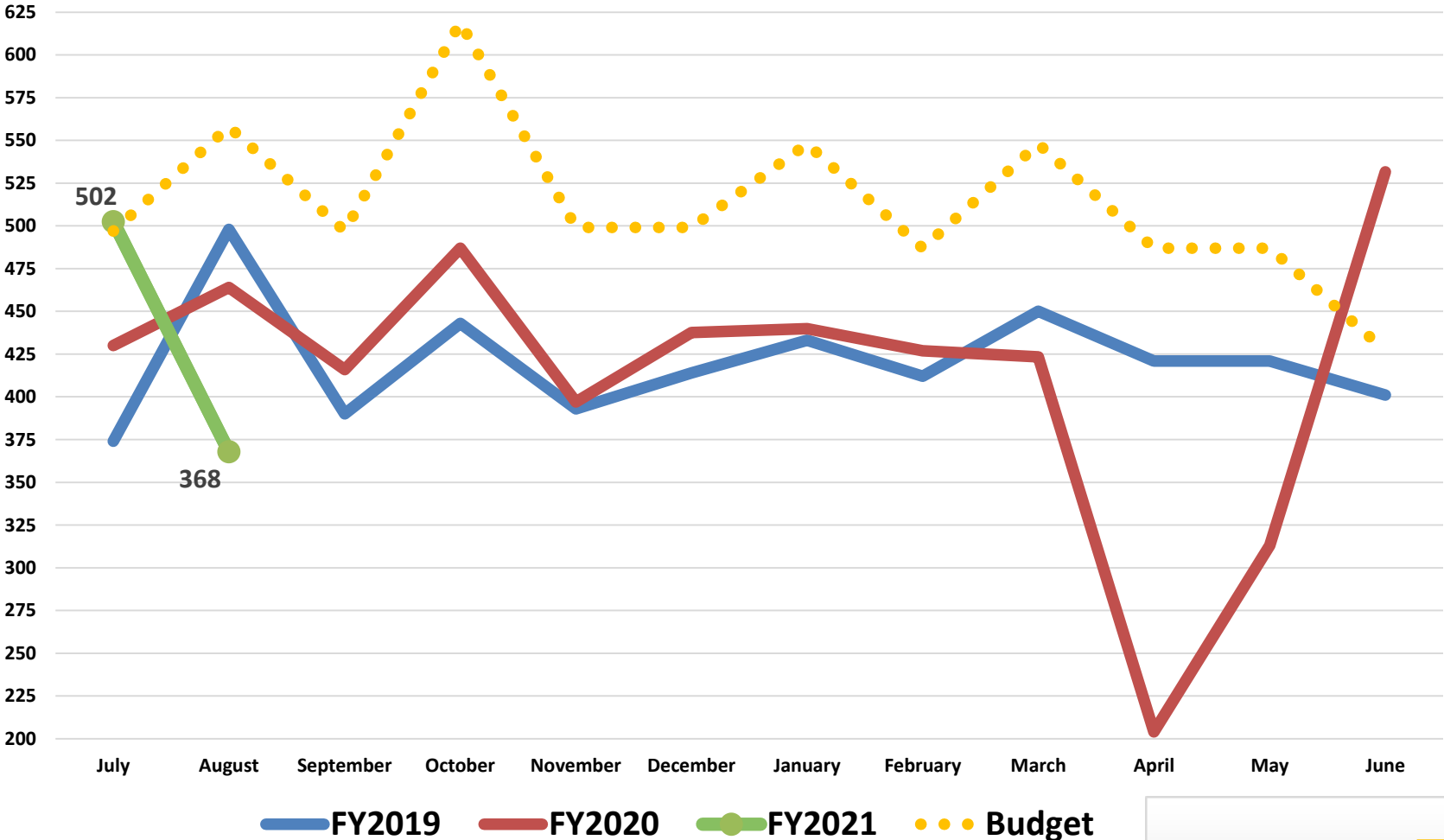
Surgery (IP Only) – 100 Min Units



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

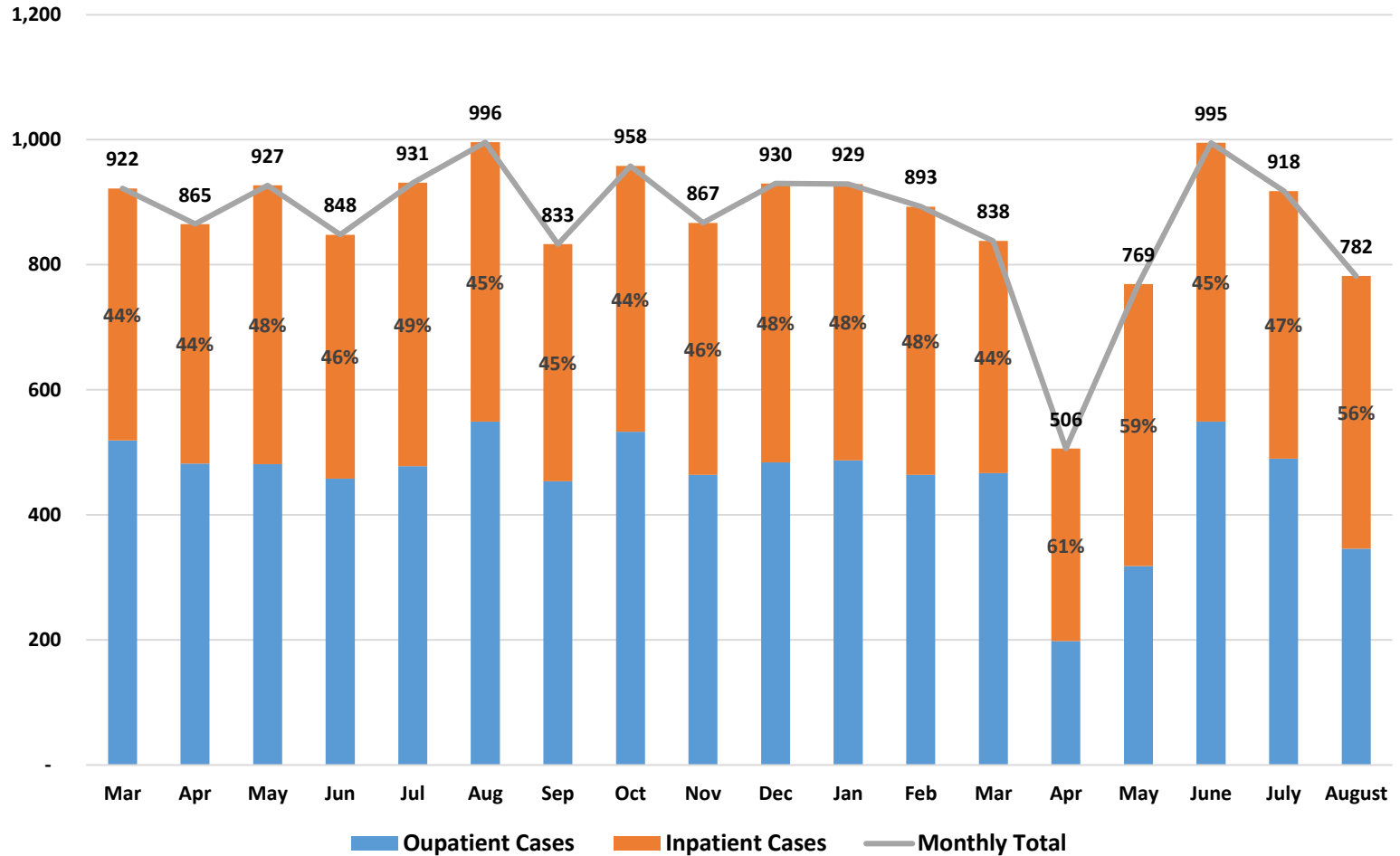
1,099	1,183	1,162	1,406
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (OP Only) – 100 Min Units

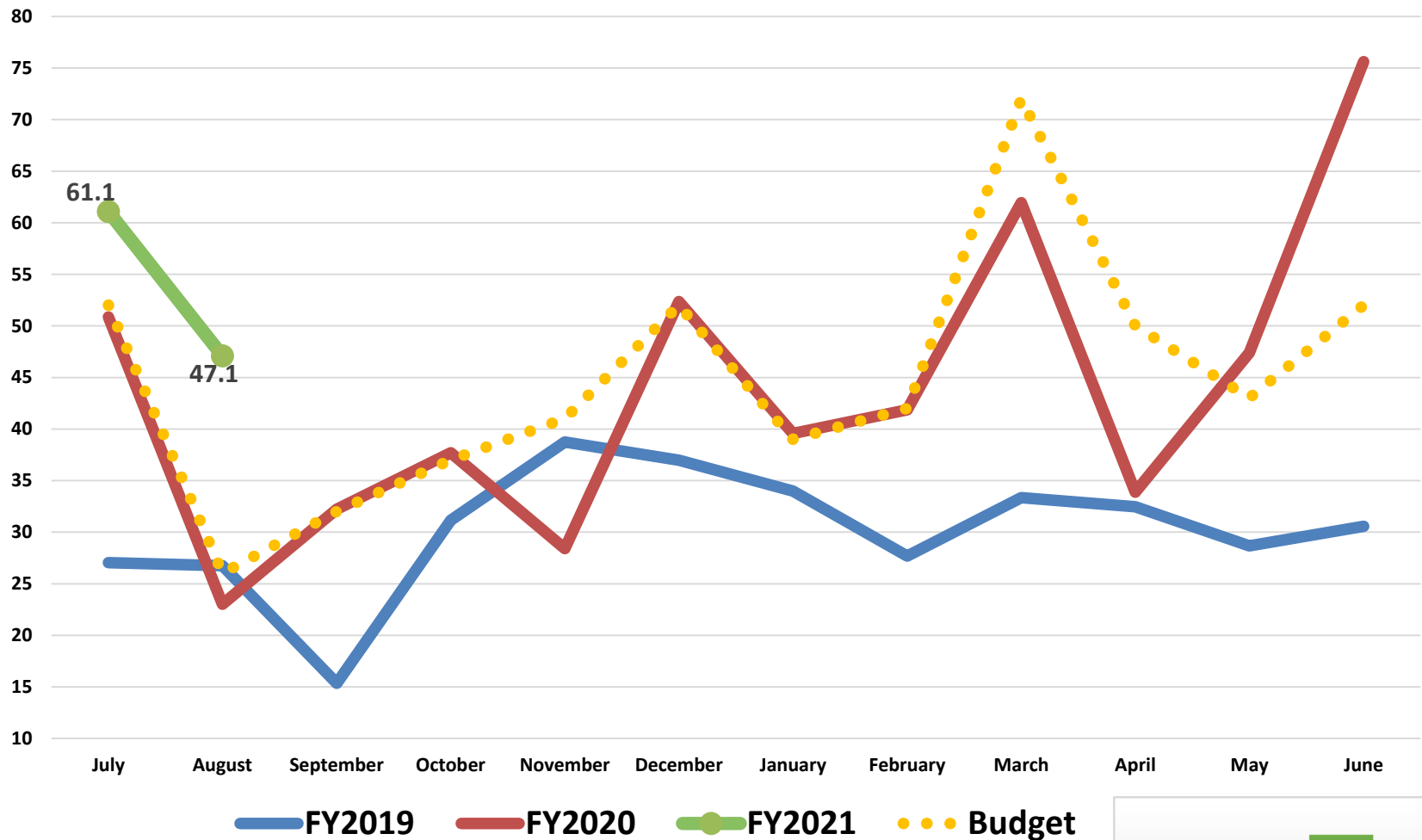


872	894	870	1,055
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Surgery (IP & OP) - Cases

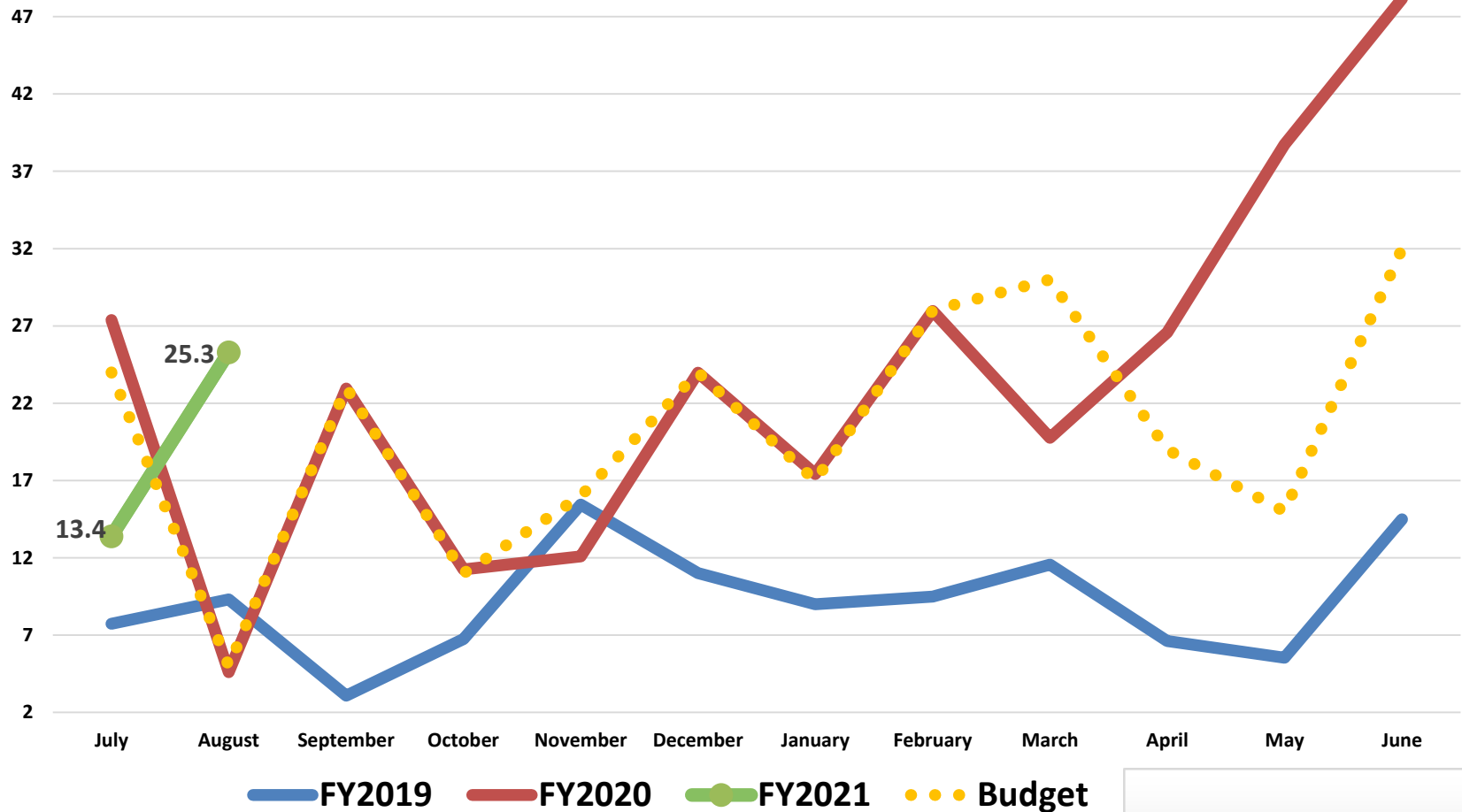


Robotic Surgery (IP & OP) – 100 Min Units



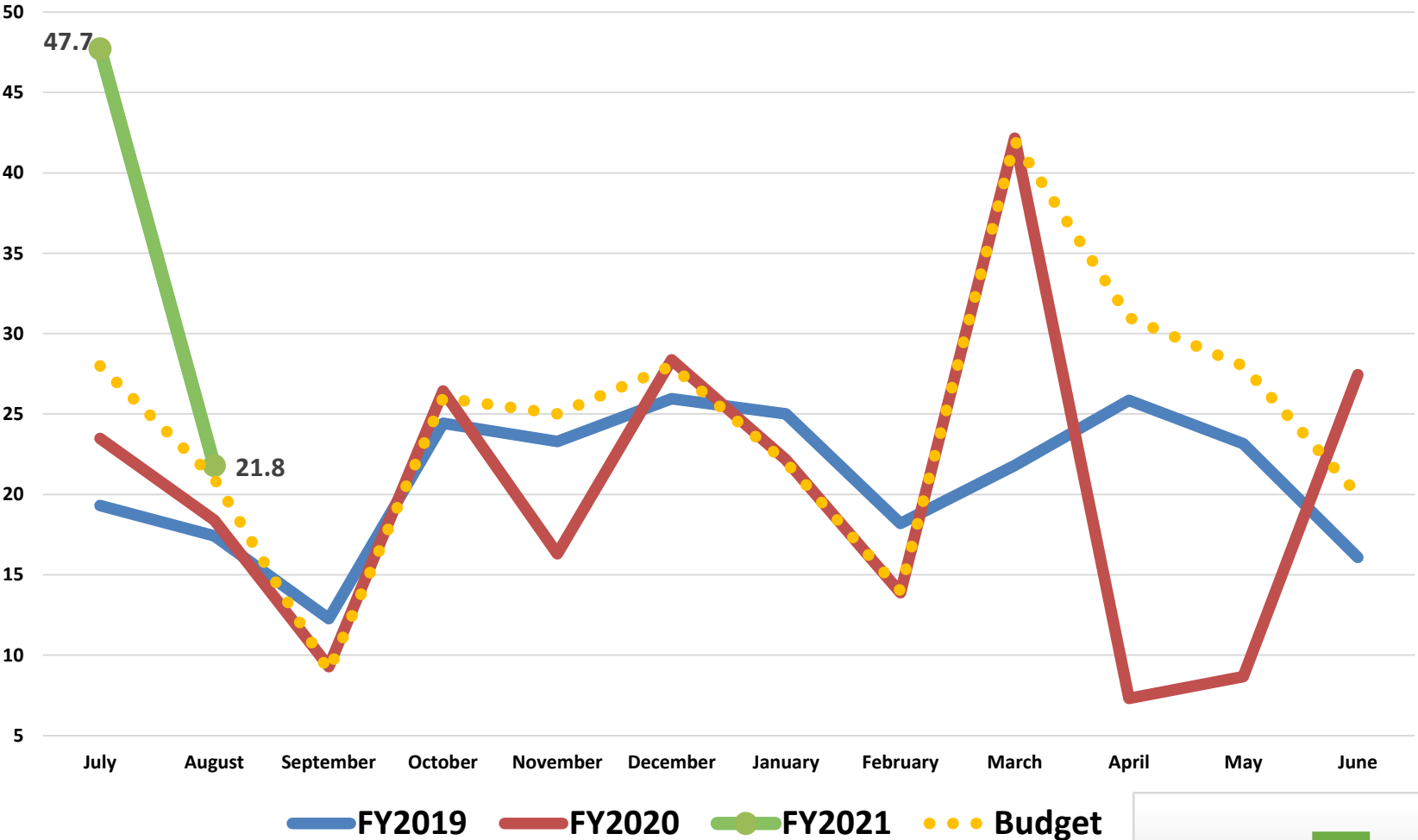
53.8	73.9	108.2	78.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (IP Only) – 100 Min Units



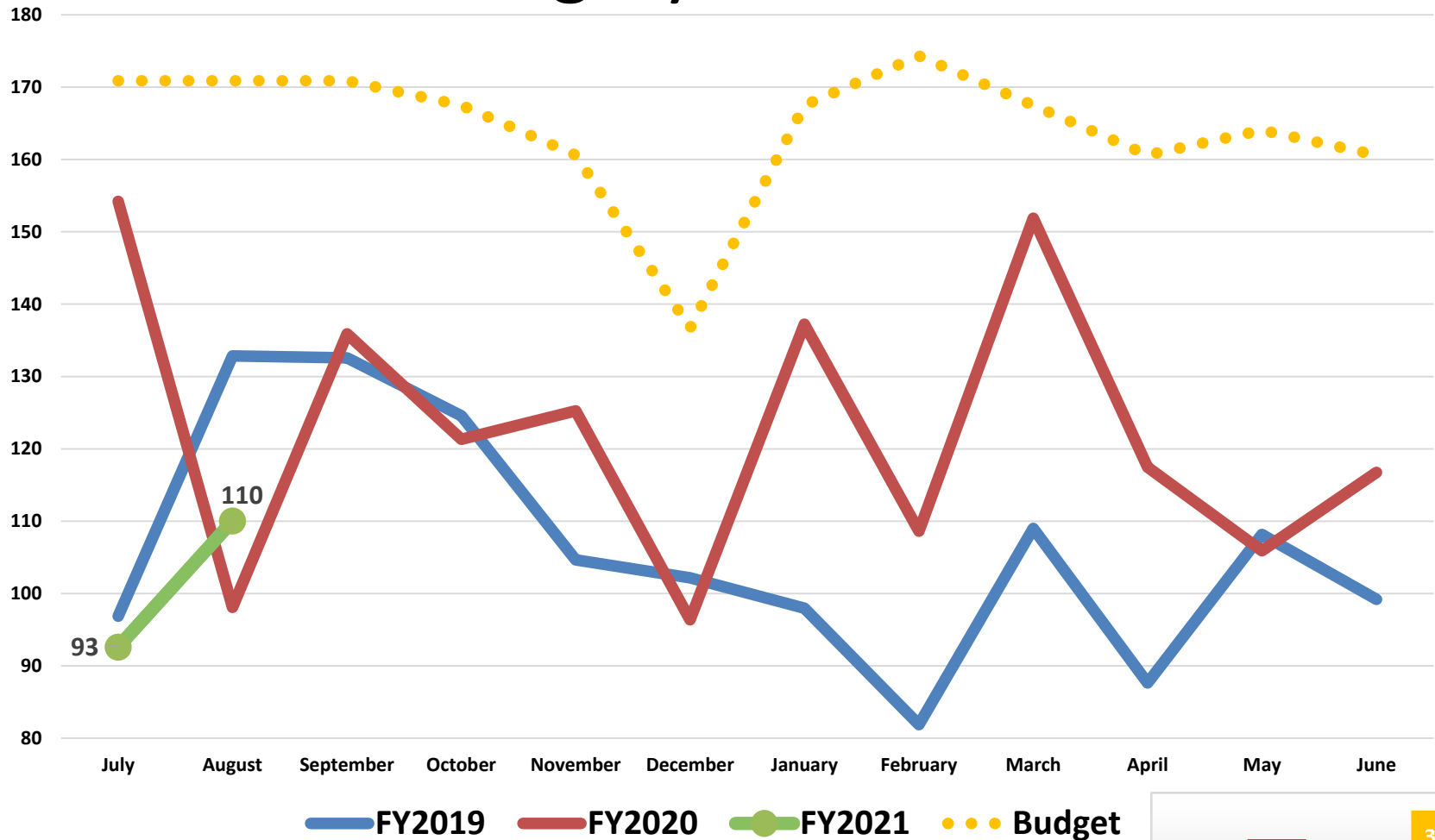
17.1	32.0	38.7	29.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Robotic Surgery (OP Only) – 100 Min Units



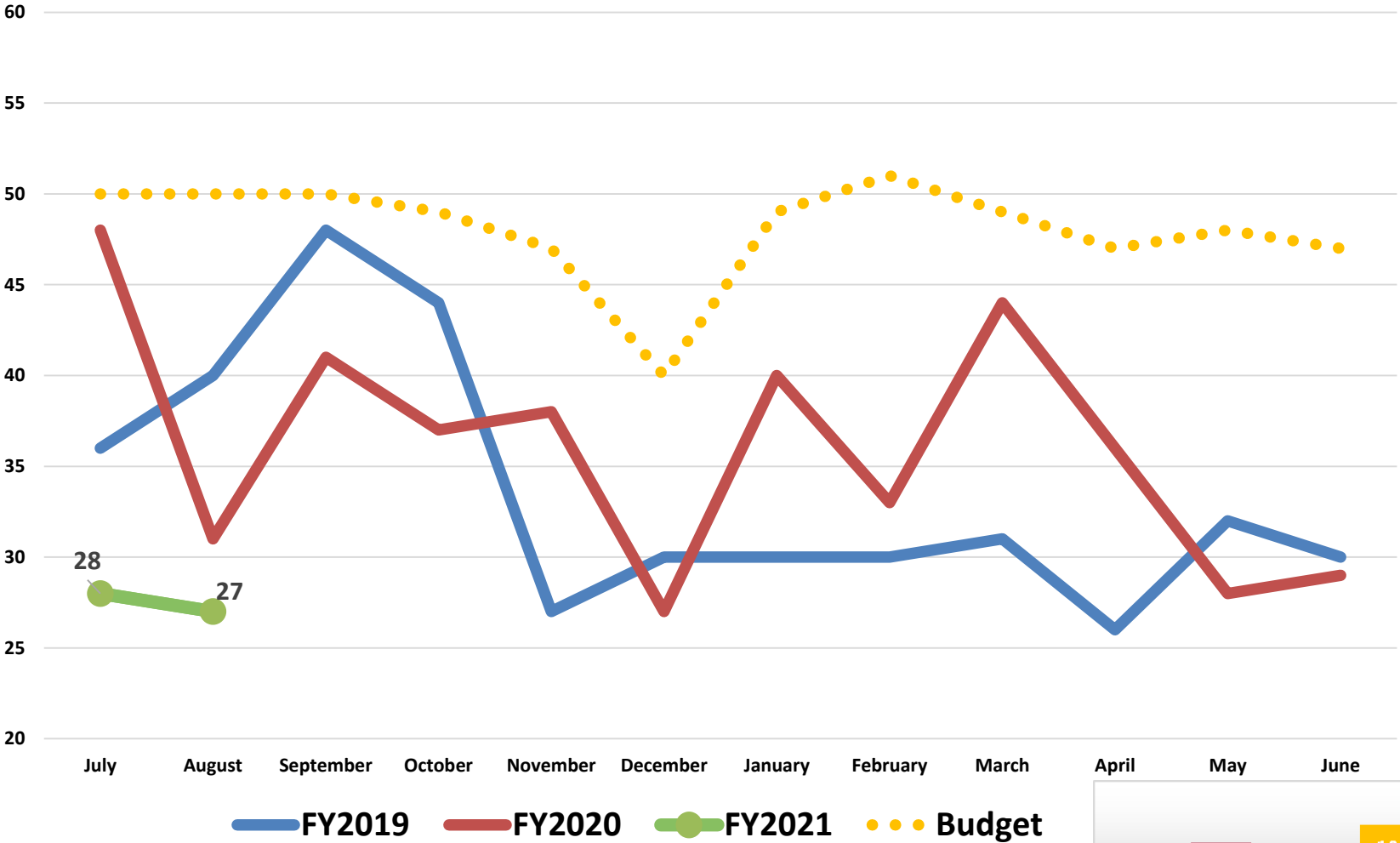
36.7	41.9	69.5	49.0
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cardiac Surgery – 100 Min Units



230	252	203	342
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

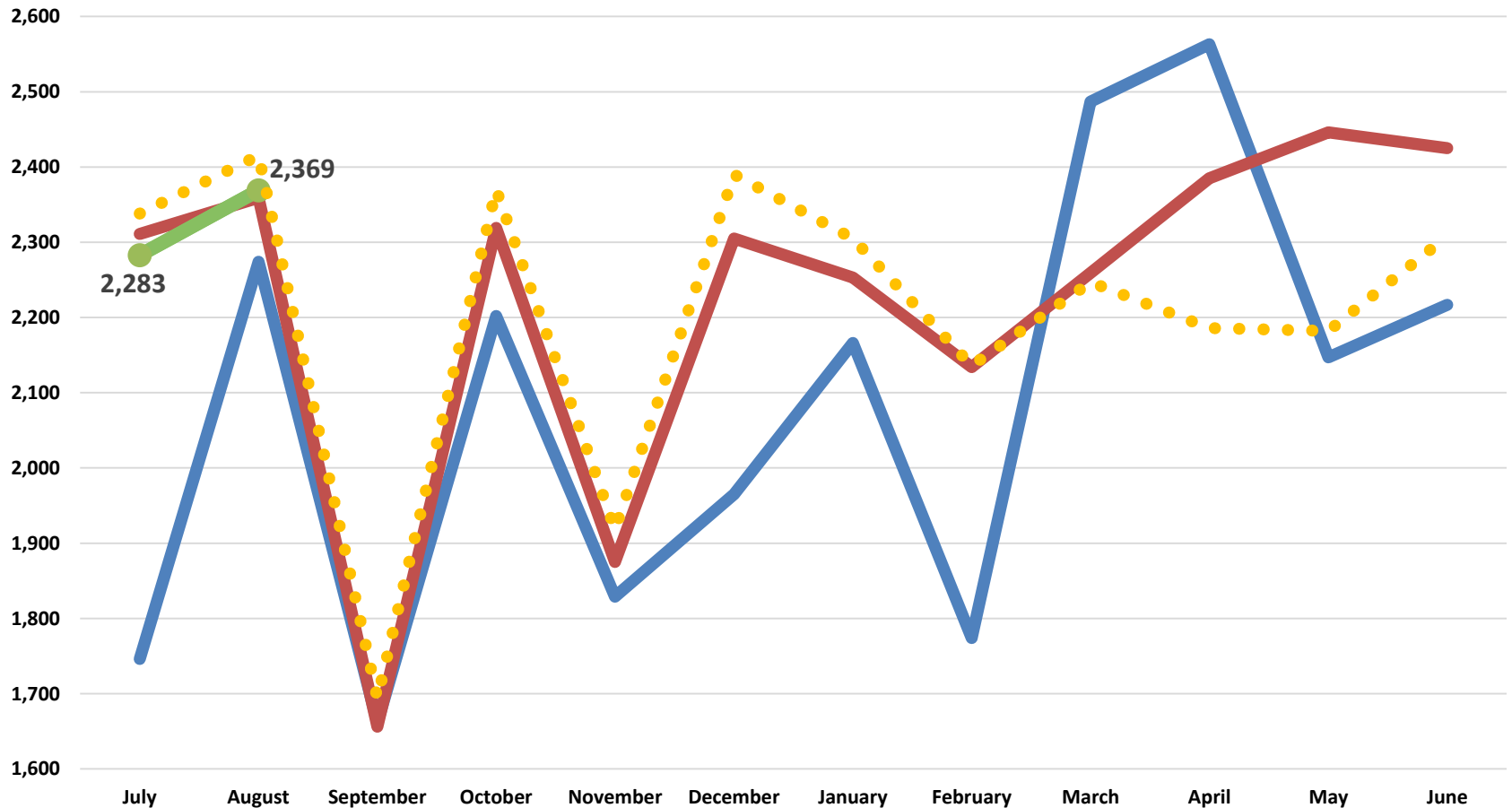
Cardiac Surgery – Cases



Month	YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget
April	76	79	55	100

Radiation Oncology Treatments

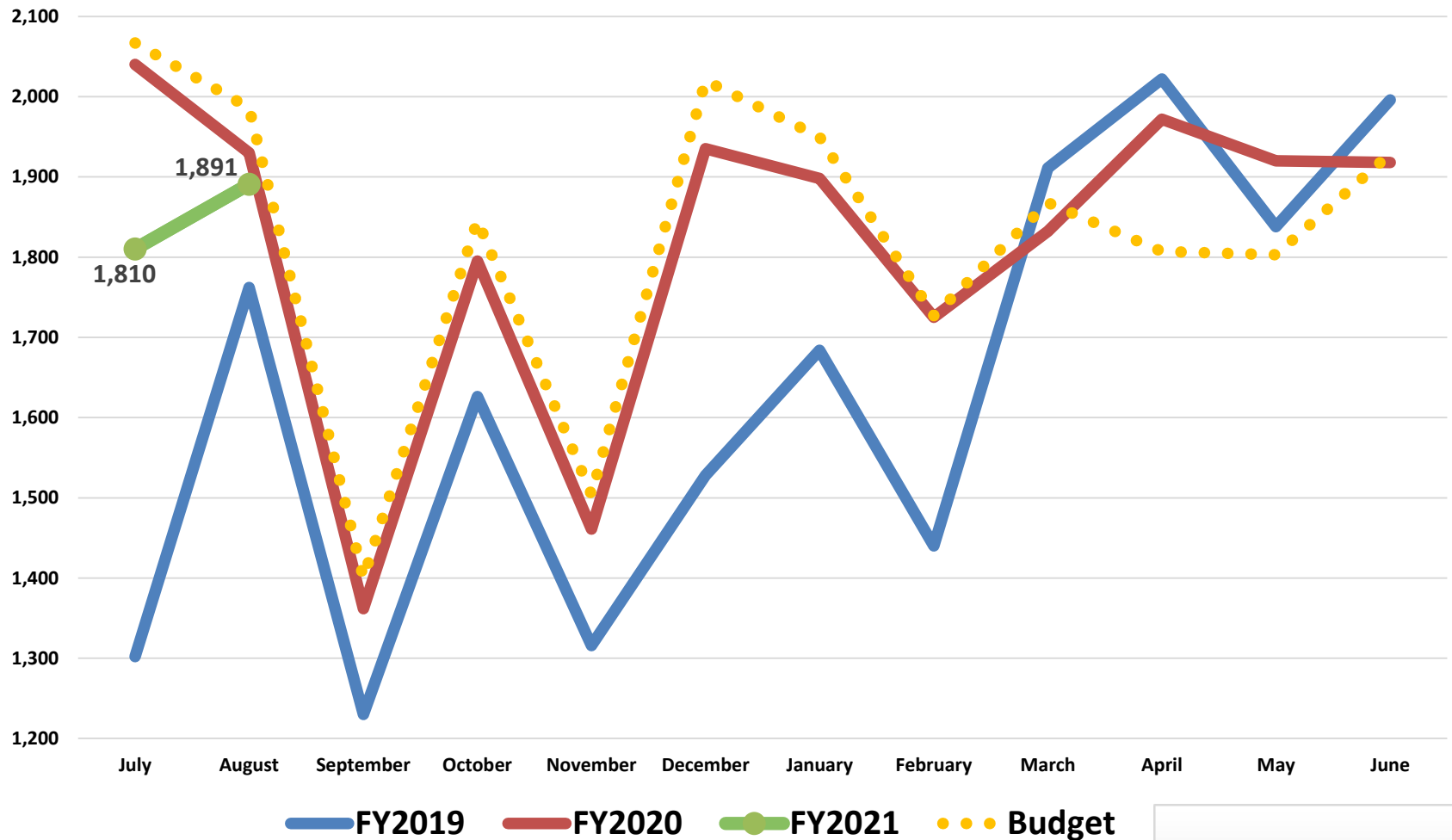
Hanford and Visalia



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

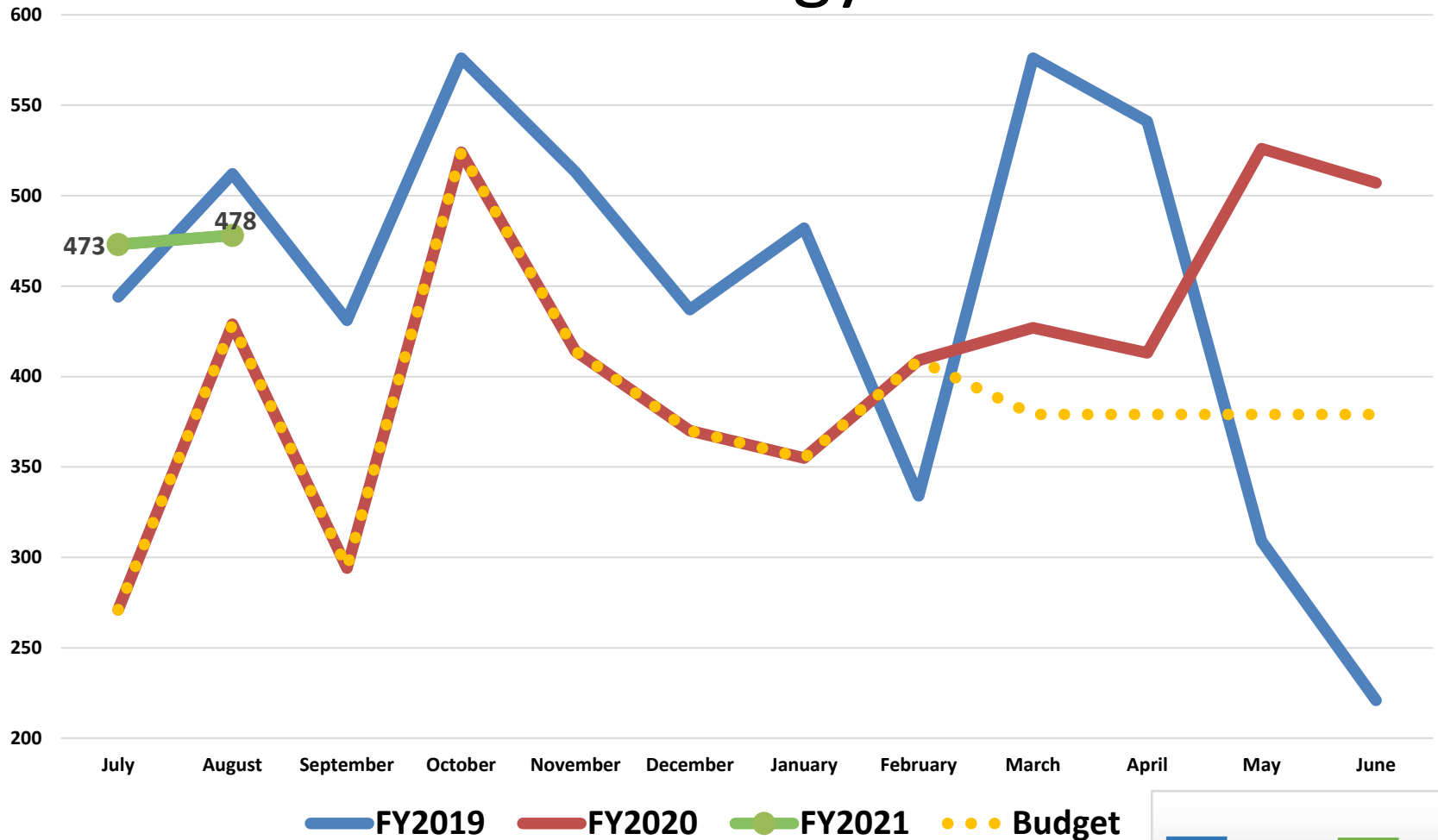
4,020	4,670	4,652	4,753
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology - Visalia



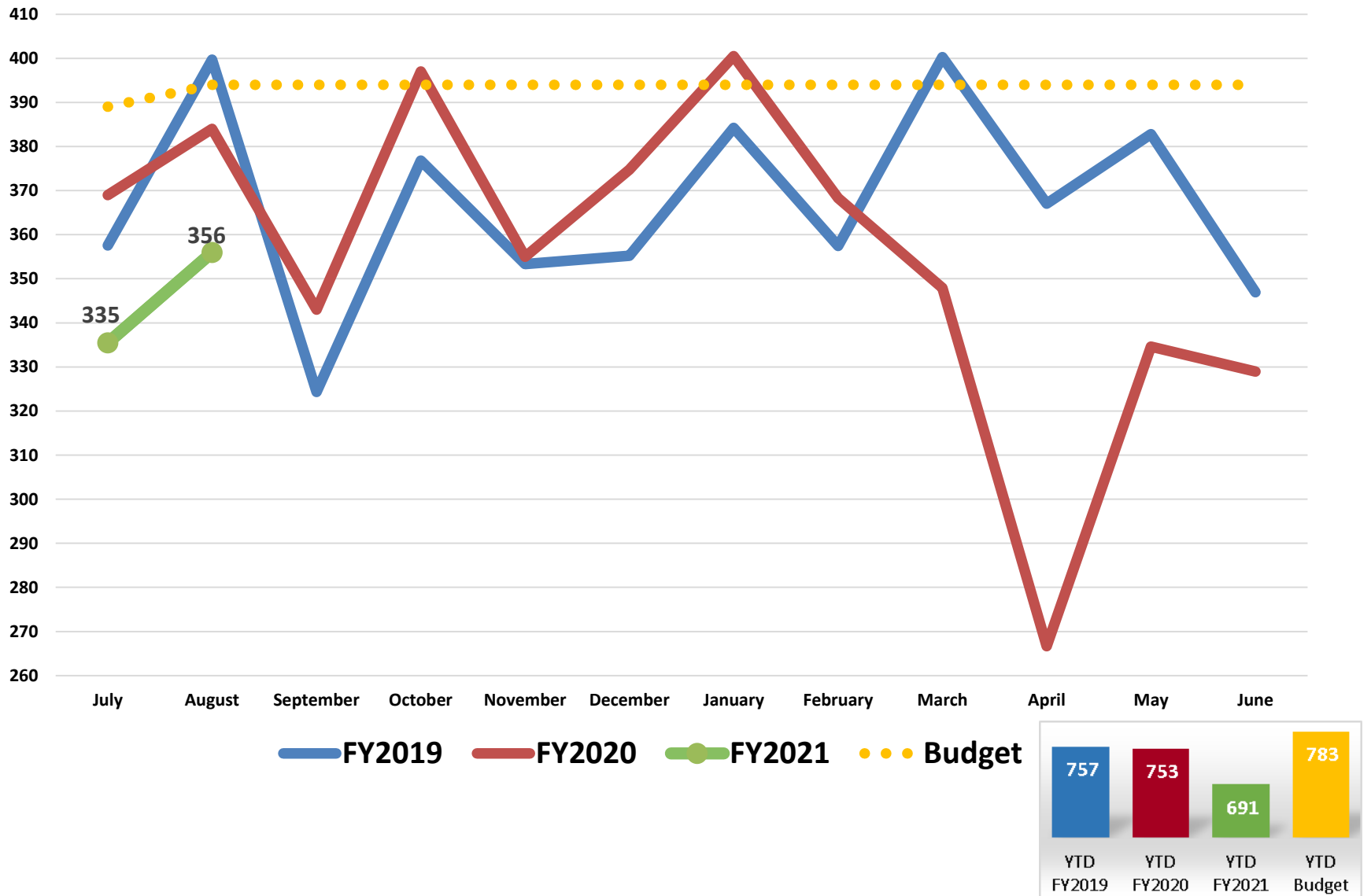
3,064	3,970	3,701	4,053
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiation Oncology - Hanford

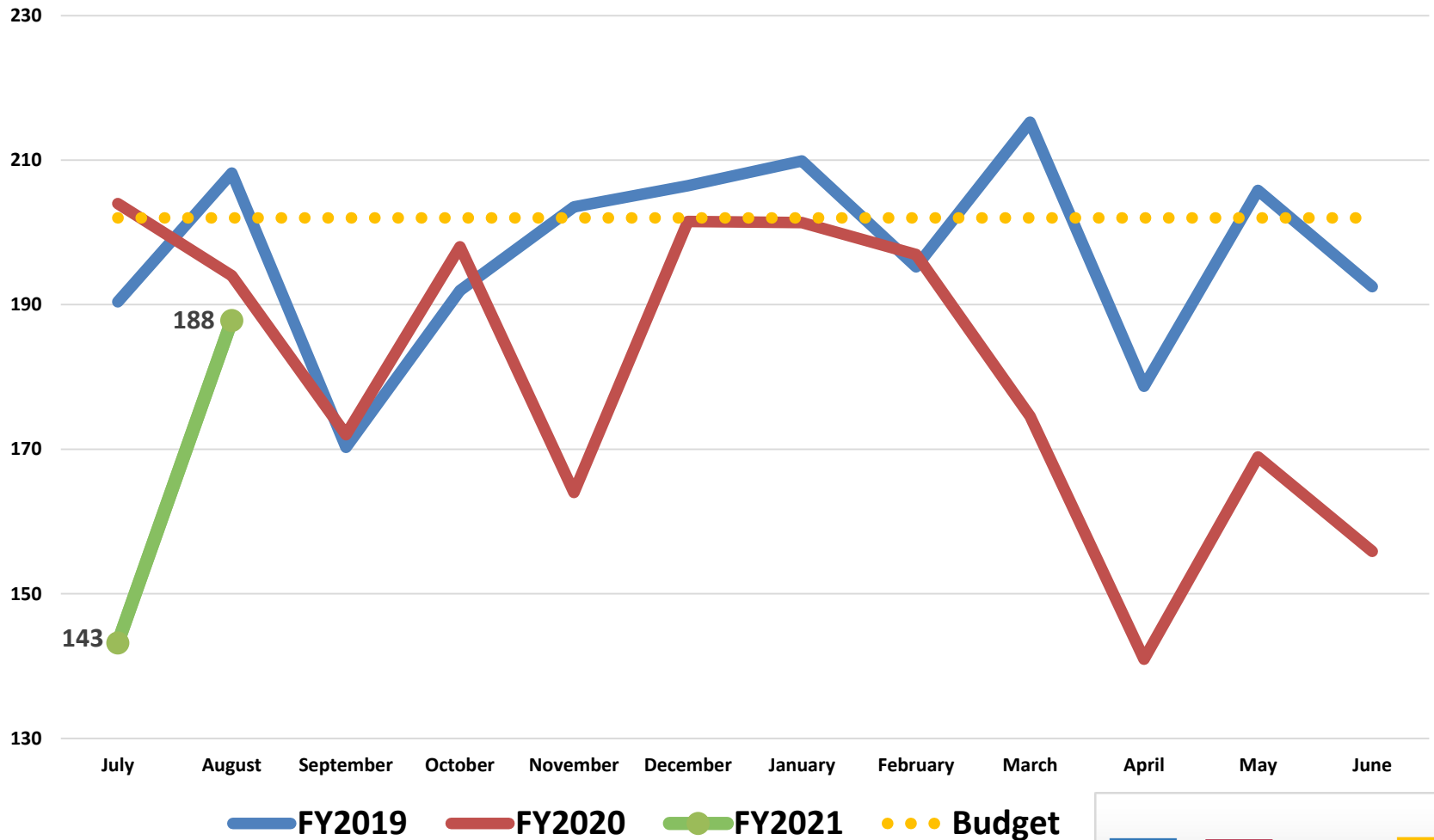


956	700	951	700
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (IP & OP) – 100 Min Units

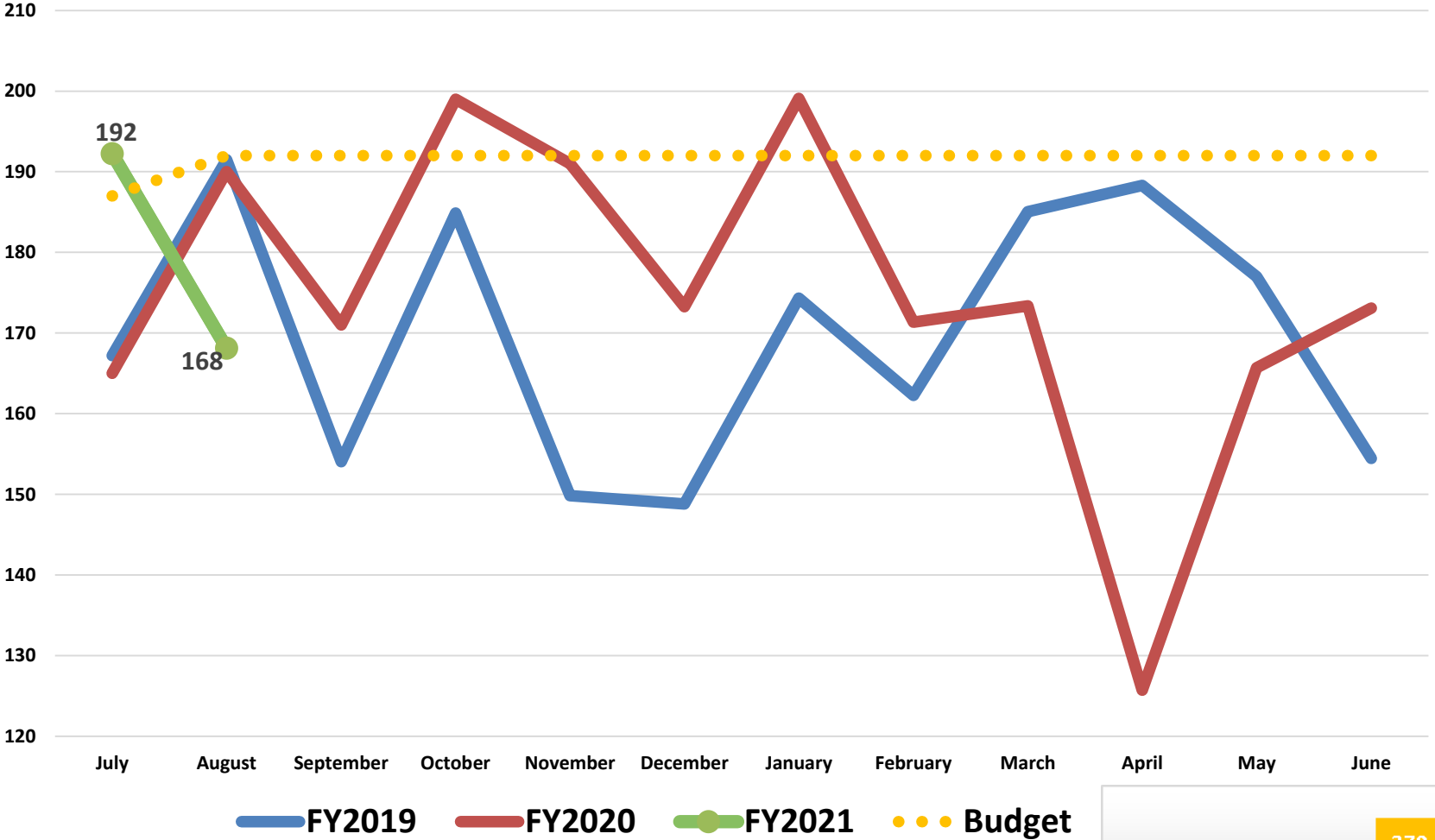


Cath Lab (IP Only) – 100 Min Units



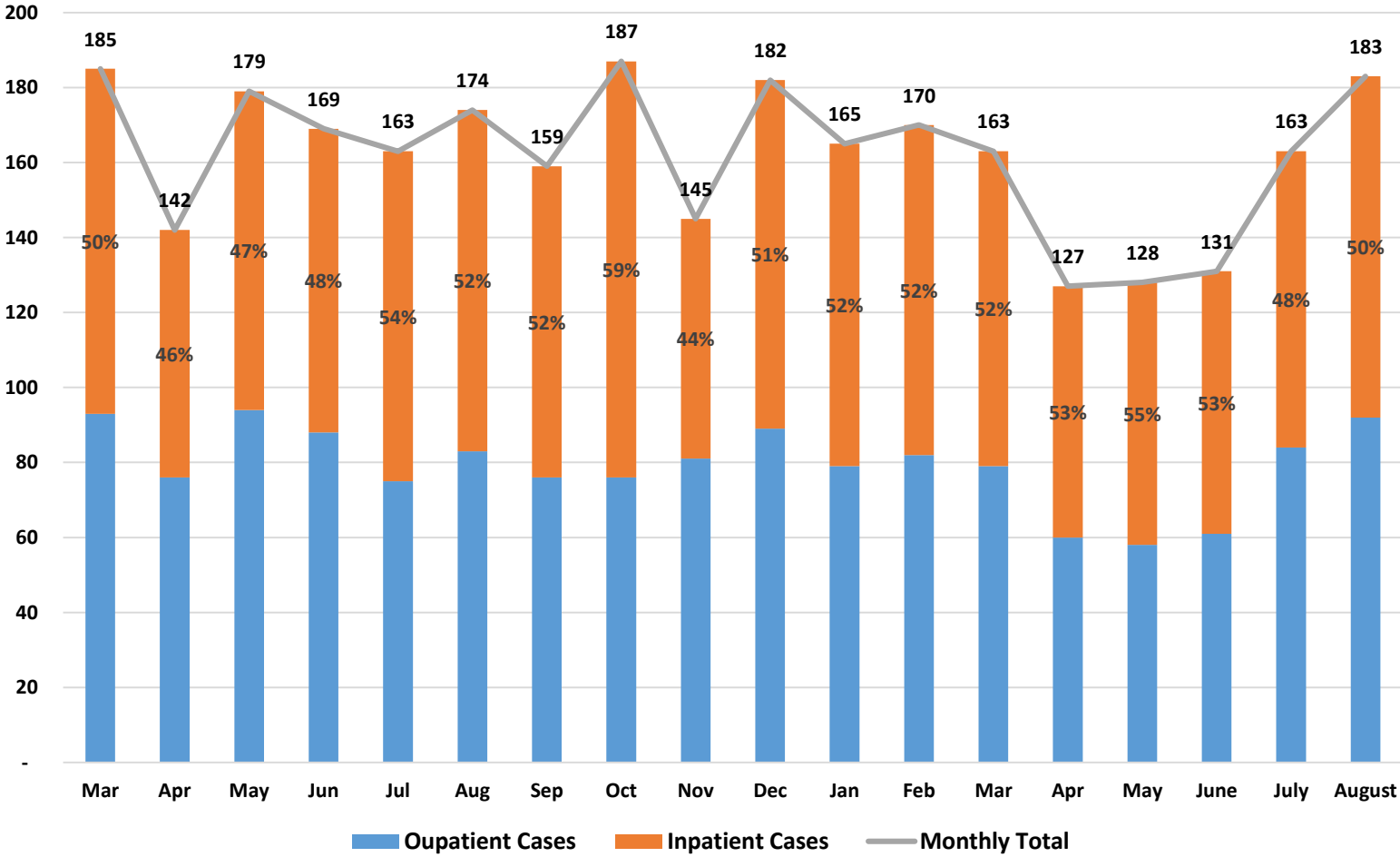
399	398	331	404
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (OP Only) – 100 Min Units

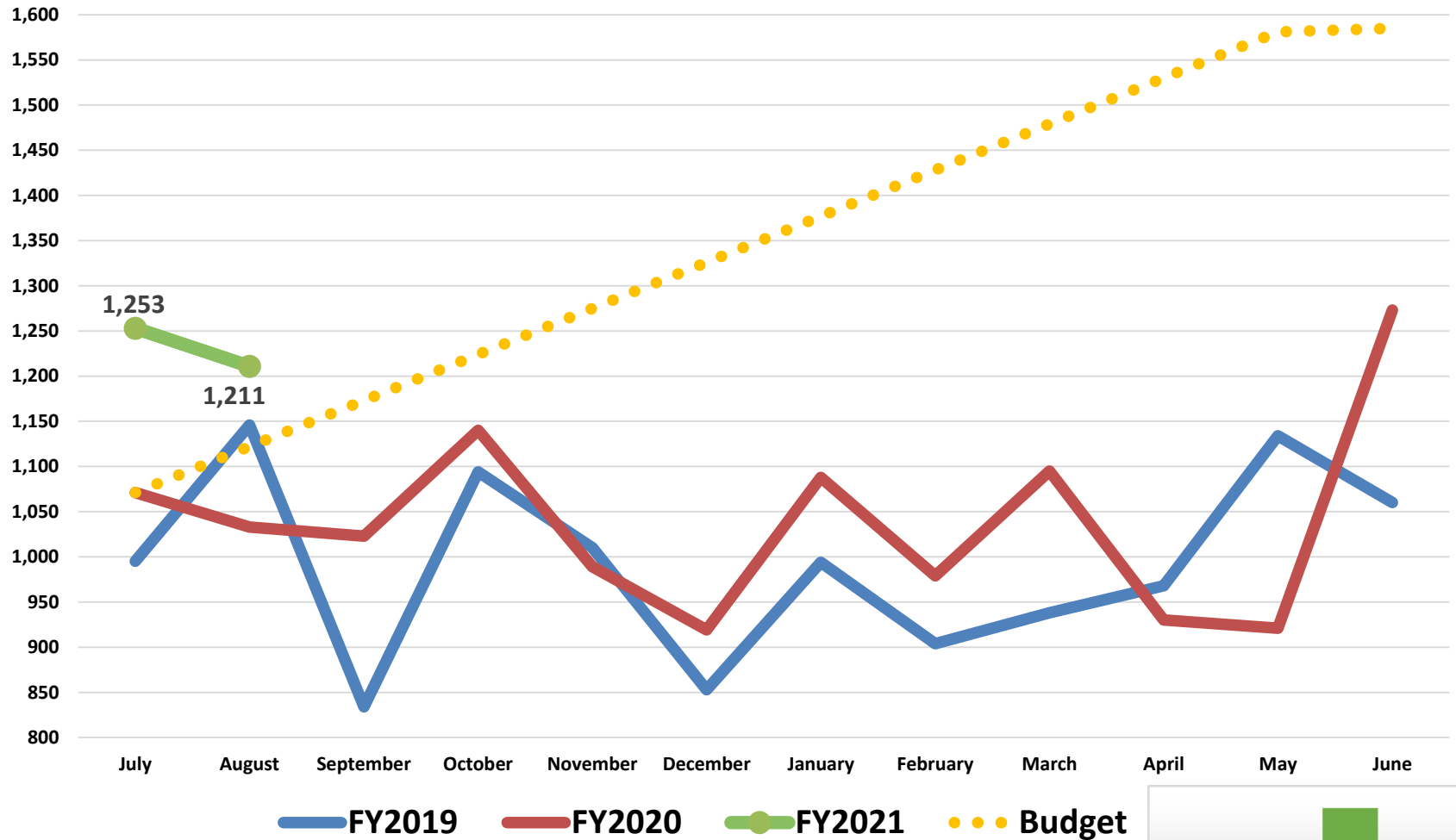


359	355	360	379
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Cath Lab (IP & OP) - Patients

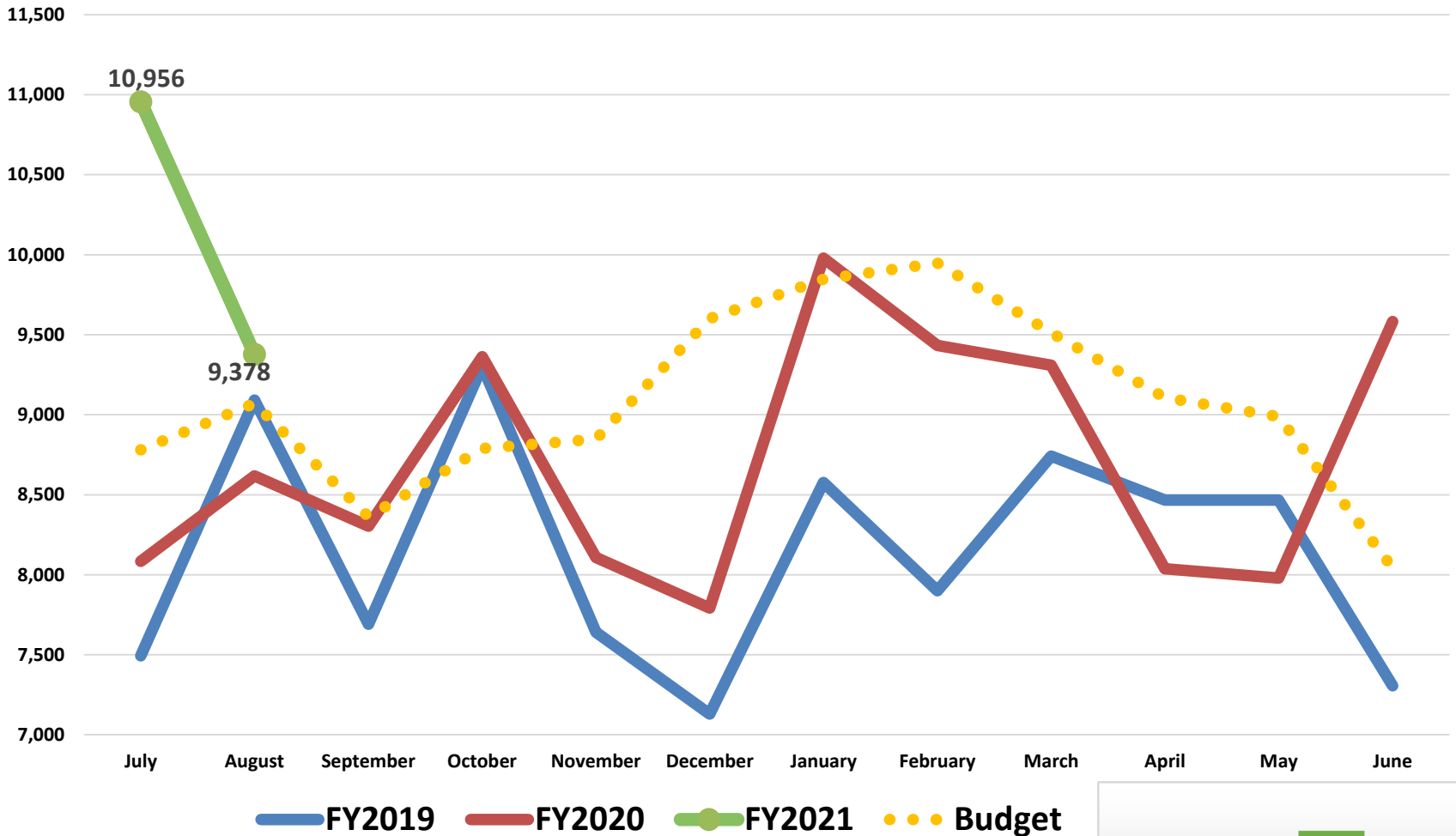


GME Family Medicine Clinic Visits



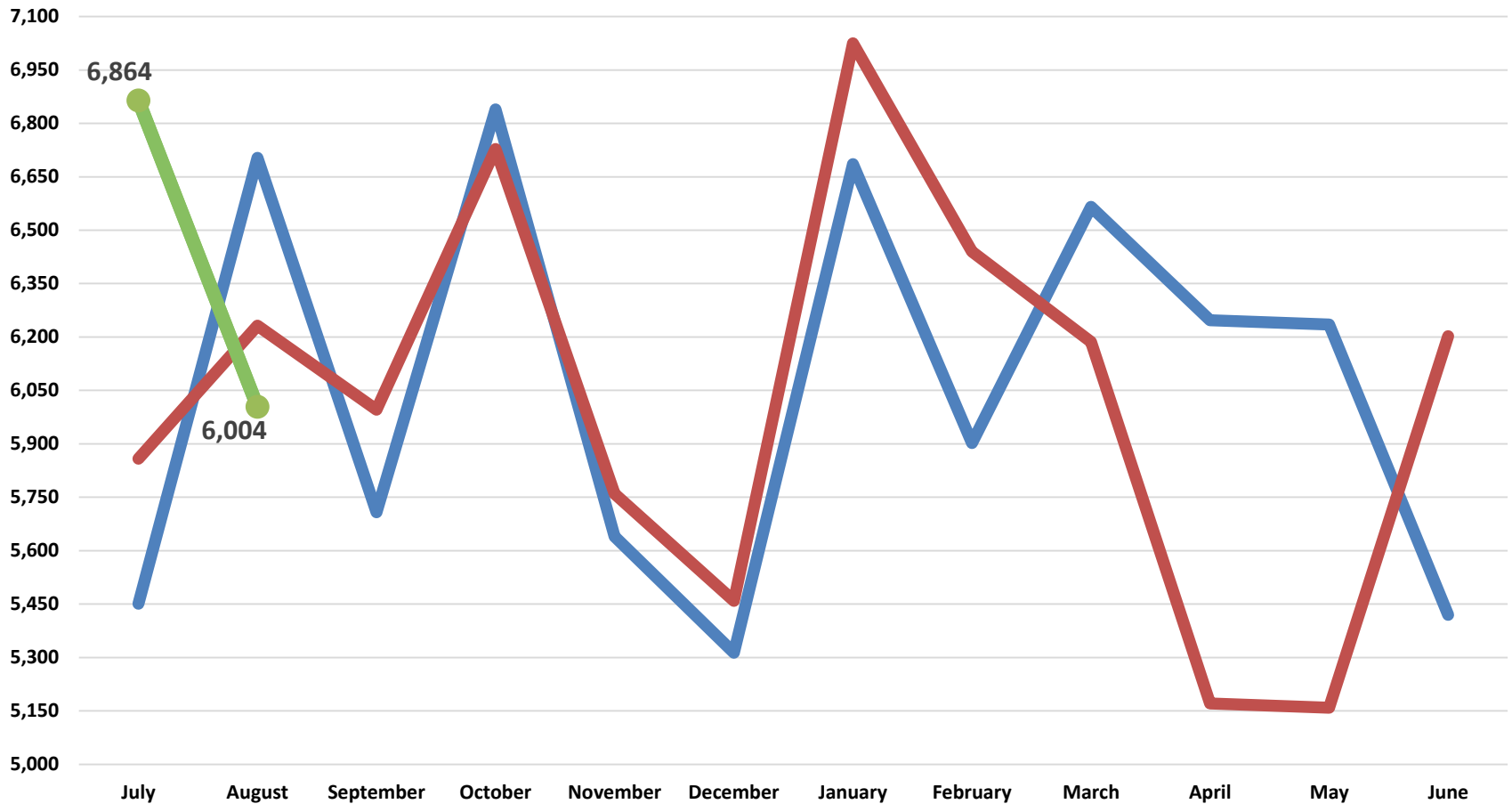
2,141	2,104	2,464	2,193
YTD	YTD	YTD	YTD
FY2019	FY2020	FY2021	Budget

Rural Health Clinic Registrations

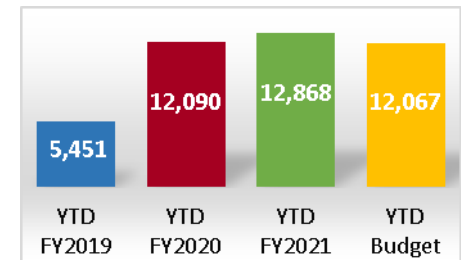


7,493	16,702	20,334	17,851
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

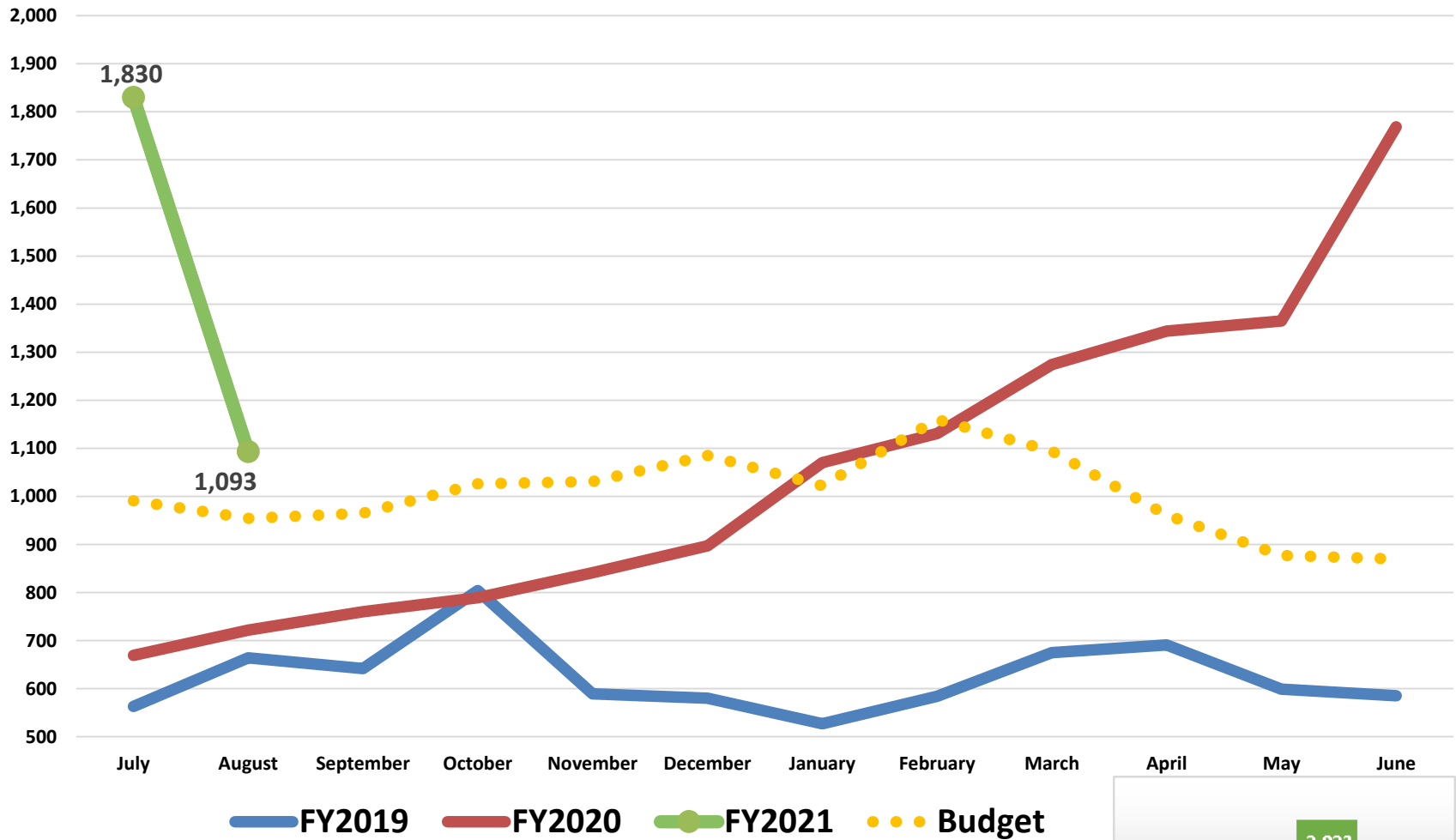
Exeter RHC - Registrations



— FY2019 — FY2020 — FY2021

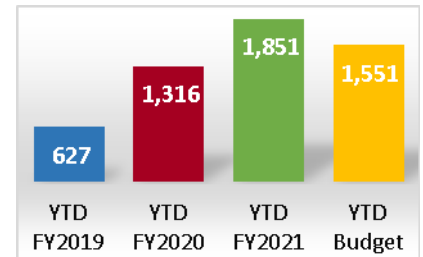
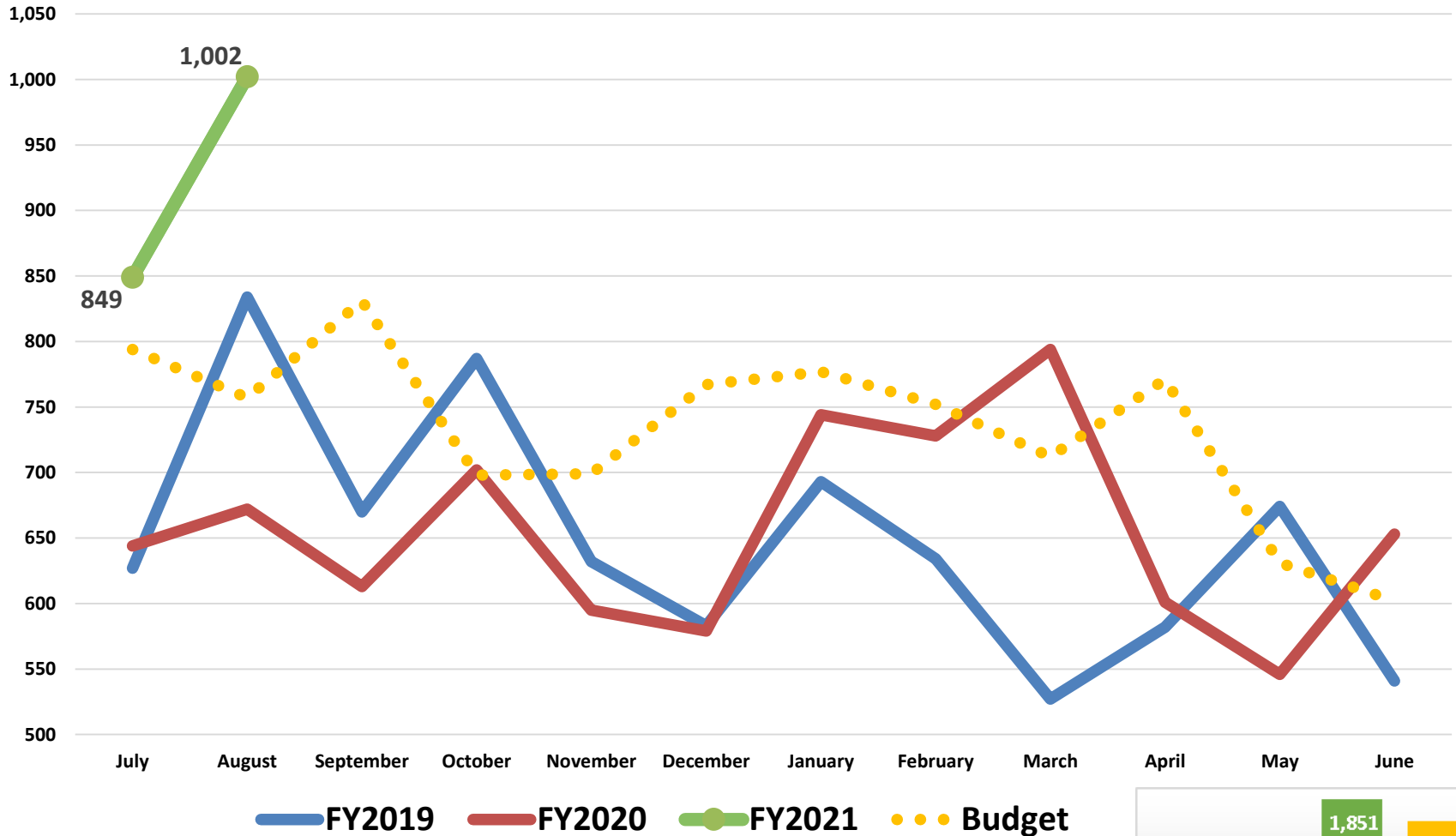


Lindsay RHC - Registrations

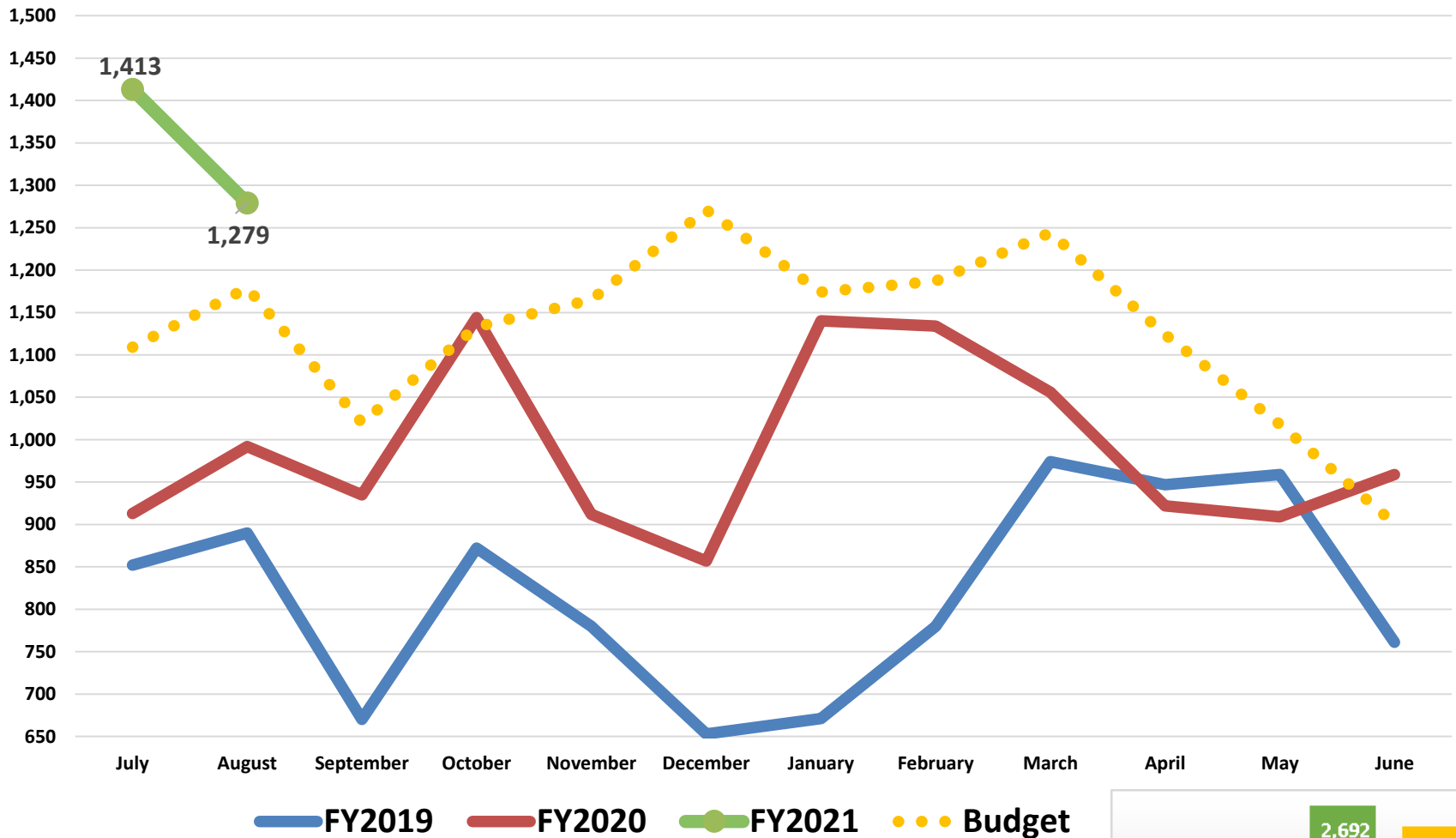


563	1,391	2,923	1,945
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Woodlake RHC - Registrations

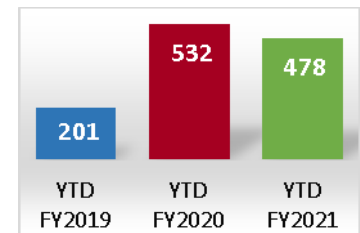
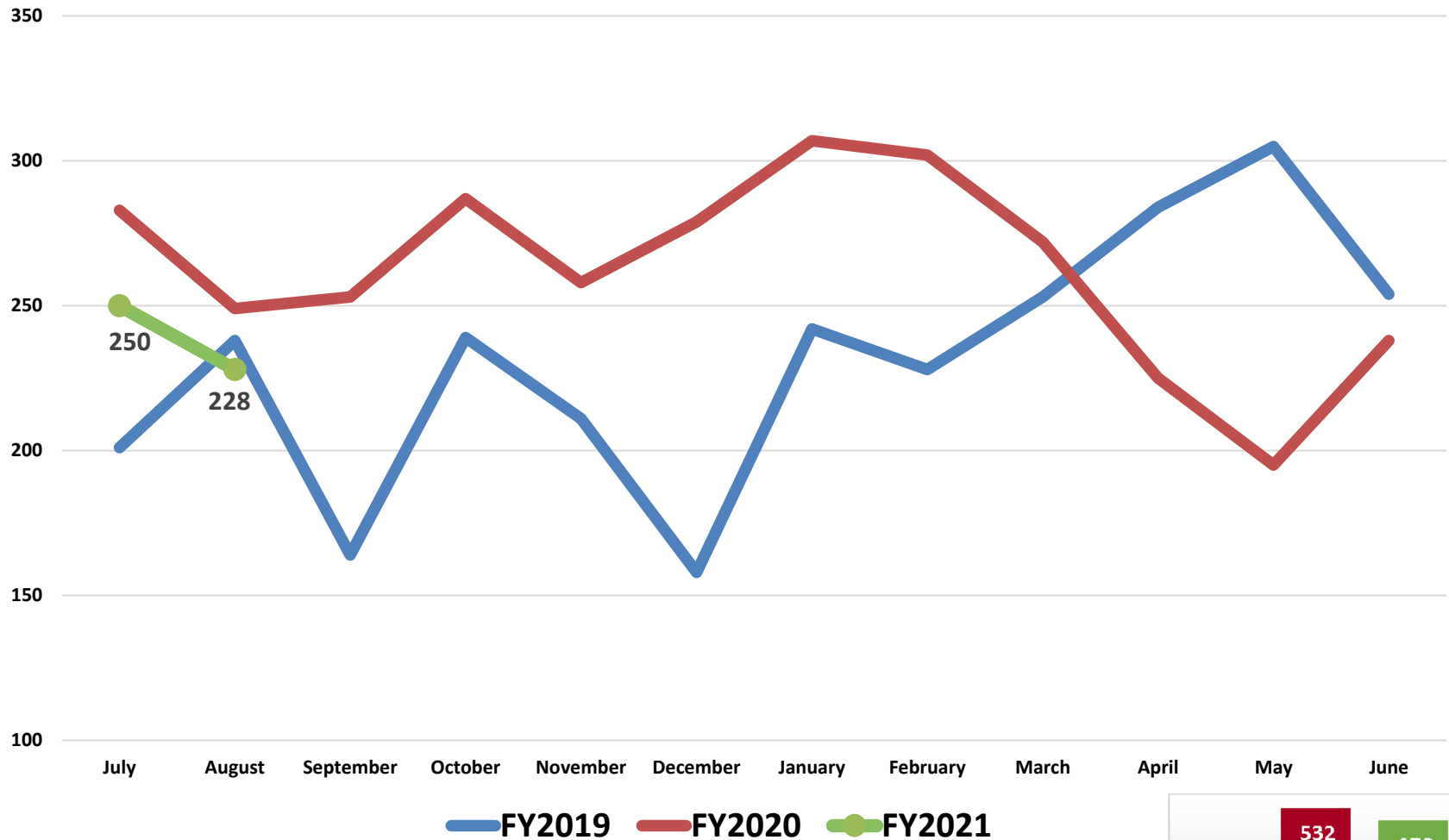


Dinuba RHC - Registrations

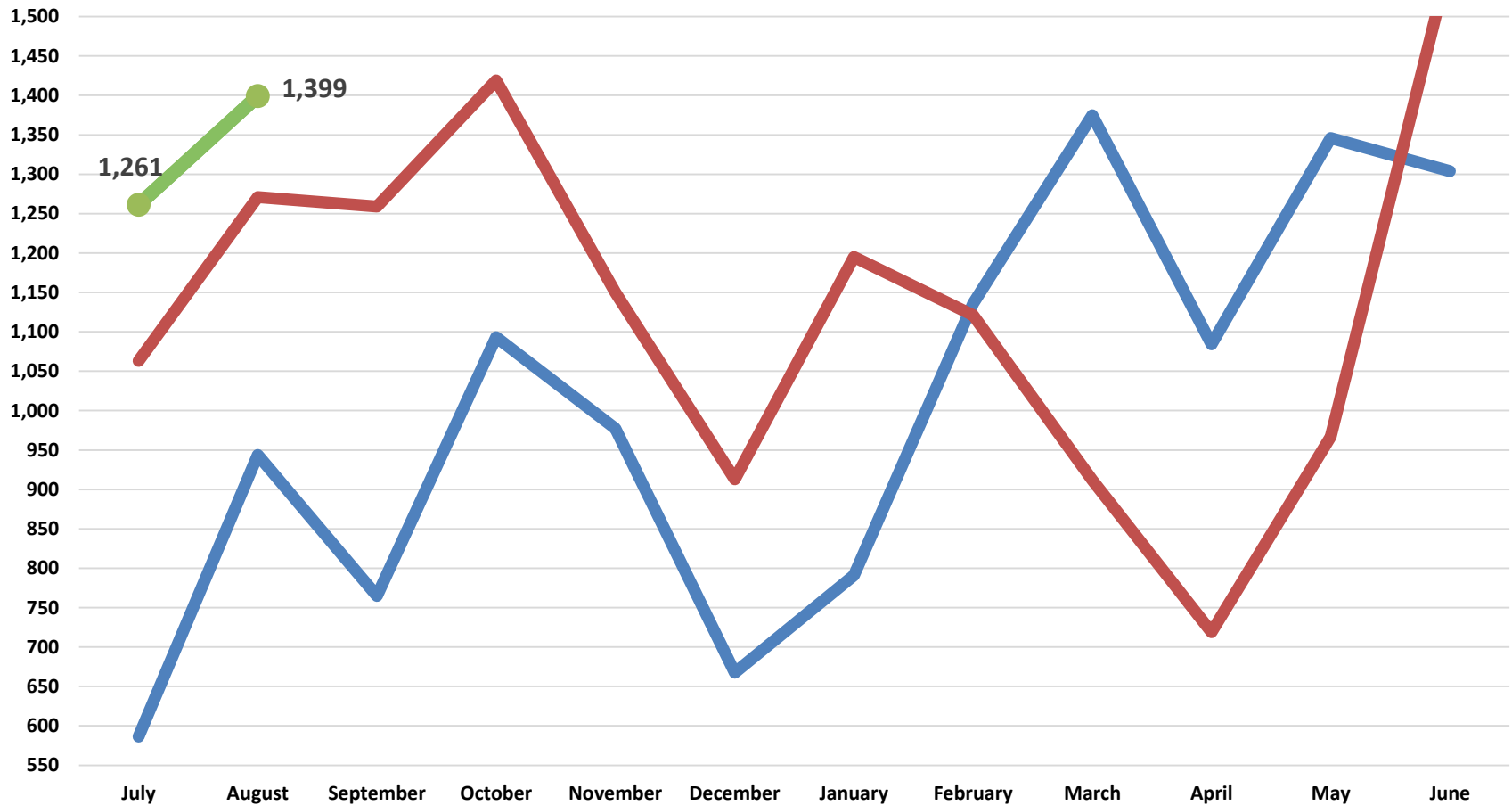


852	1,905	2,692	2,288
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

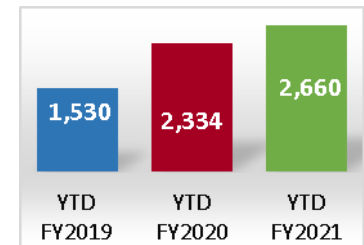
Neurosurgery Clinic - Registrations



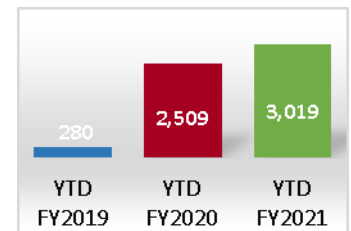
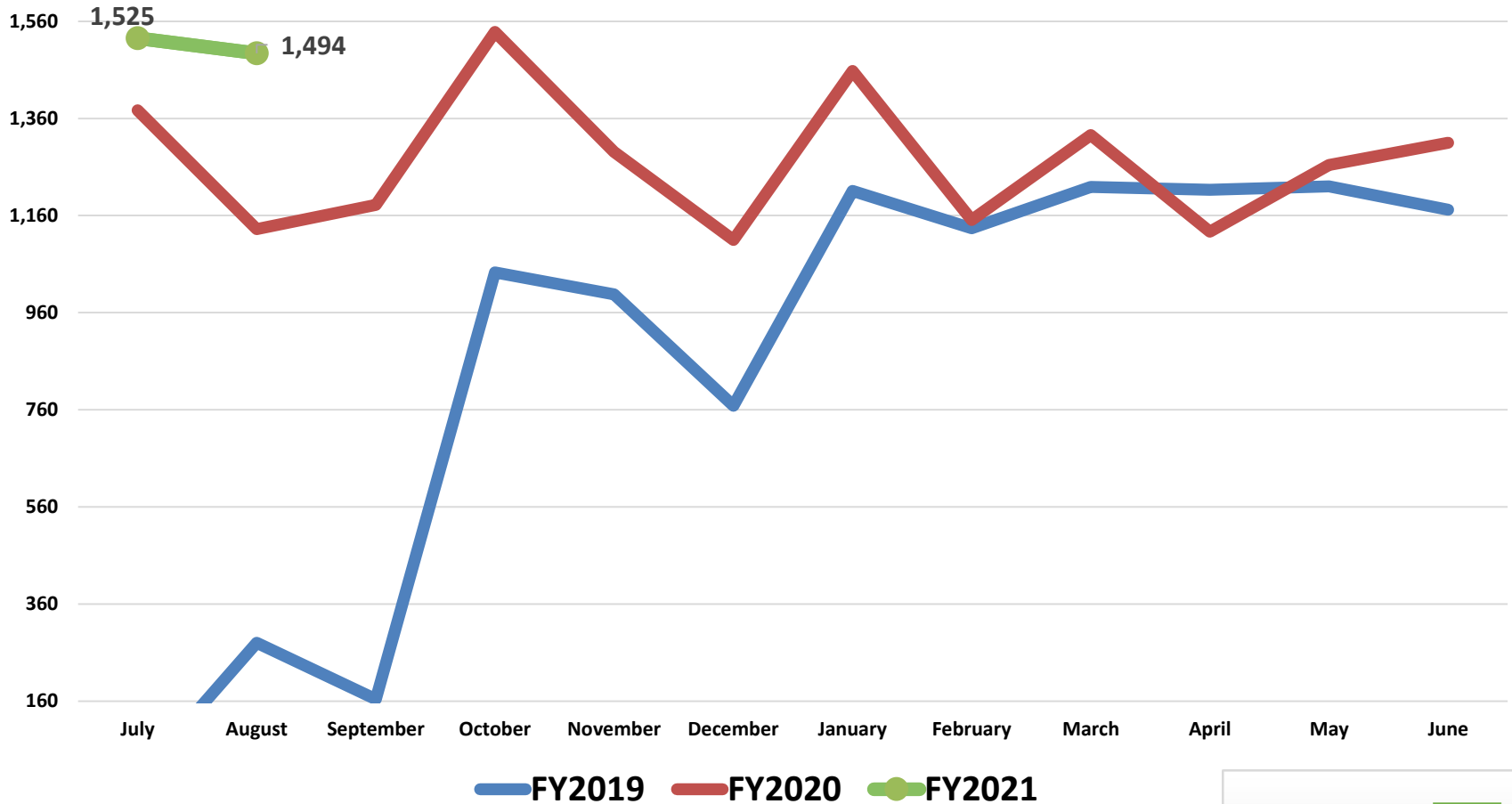
Neurosurgery Clinic - wRVU's



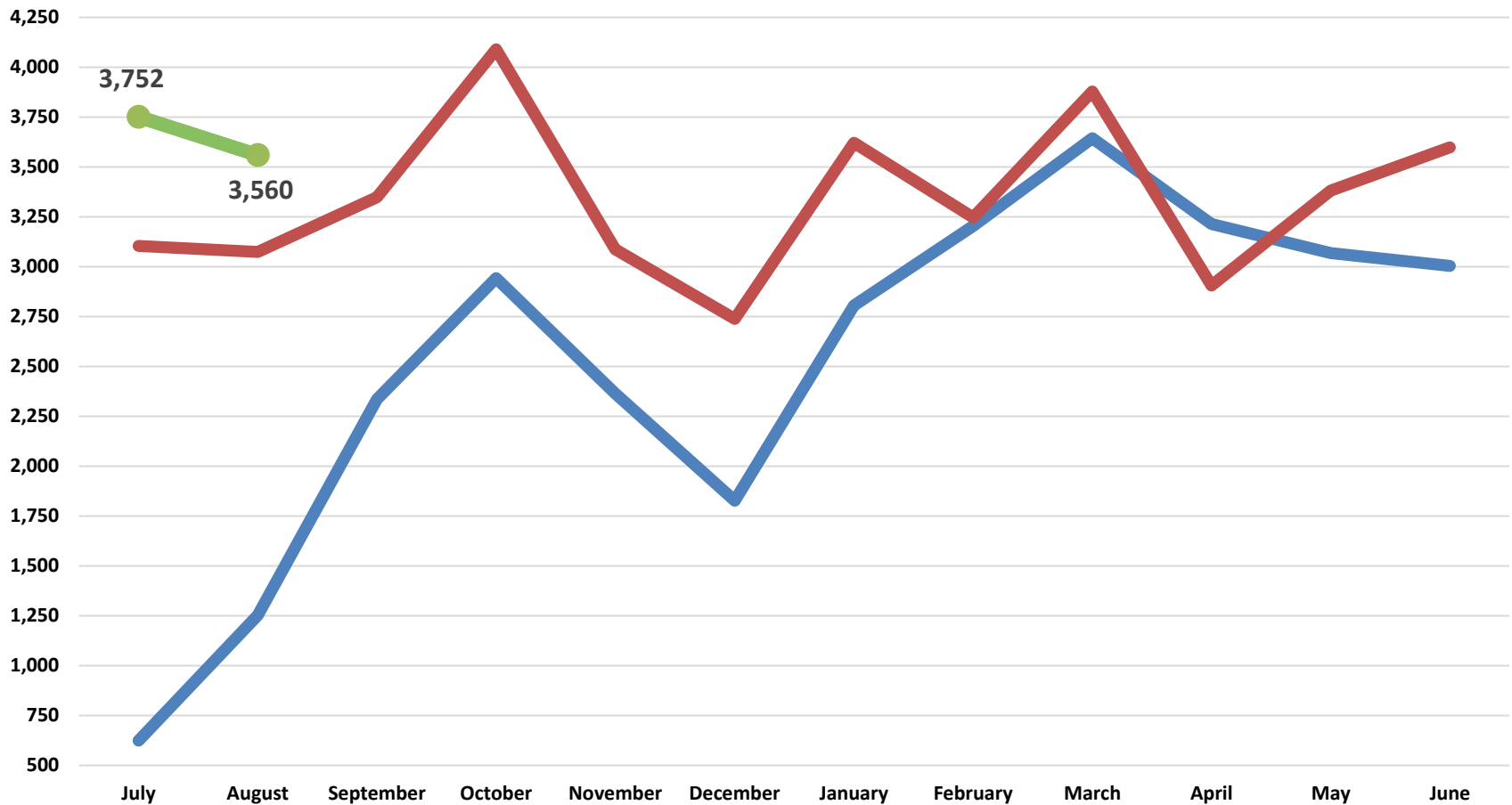
— FY2019 — FY2020 — FY2021



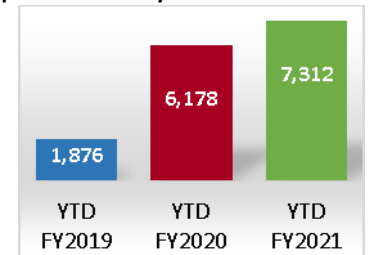
Sequoia Cardiology - Registrations



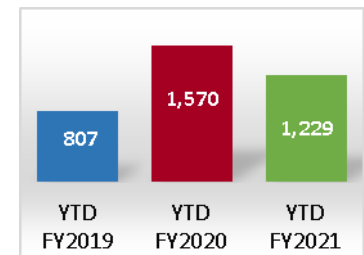
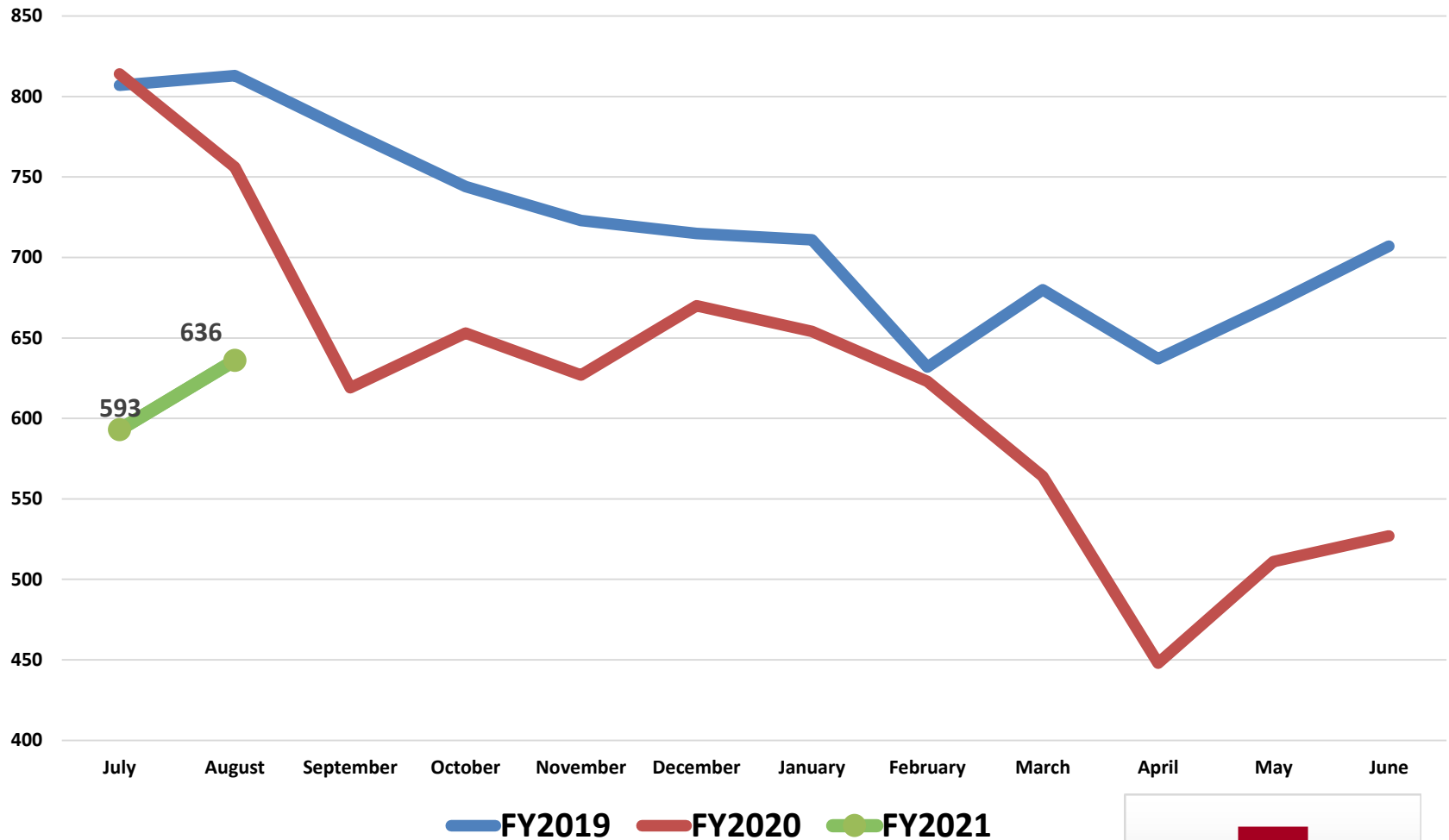
Sequoia Cardiology – wRVU's



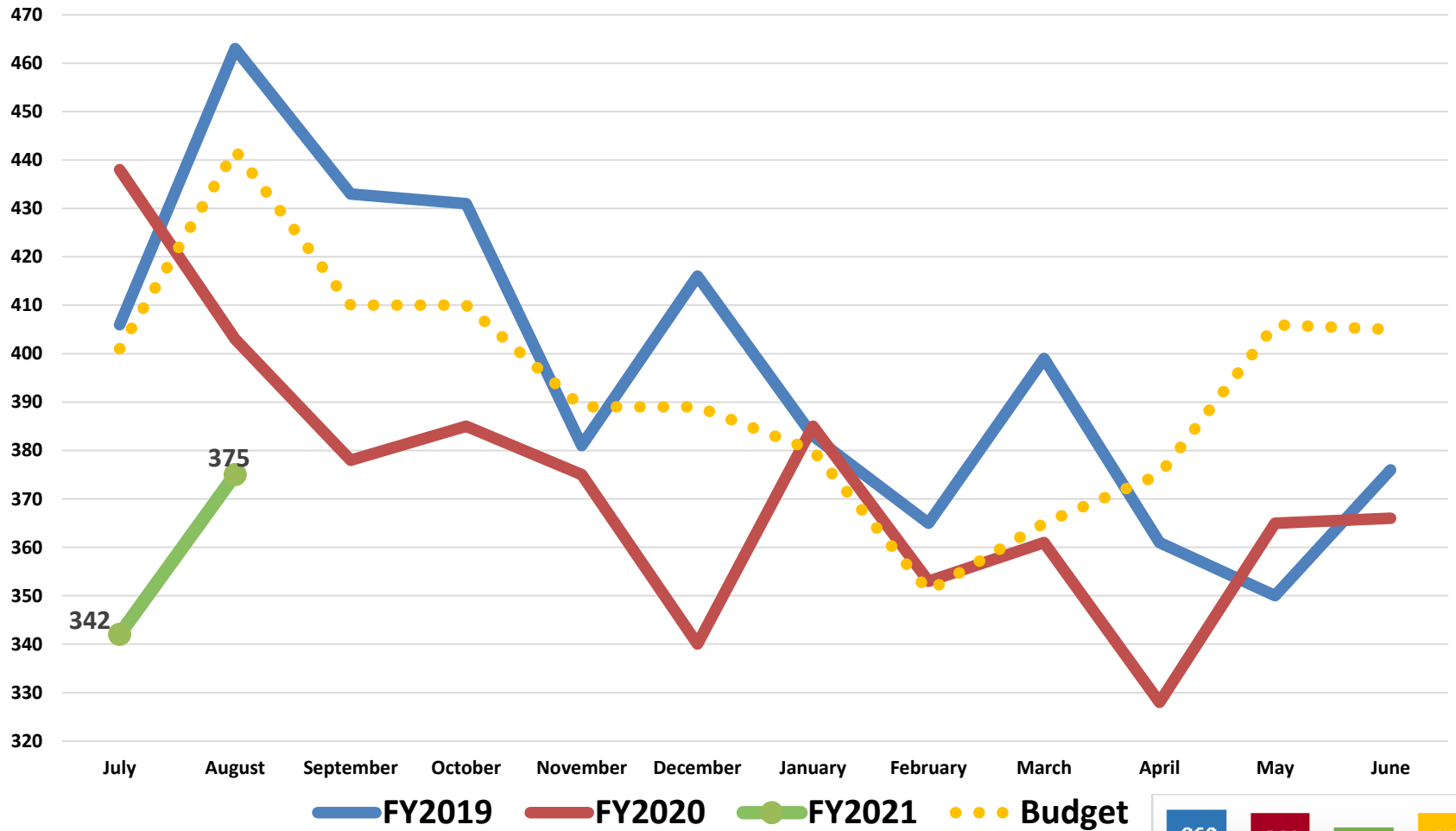
— FY2019 — FY2020 — FY2021



Labor Triage Registrations

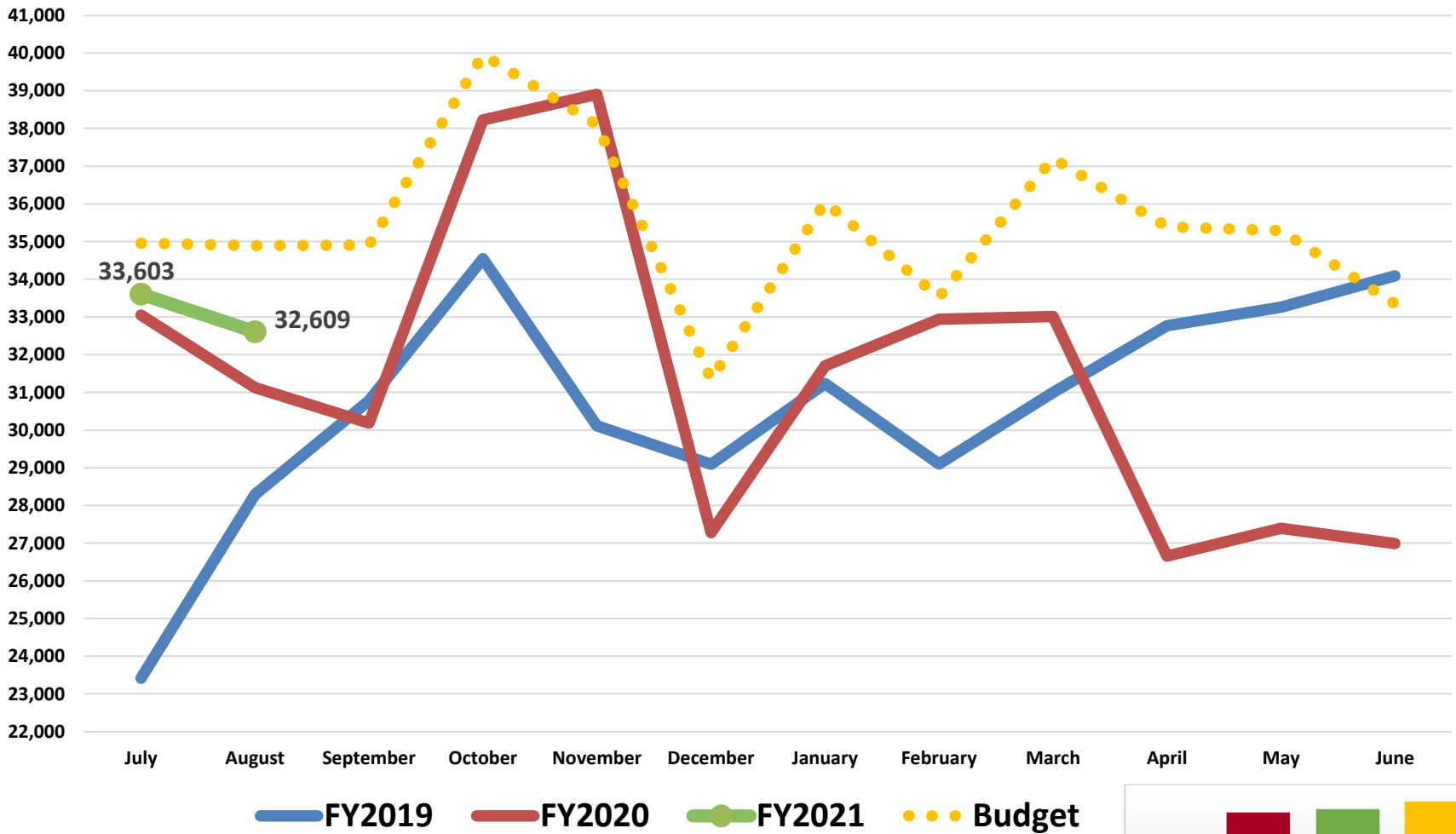


Deliveries



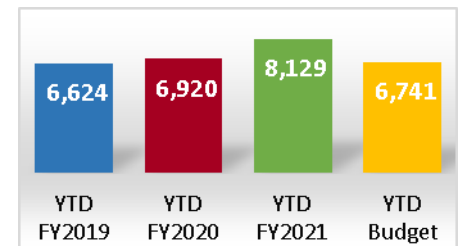
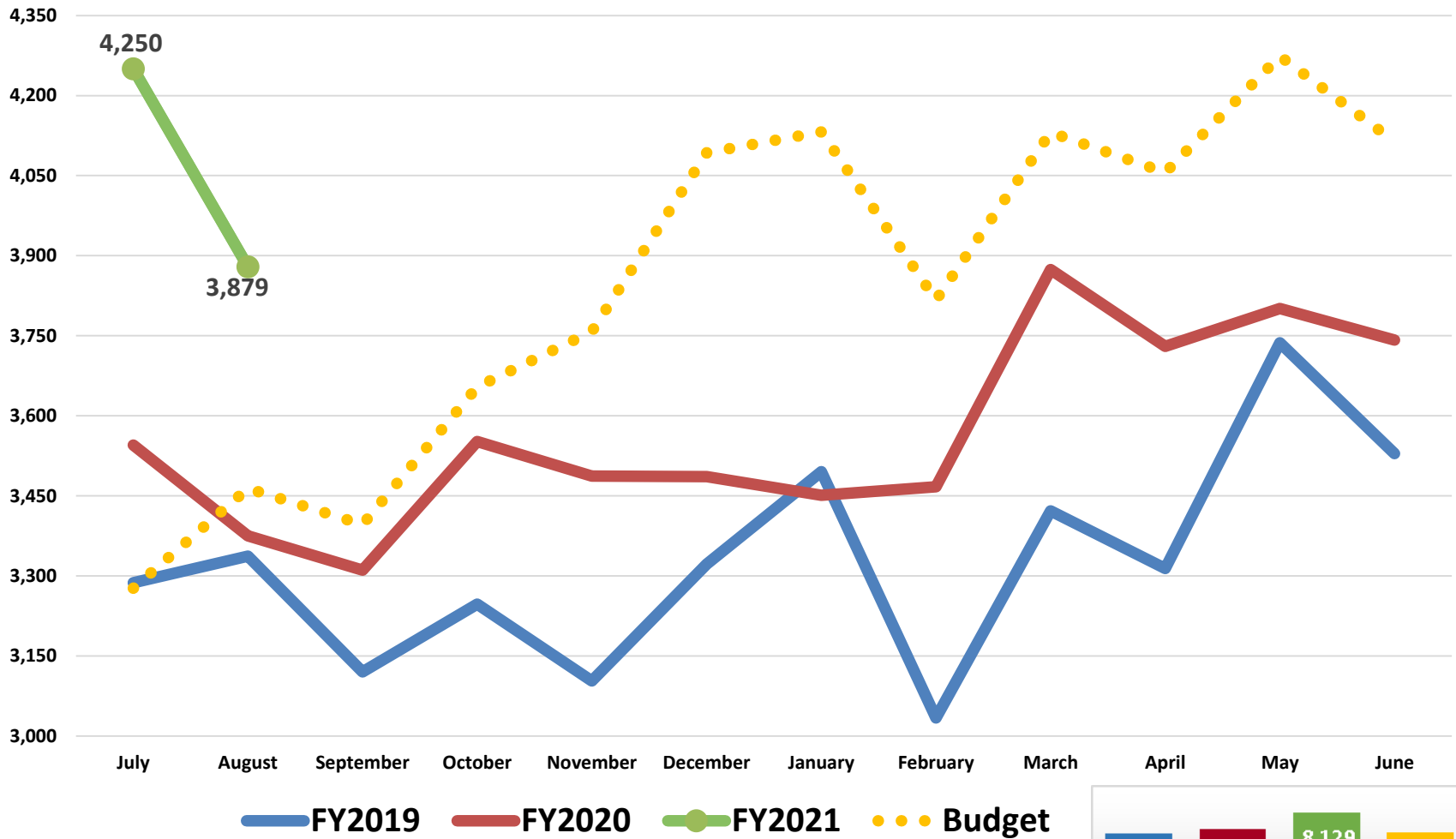
869	841	717	843
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

KDMF RVU's

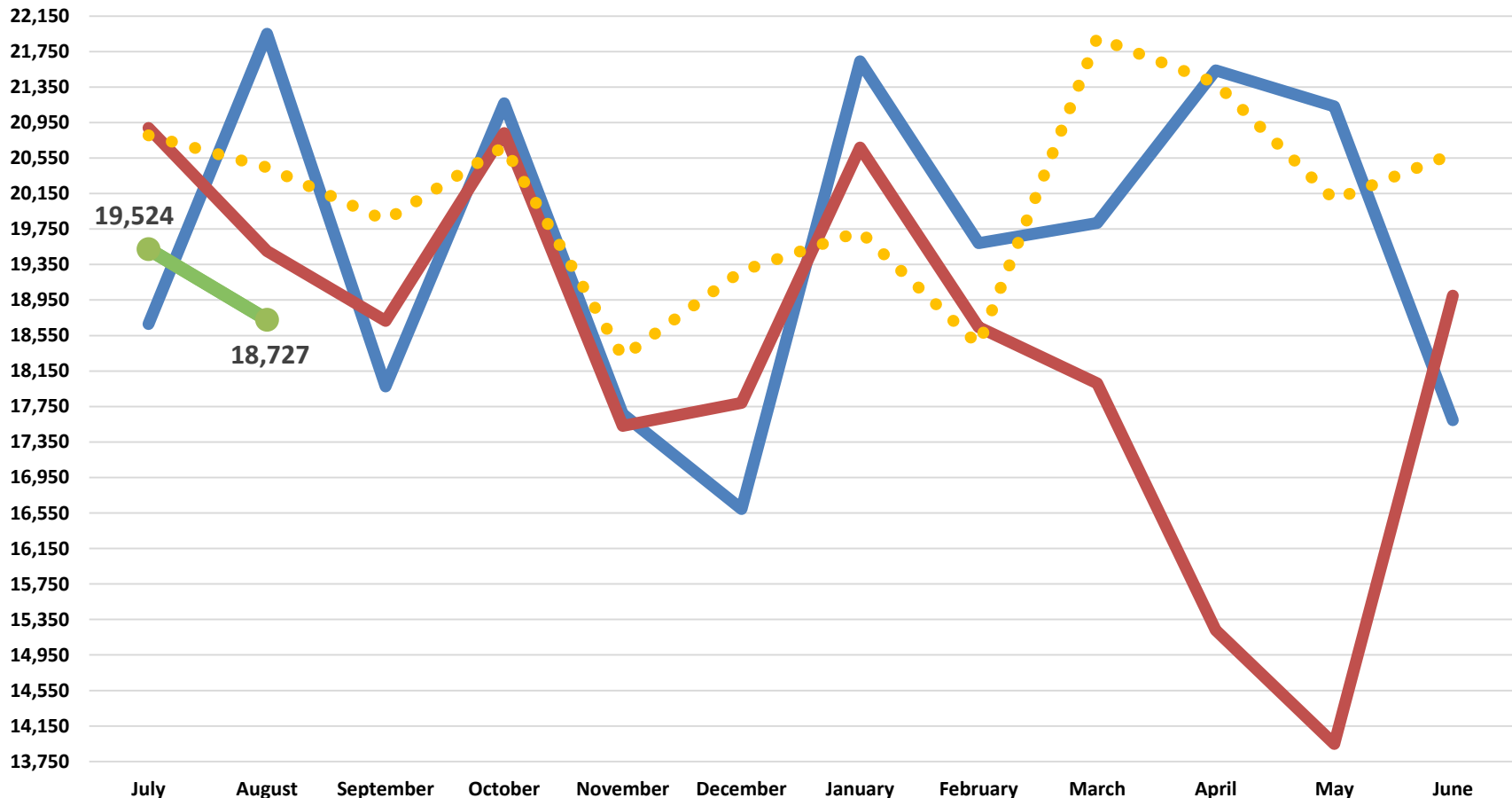


51,707	64,174	66,212	69,854
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

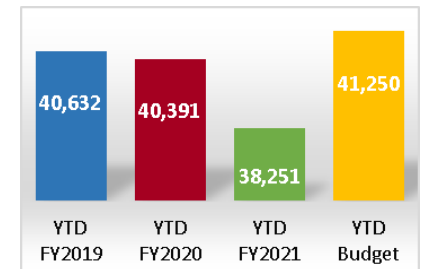
Hospice Days



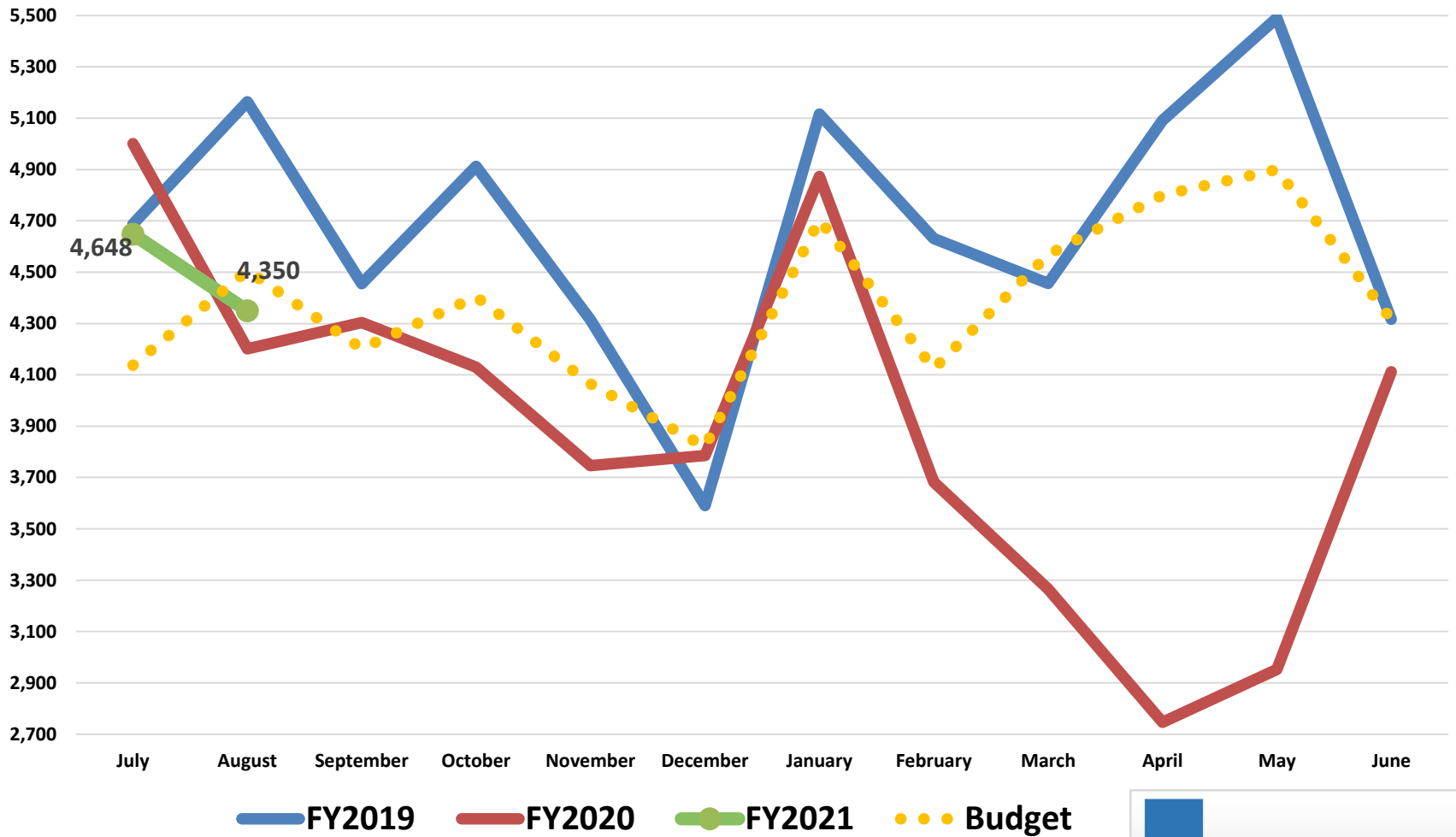
All O/P Rehab Services Across District



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

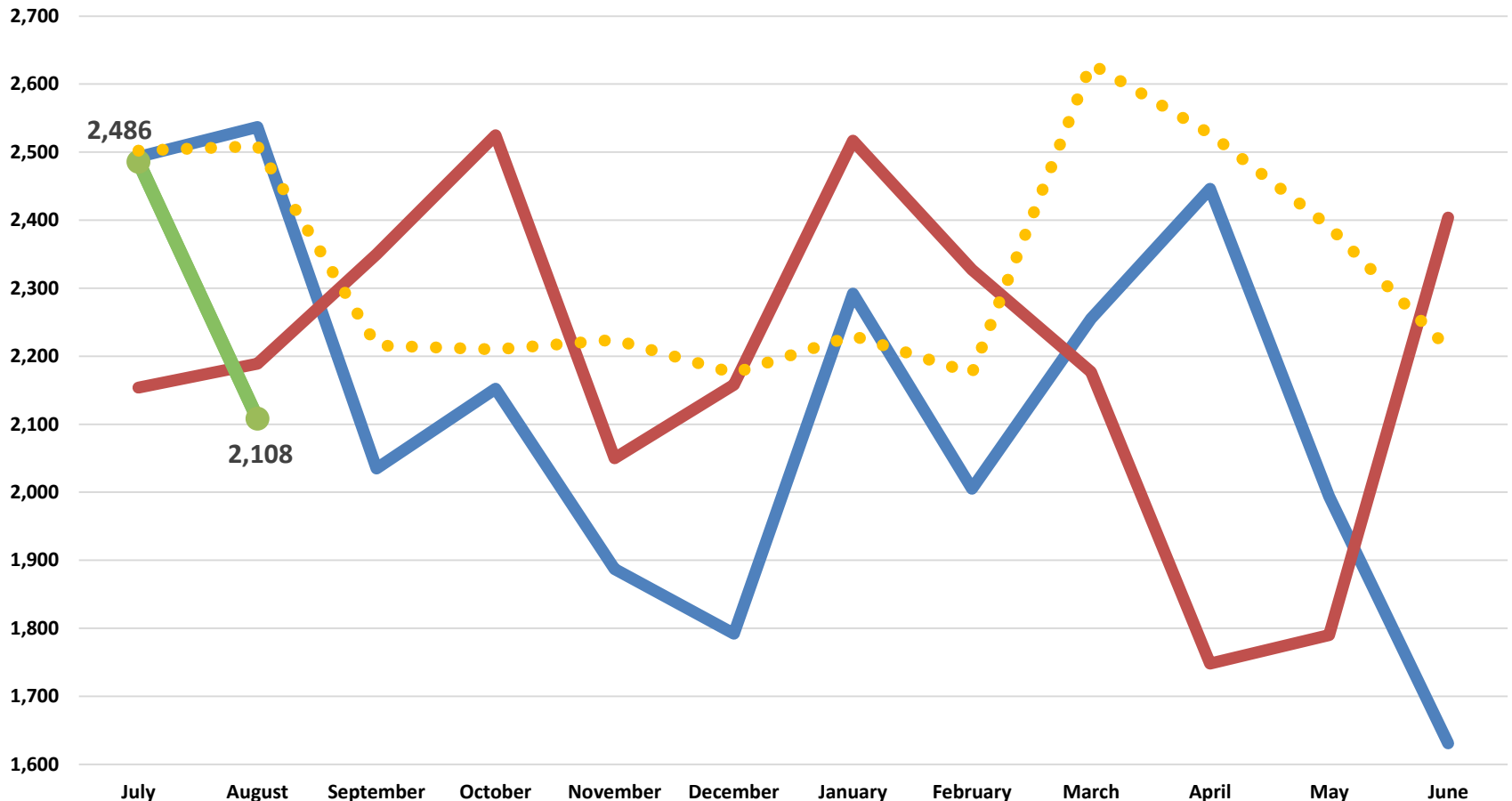


O/P Rehab Services

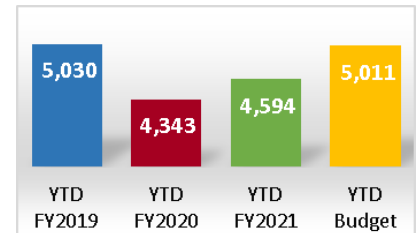


9,851	9,202	8,998	8,644
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

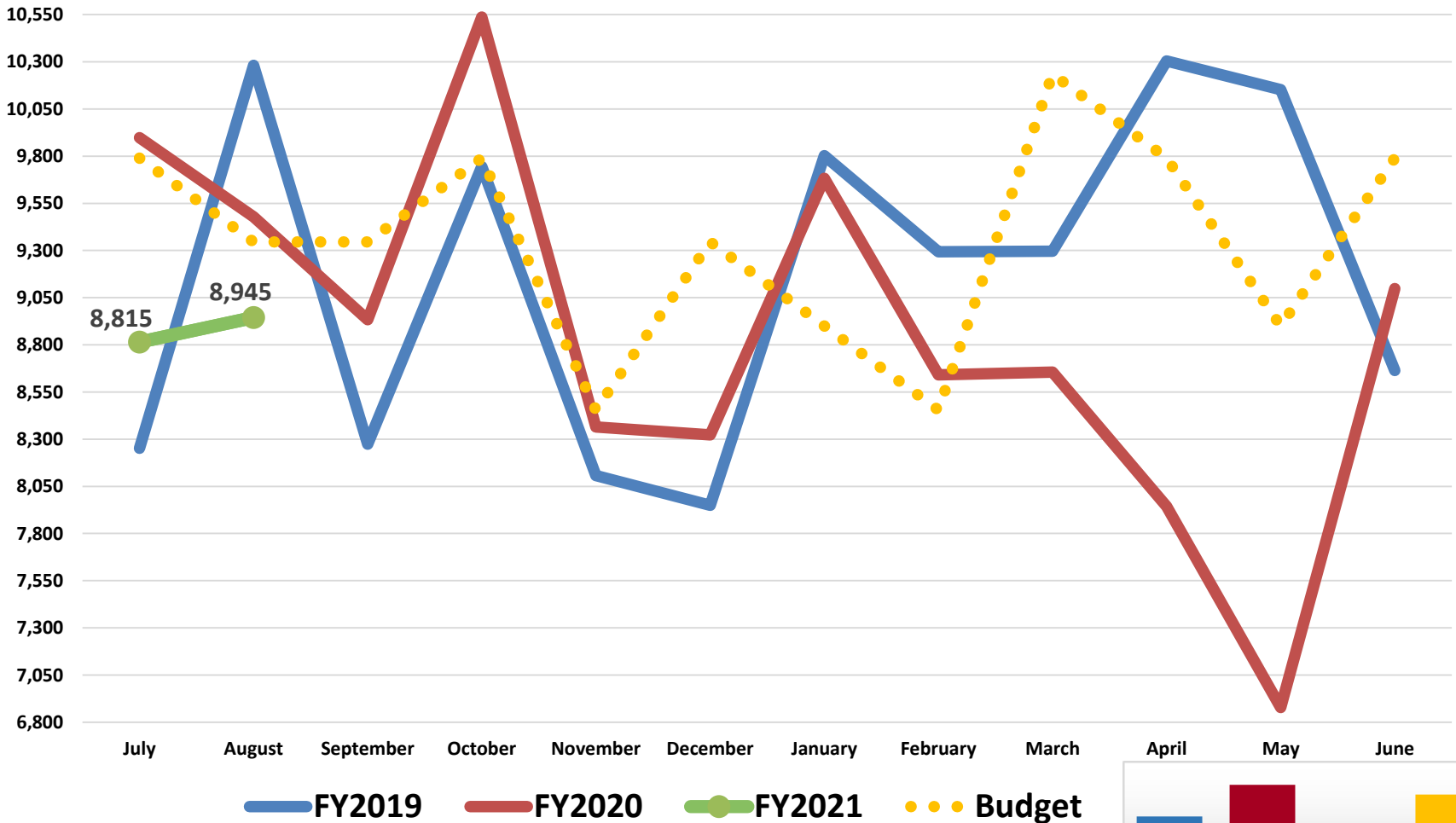
O/P Rehab - Exeter



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

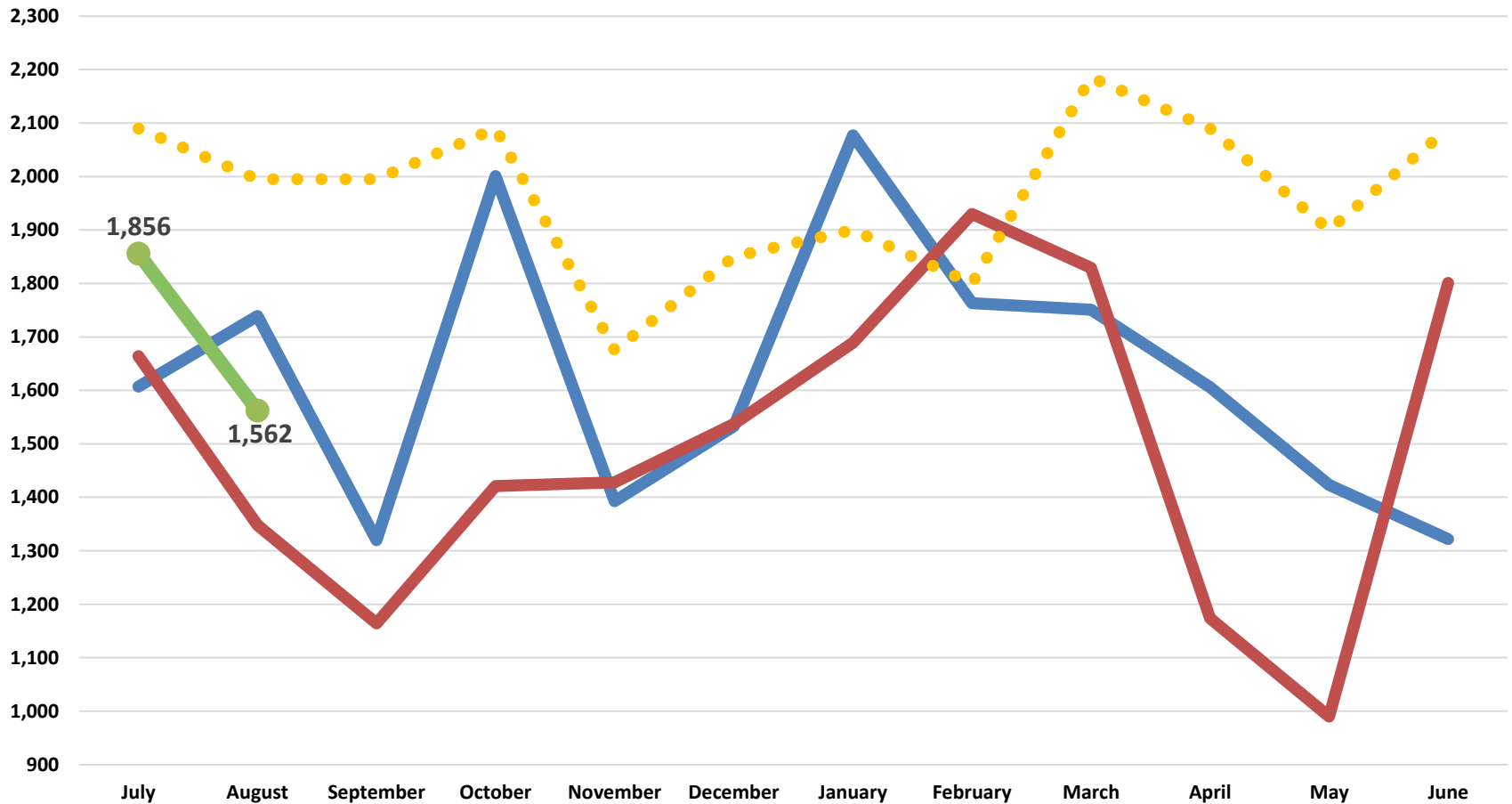


O/P Rehab - Akers



Month	YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget
April	18,533			
May		19,377		
June			17,760	19,135

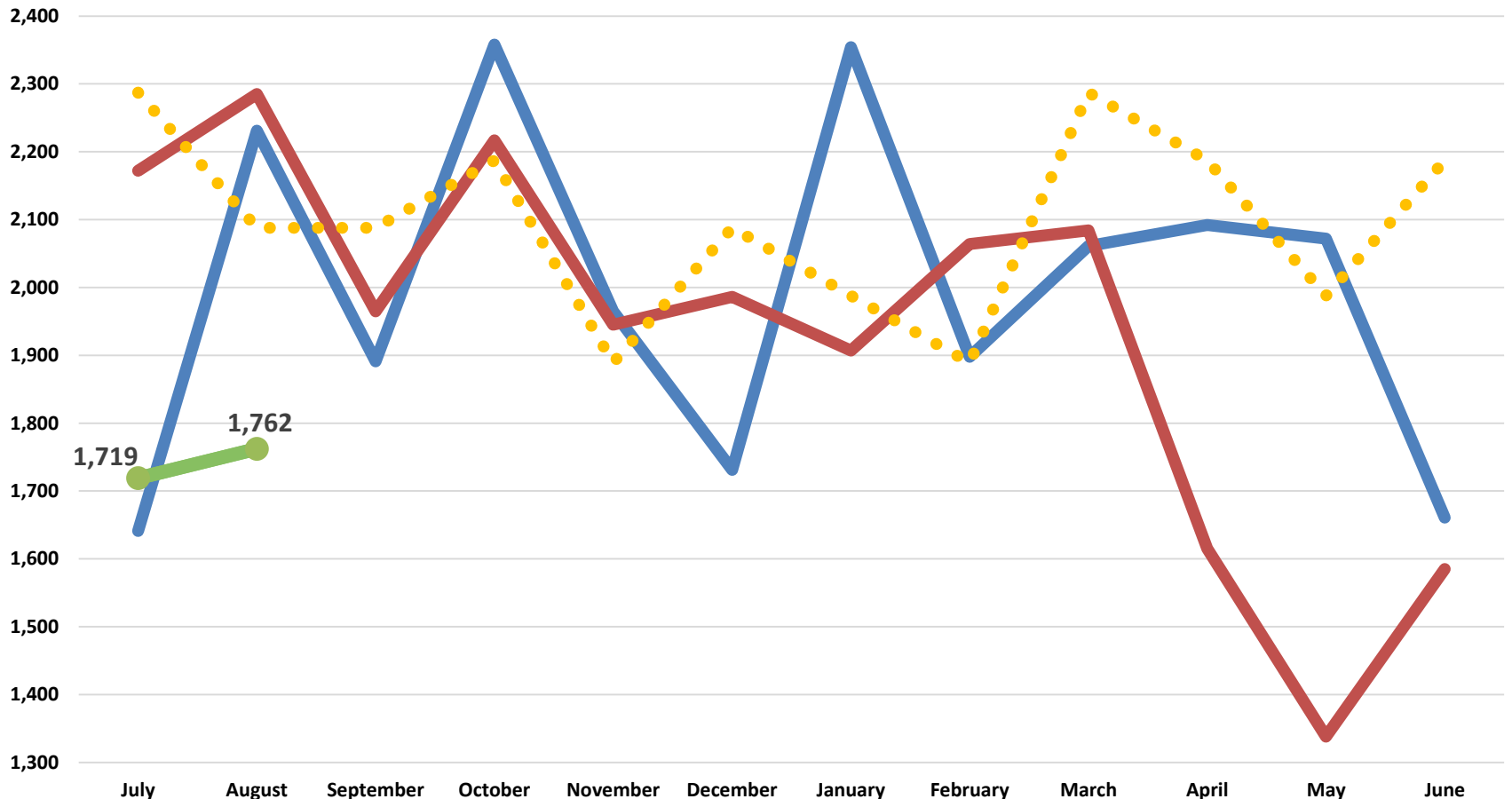
O/P Rehab - LLOPT



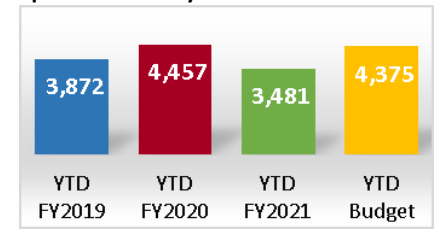
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

3,346	3,012	3,418	4,085
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

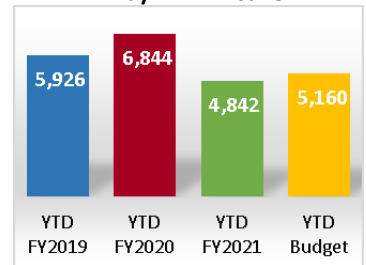
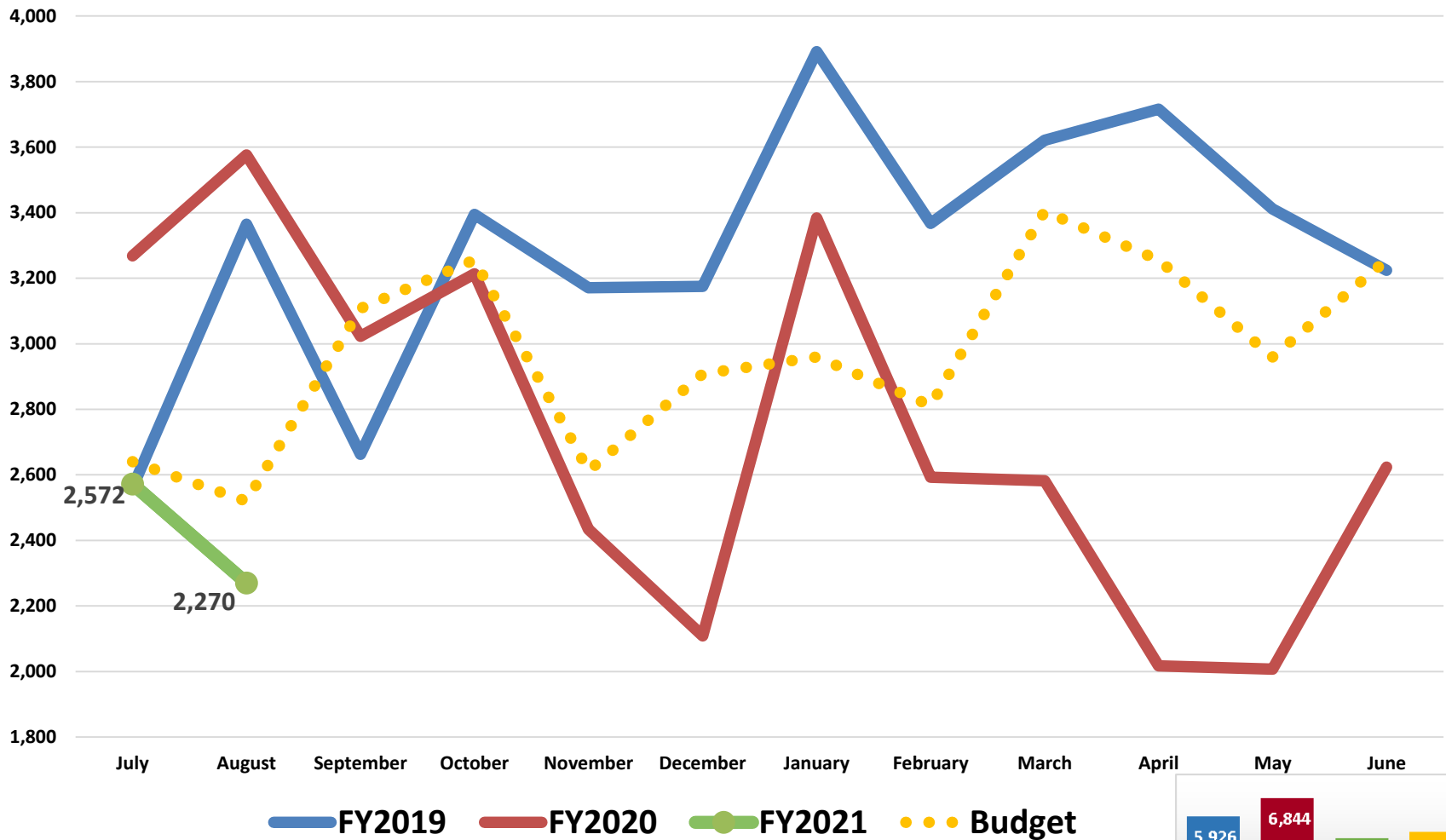
O/P Rehab - Dinuba



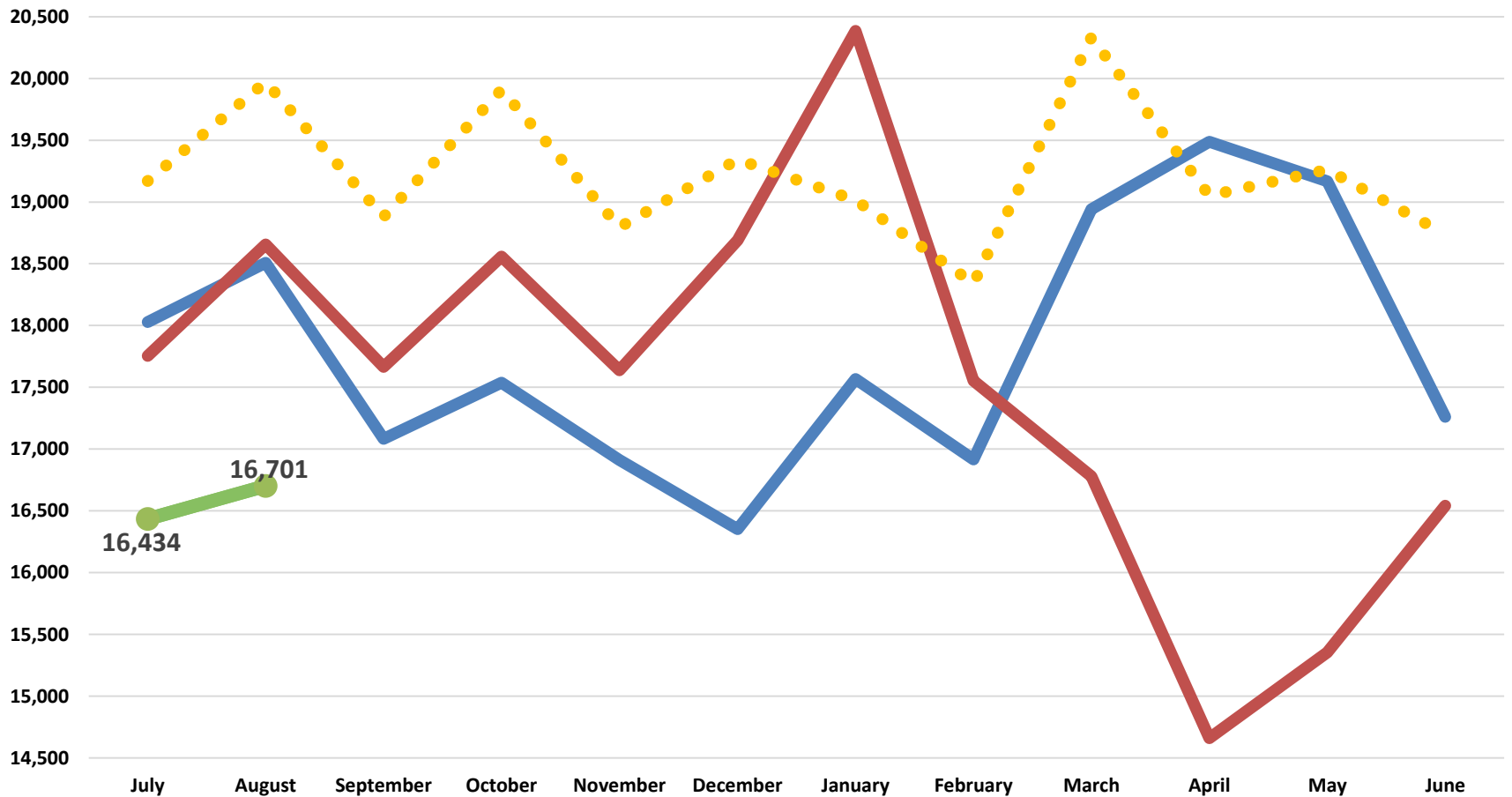
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



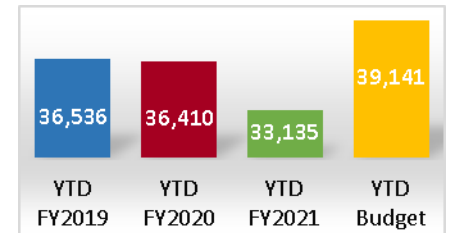
Therapy - Cypress Hand Center



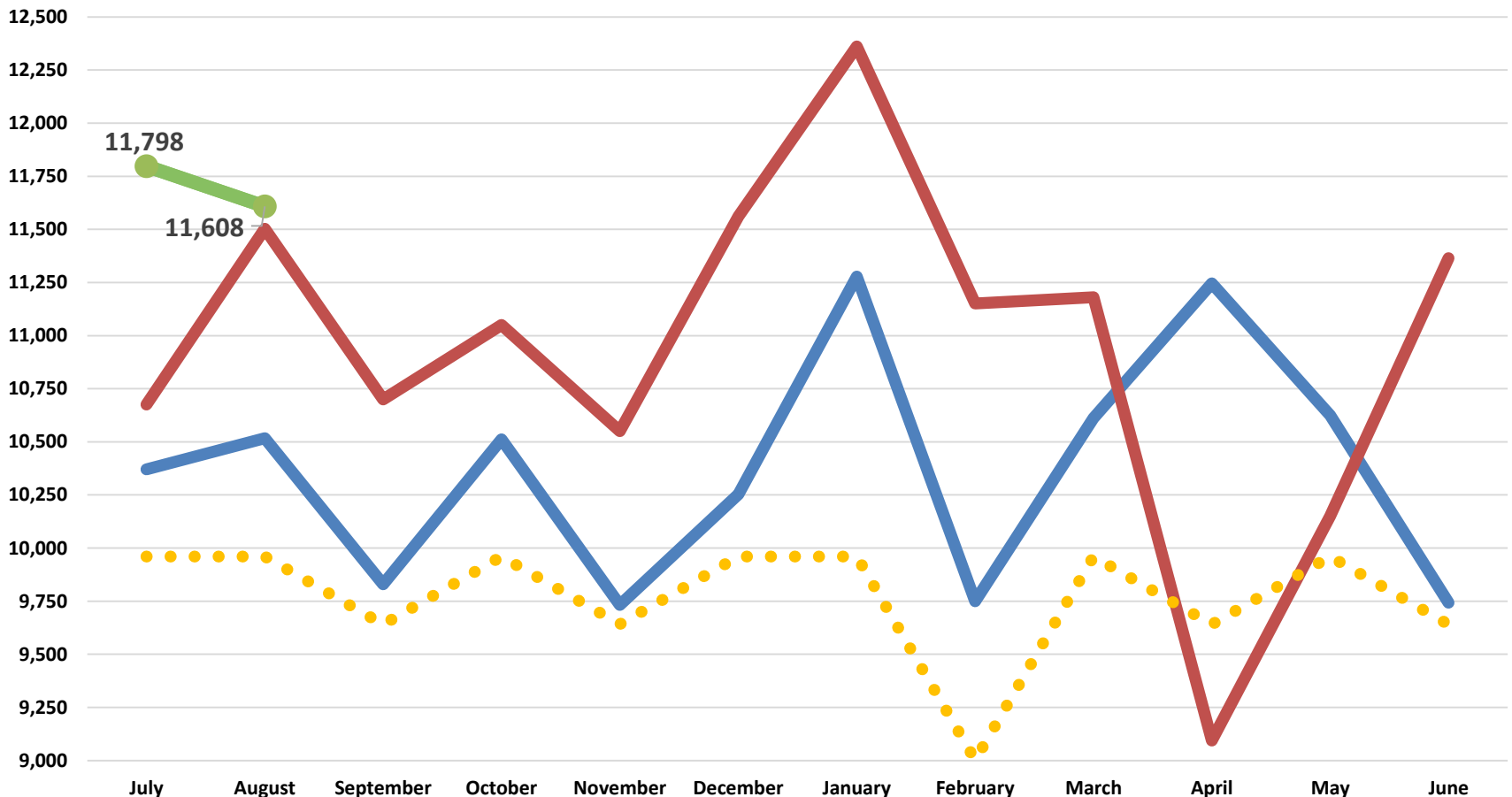
Physical & Other Therapy Units (I/P & O/P)



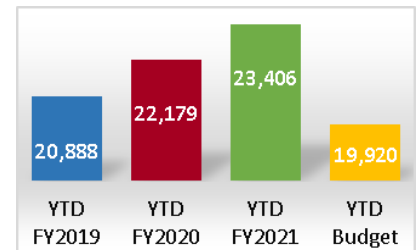
—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



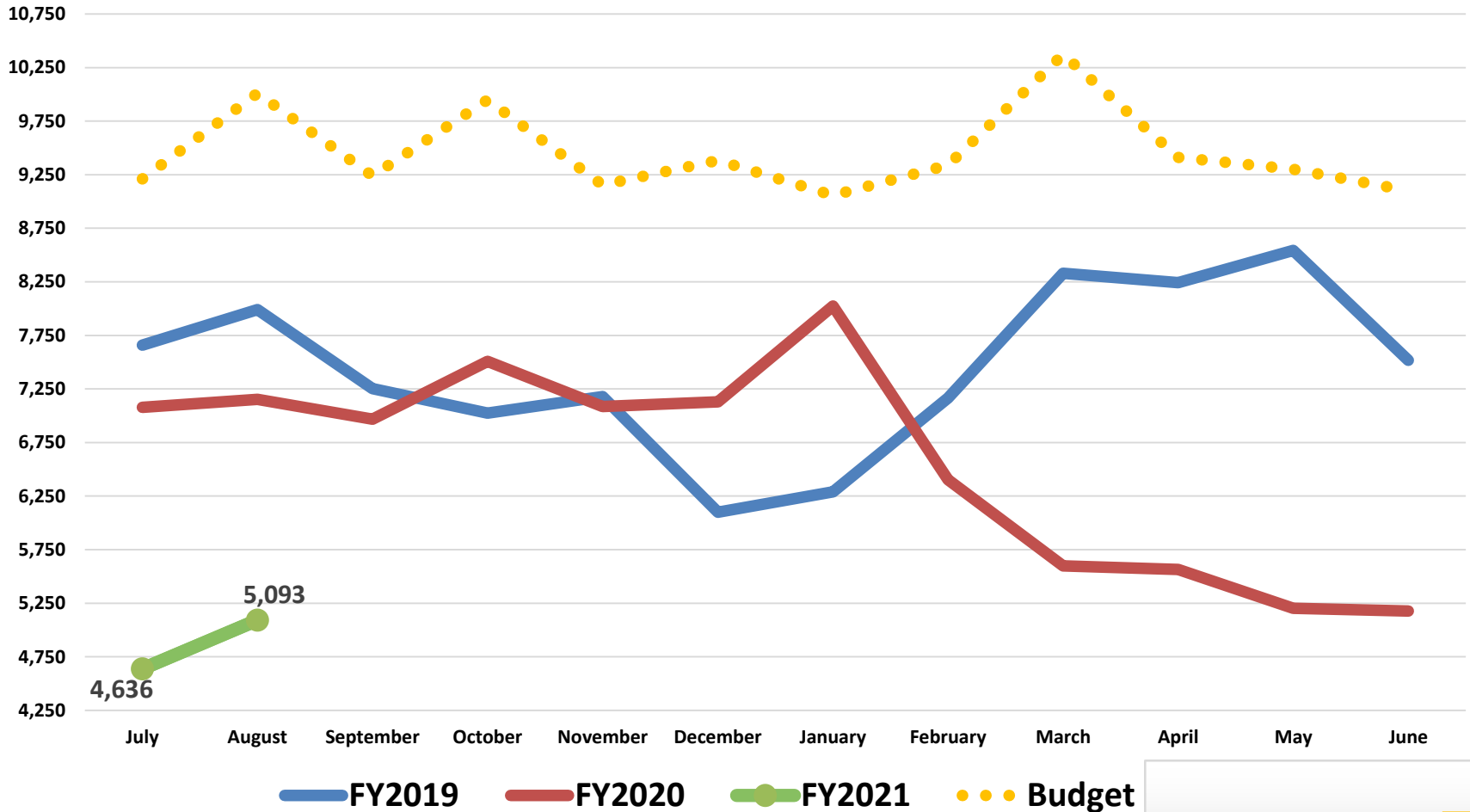
Physical & Other Therapy Units (I/P & O/P)-Main Campus



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

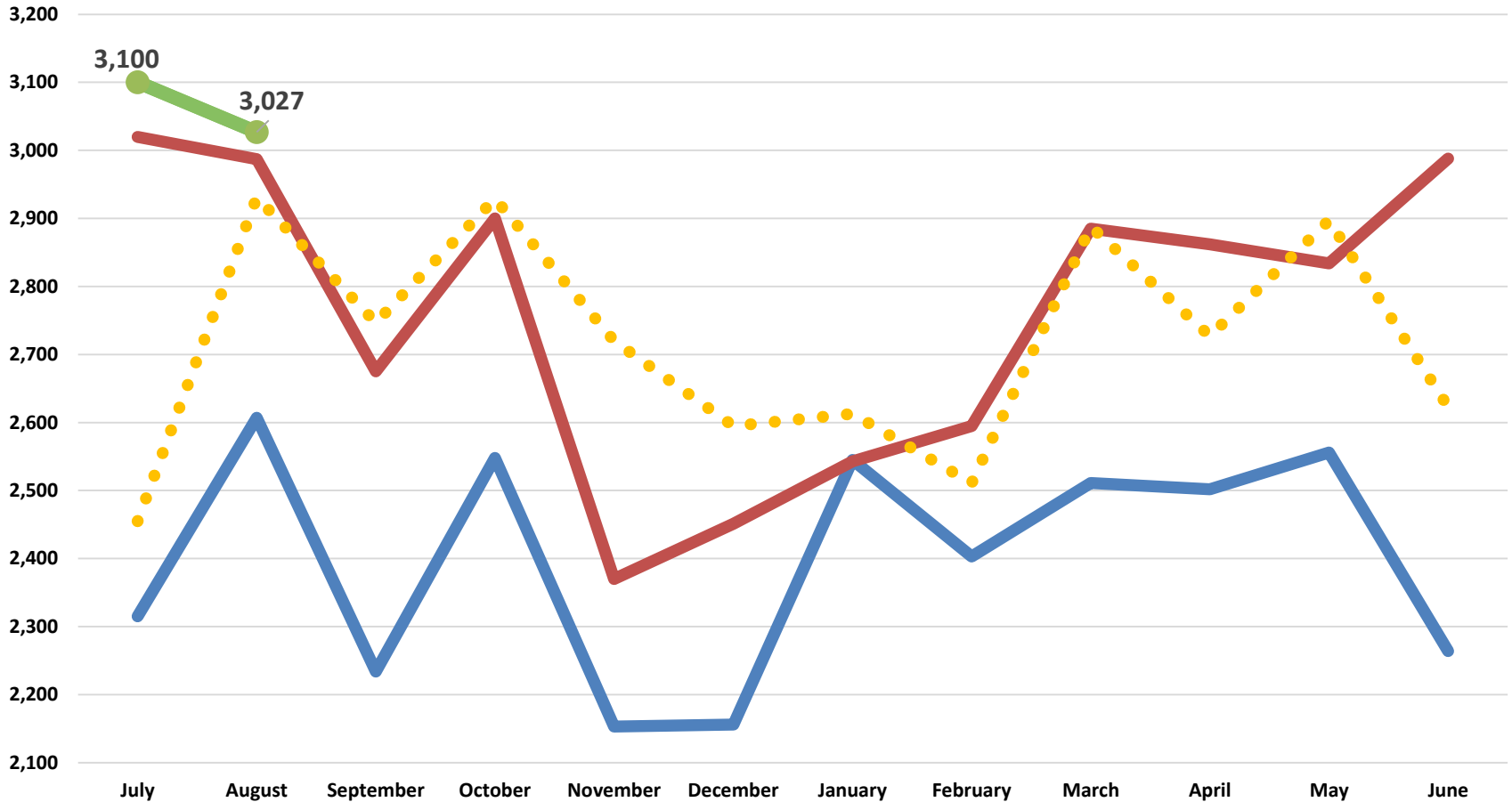


Physical & Other Therapy Units (I/P & O/P)-KDRH & South Campus

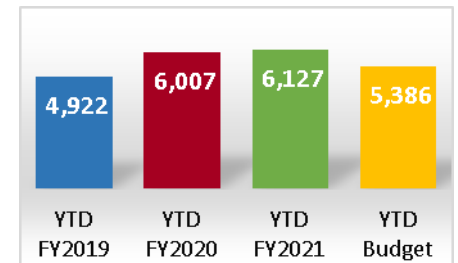


15,648	14,231	9,729	19,221
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

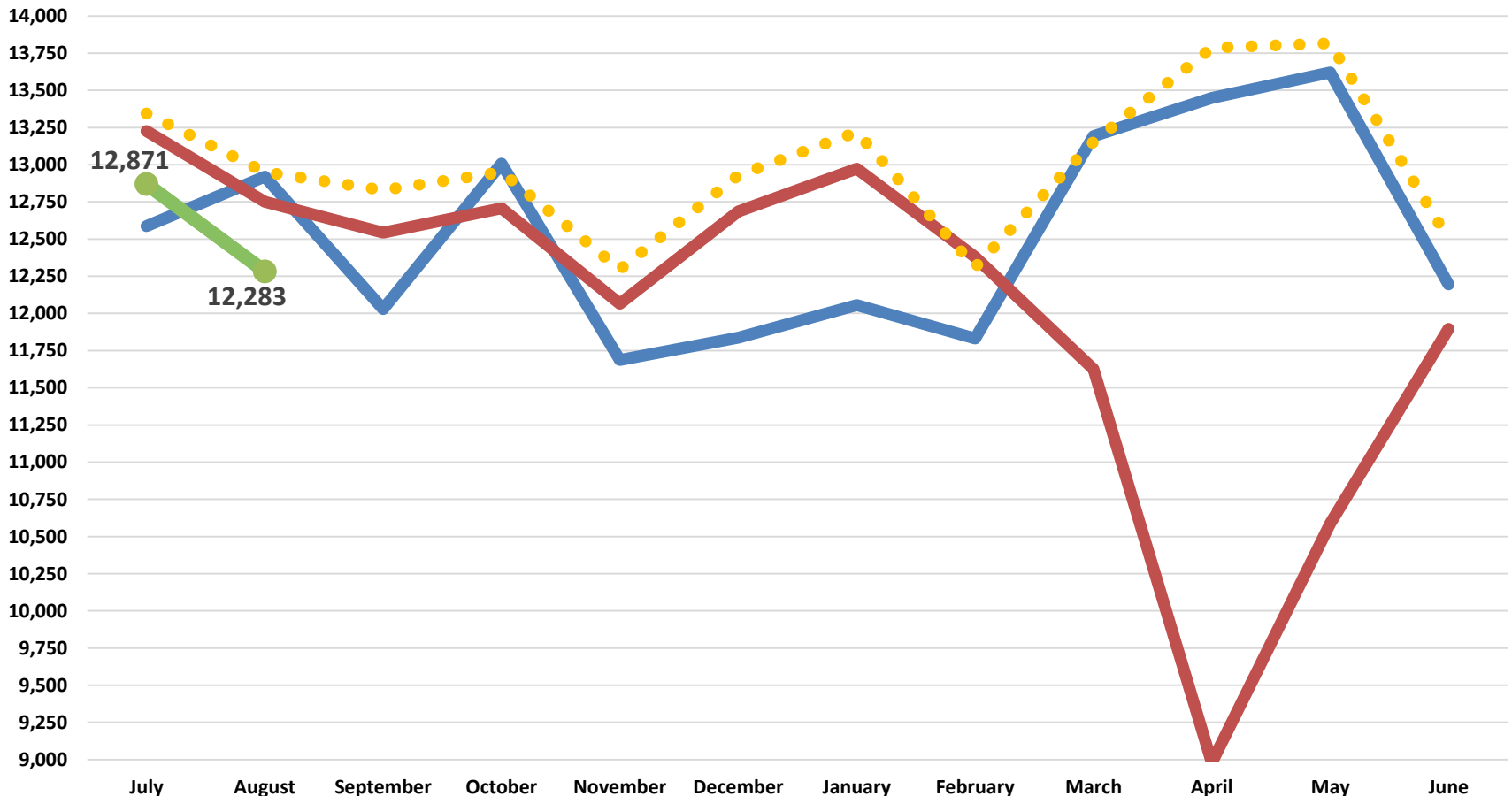
Home Health Visits



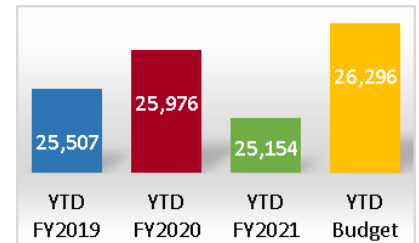
—● **FY2019**
 —● **FY2020**
 —● **FY2021**
 ●●● **Budget**



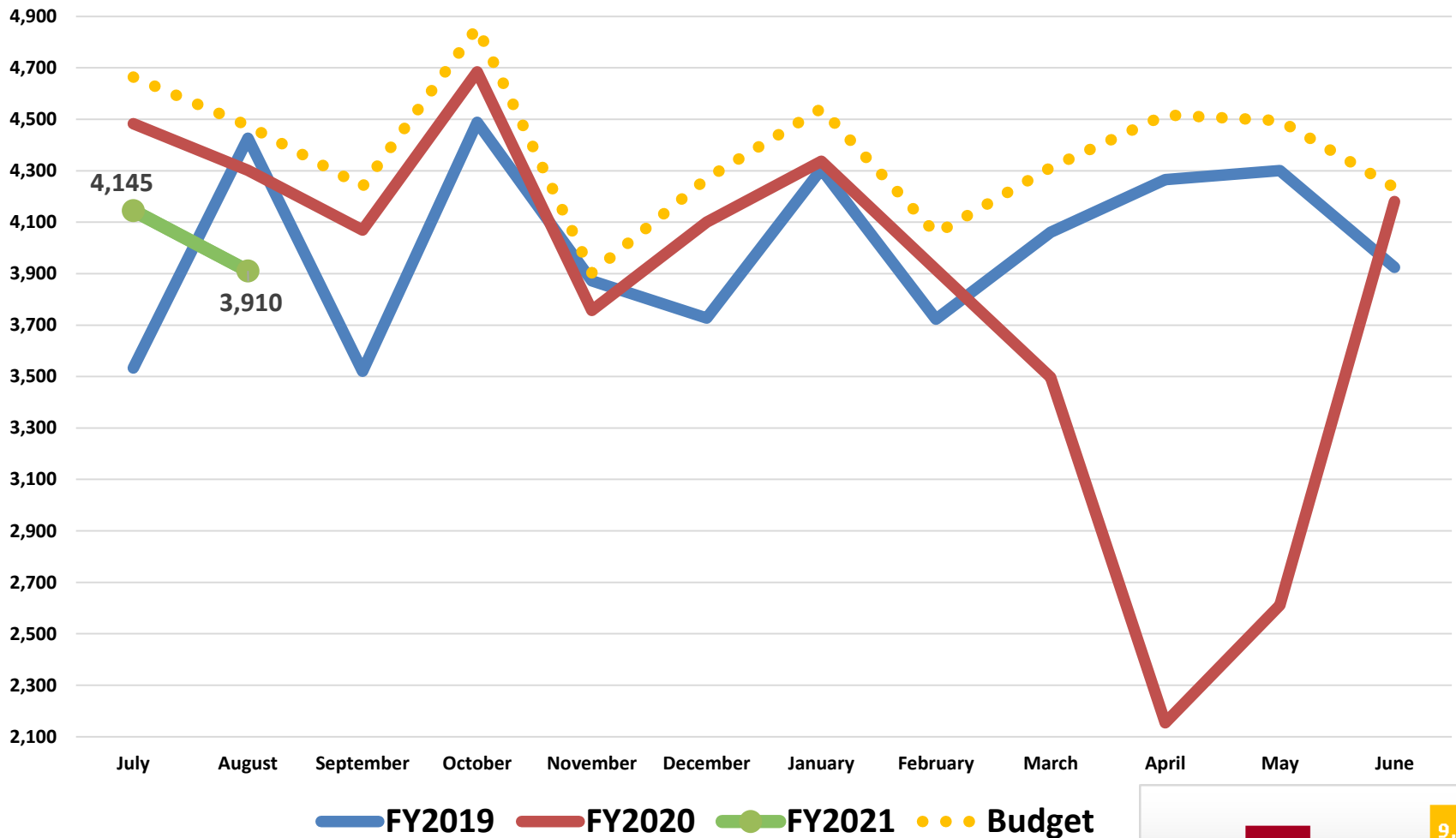
Radiology – Main Campus



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

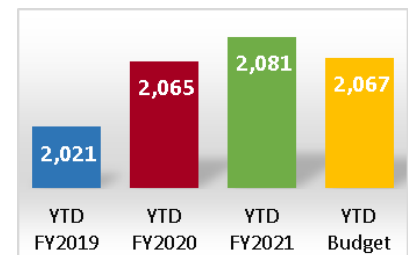
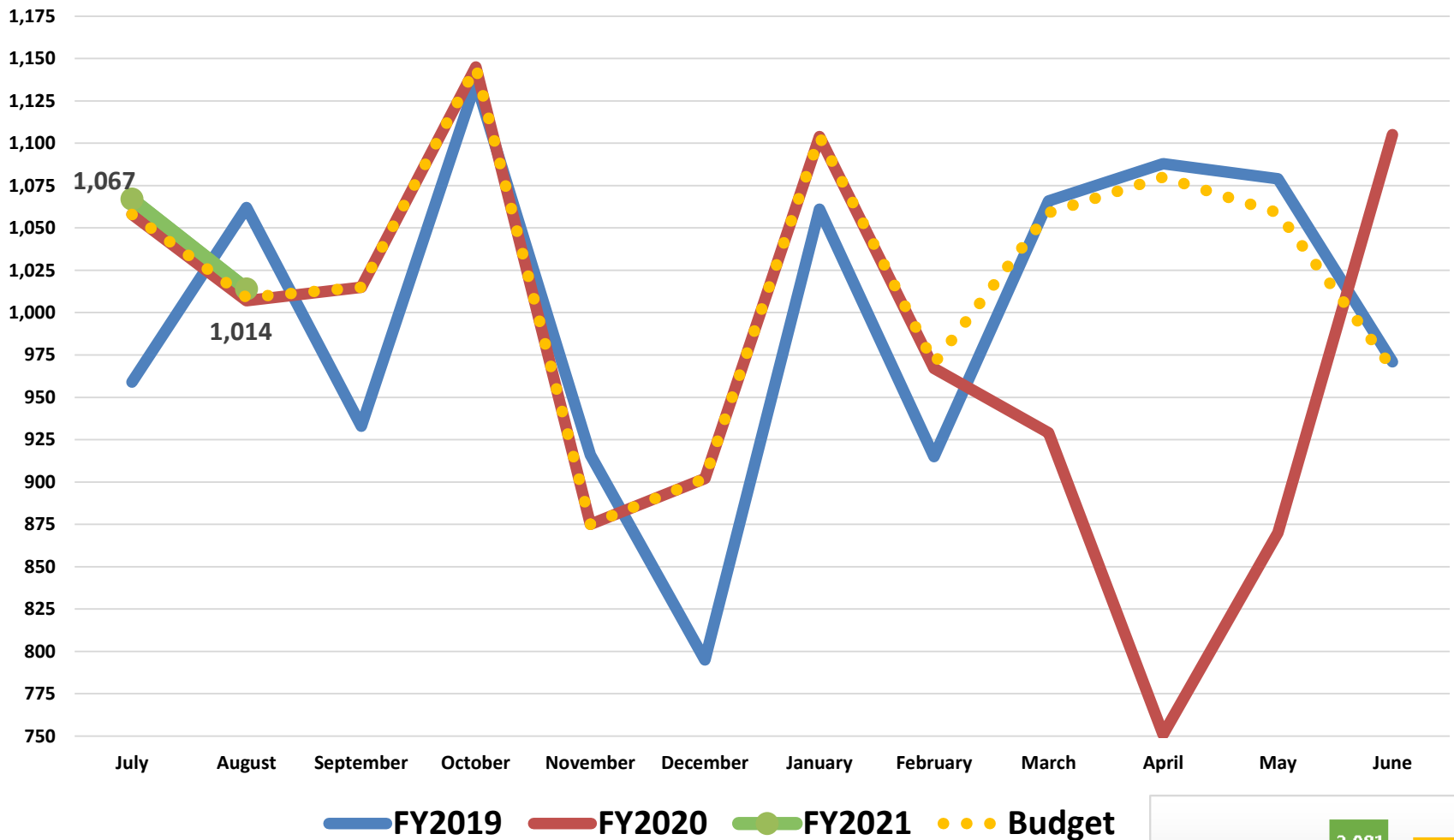


Radiology – West Campus Imaging

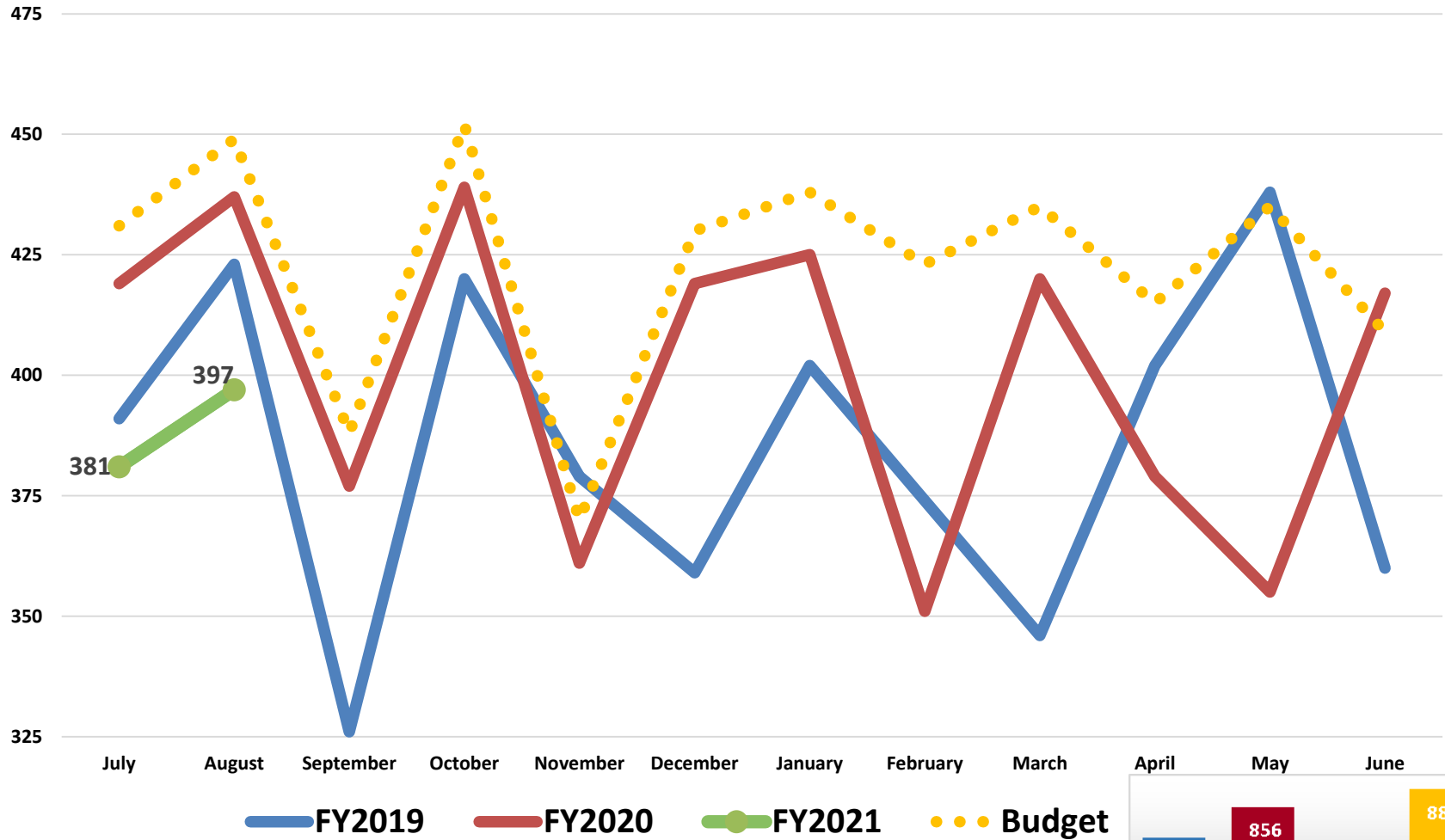


7,959	8,785	8,055	9,139
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Diagnostic Radiology

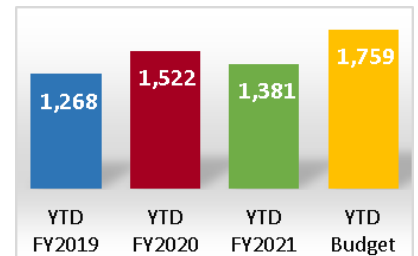
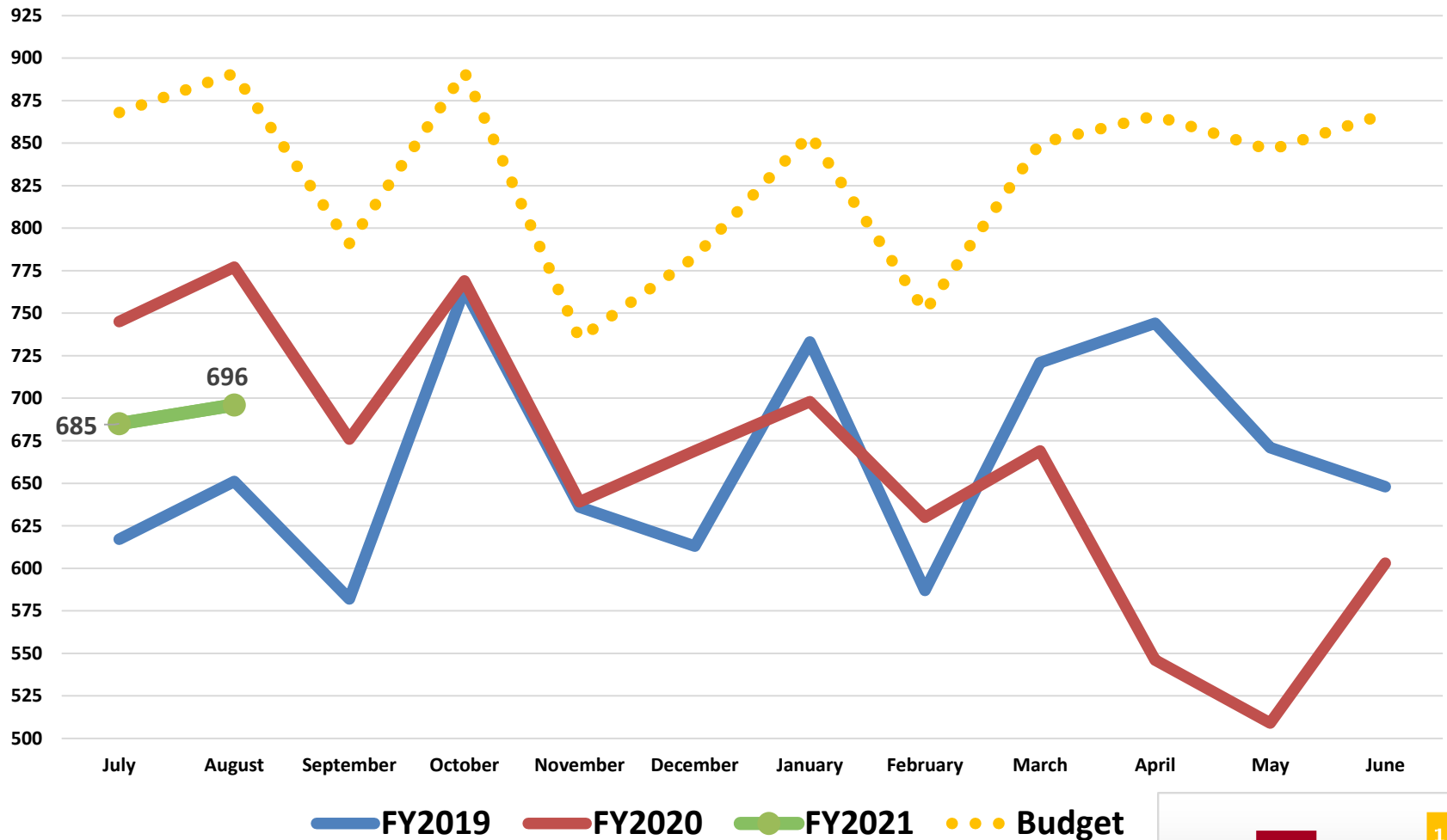


West Campus – CT Scan

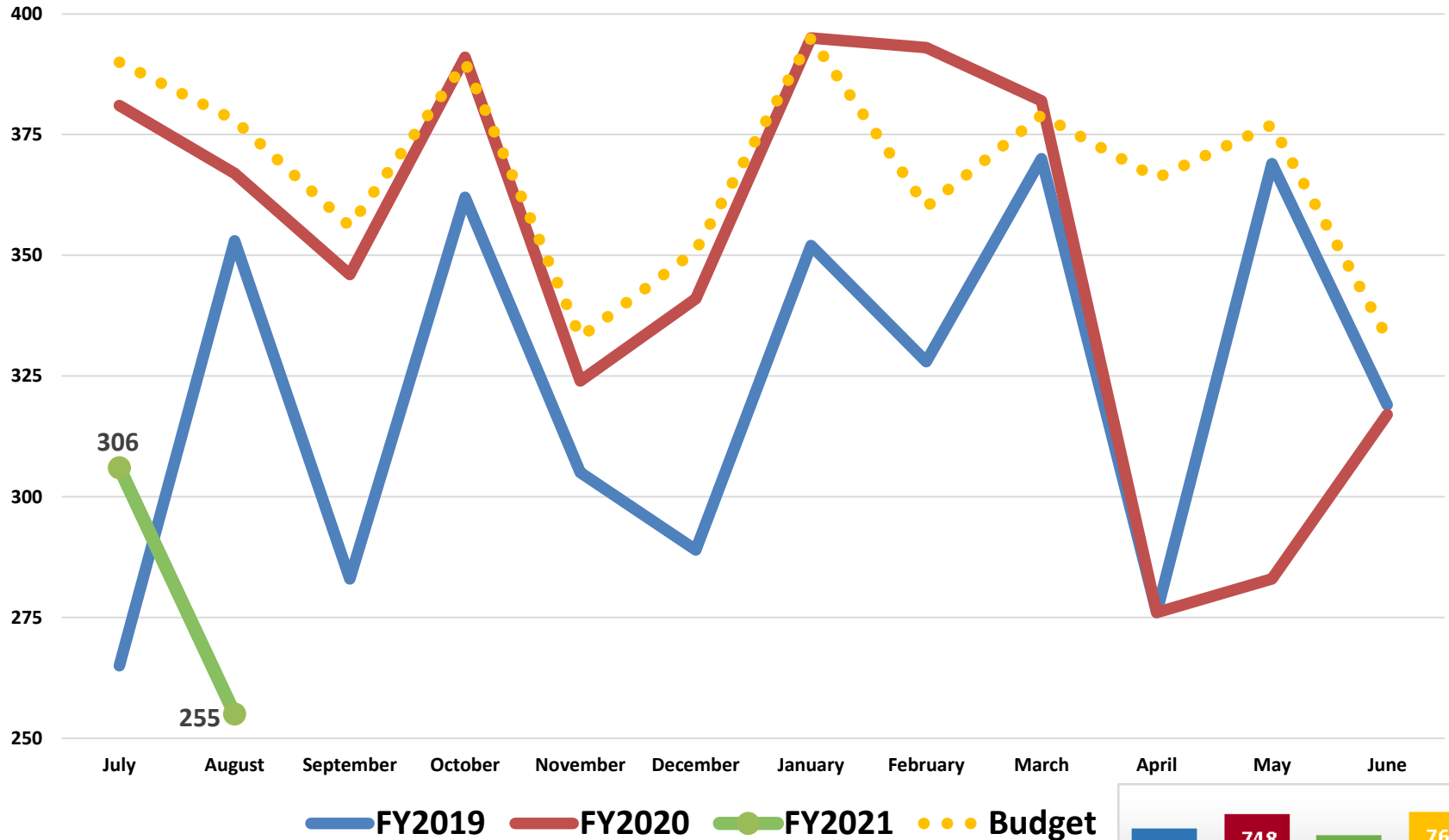


Month	YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget
April	814			
May		856		
June			778	880

West Campus - Ultrasound

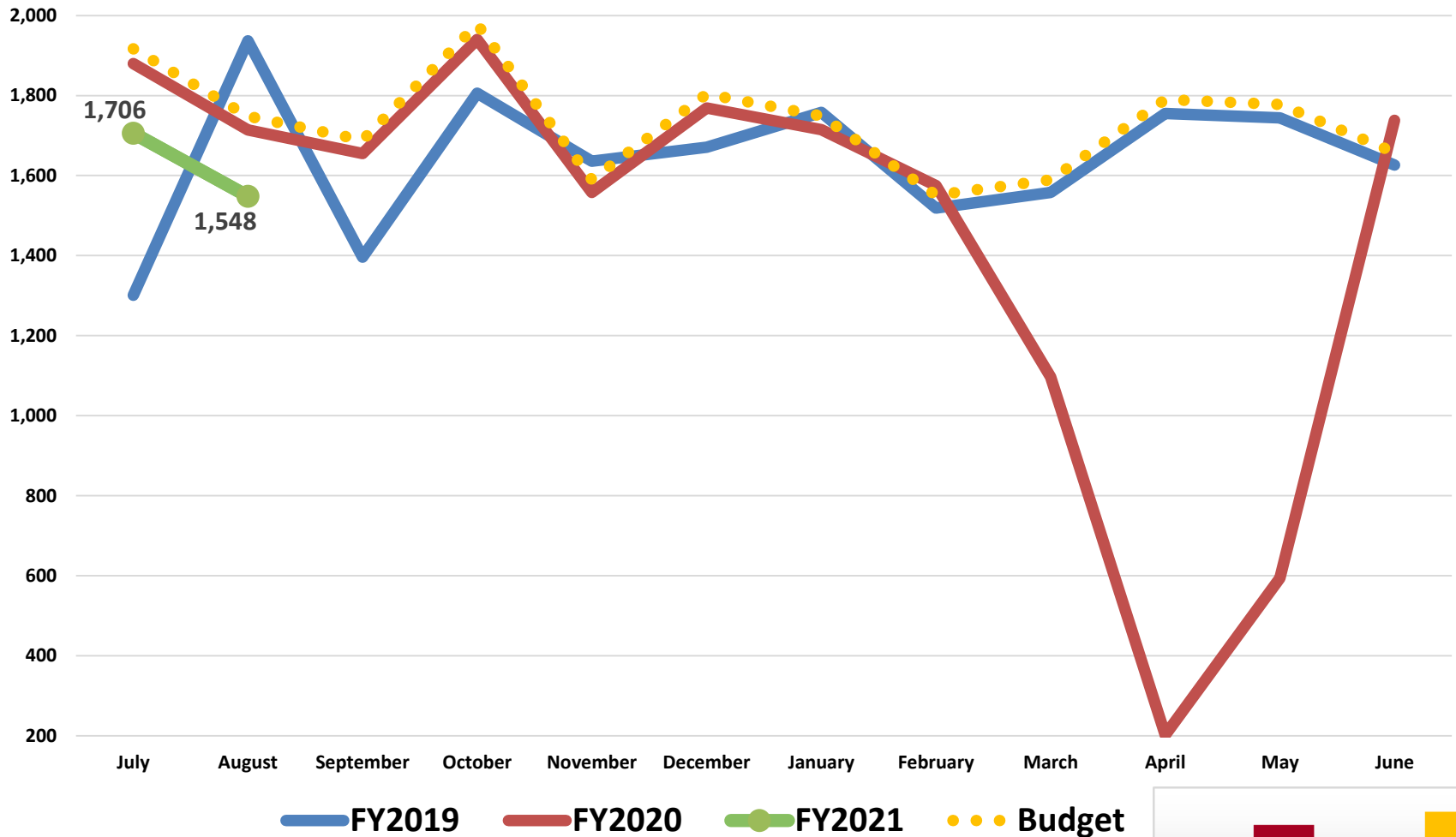


West Campus - MRI



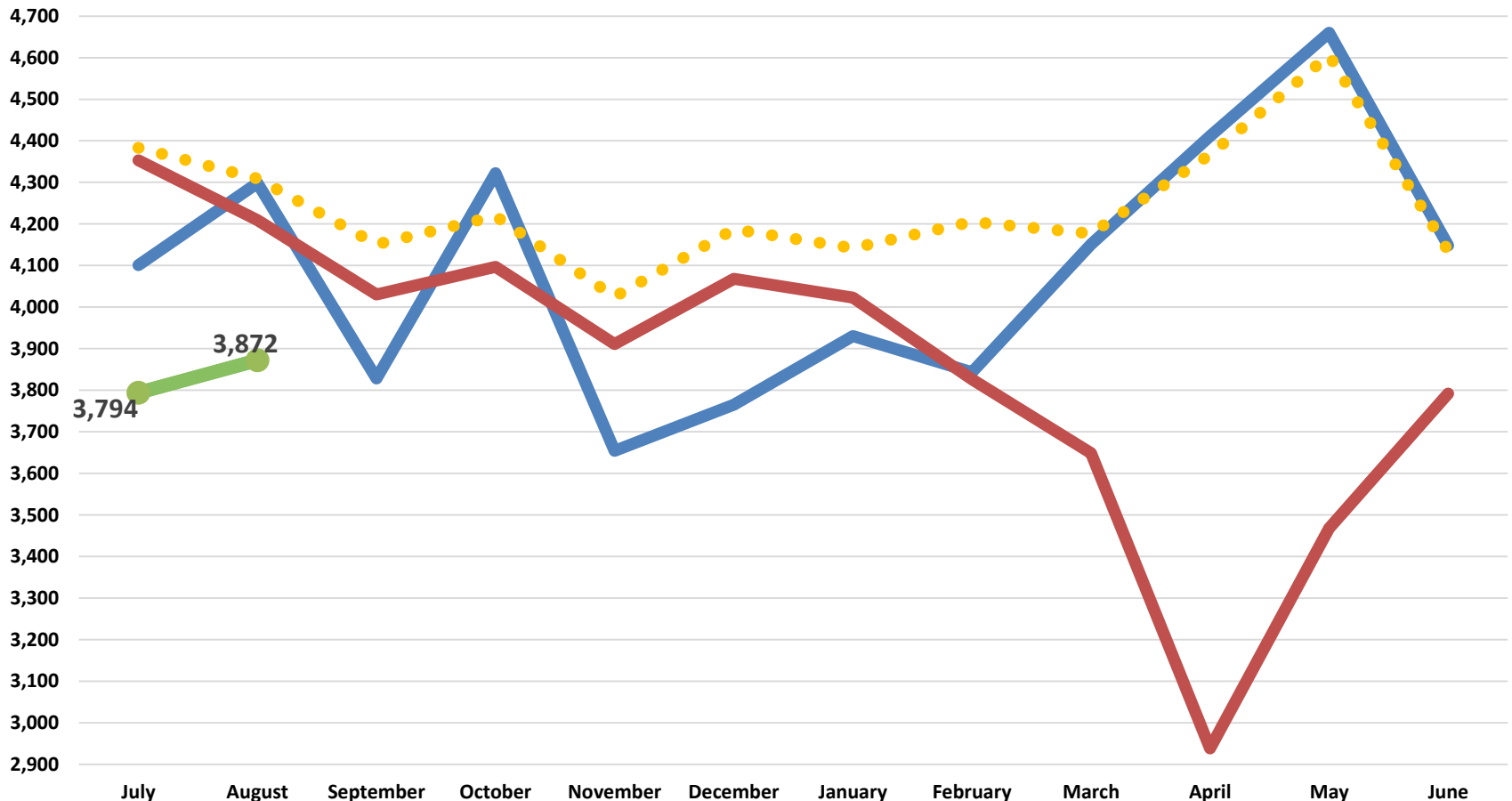
618	748	561	768
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

West Campus – Breast Center



3,238	3,594	3,254	3,665
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

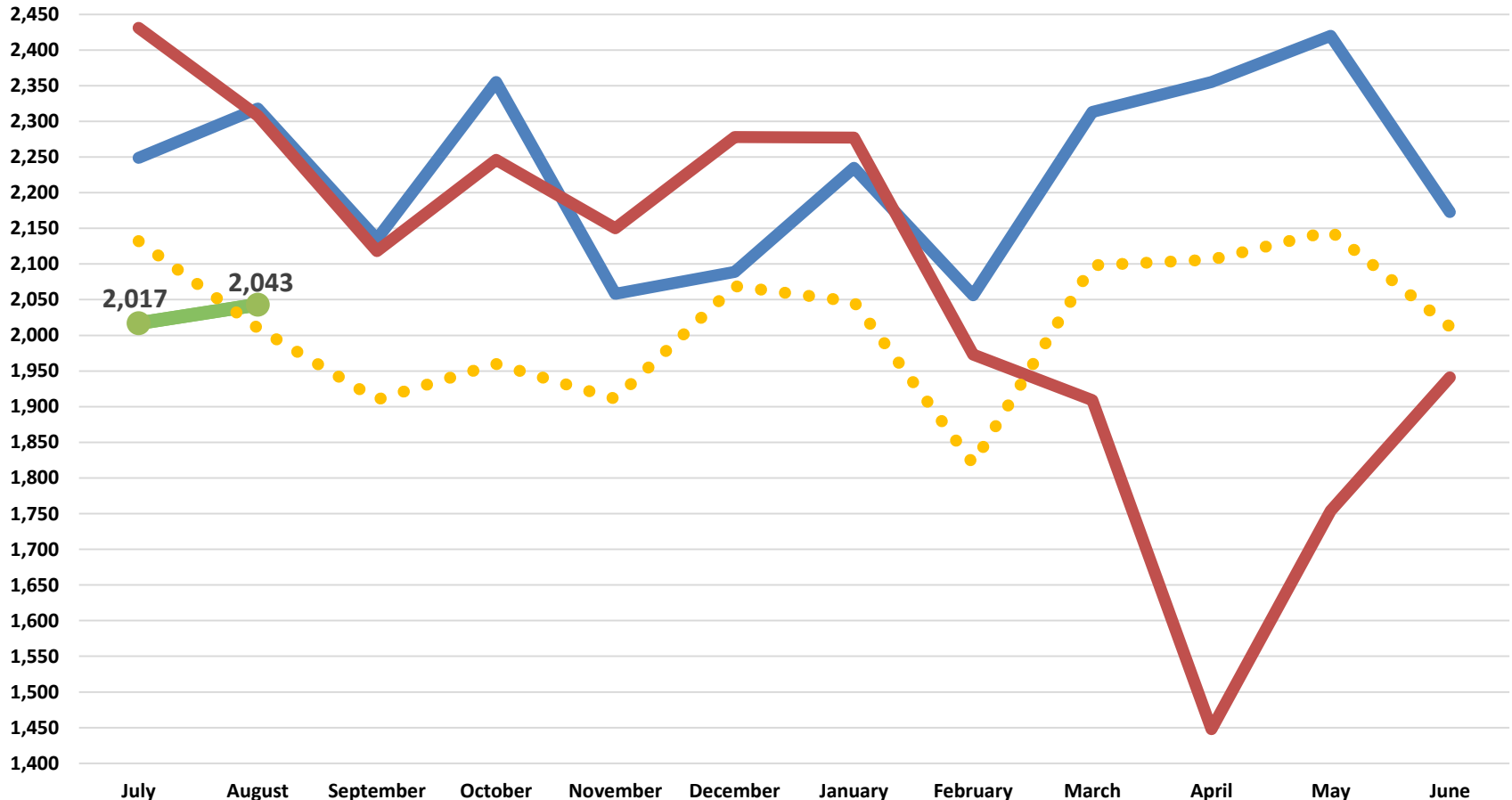
Radiology all areas – CT



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

8,399	8,562	7,666	8,692
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

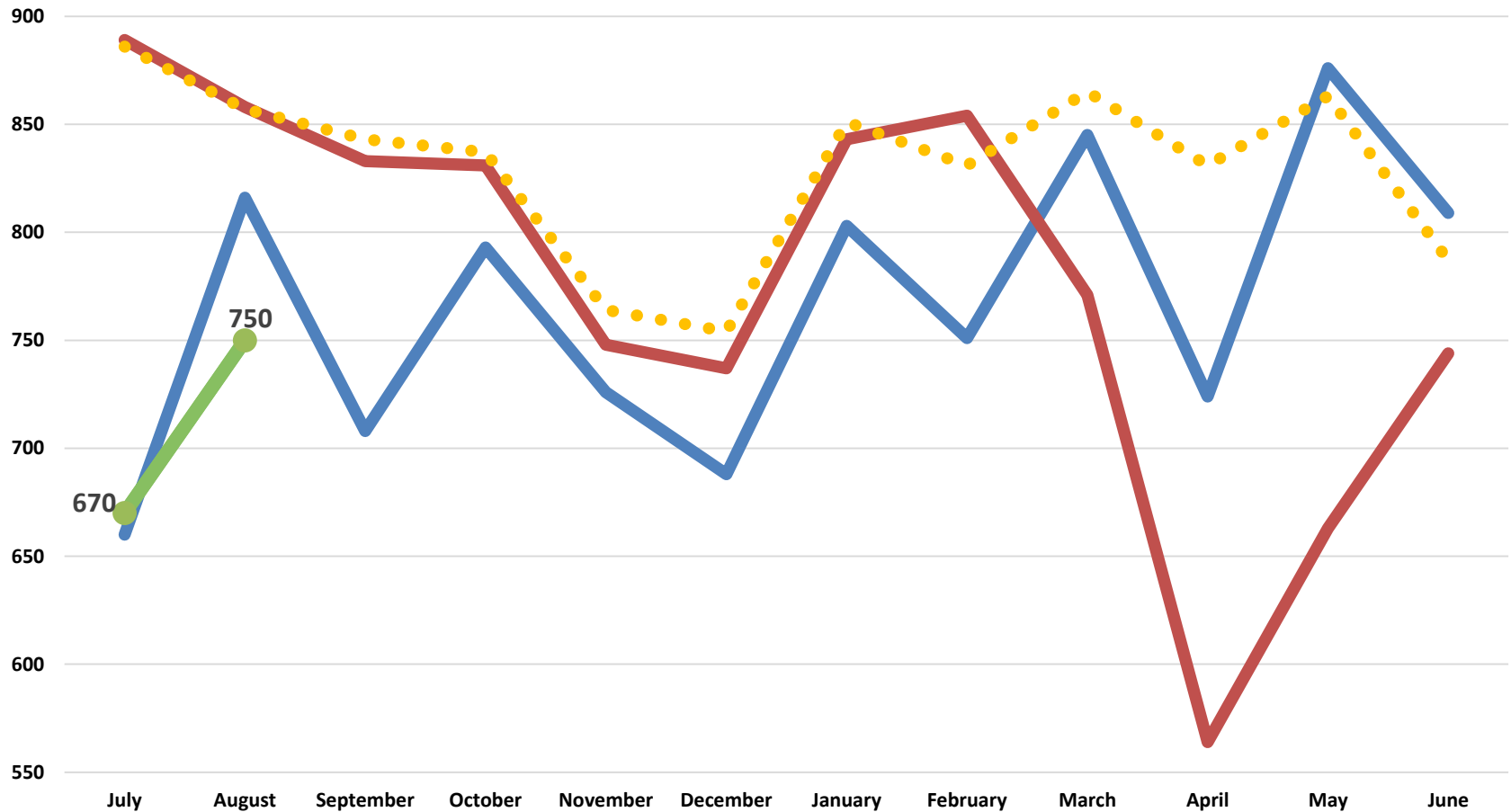
Radiology all areas – Ultrasound



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

4,567	4,739	4,060	4,142
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

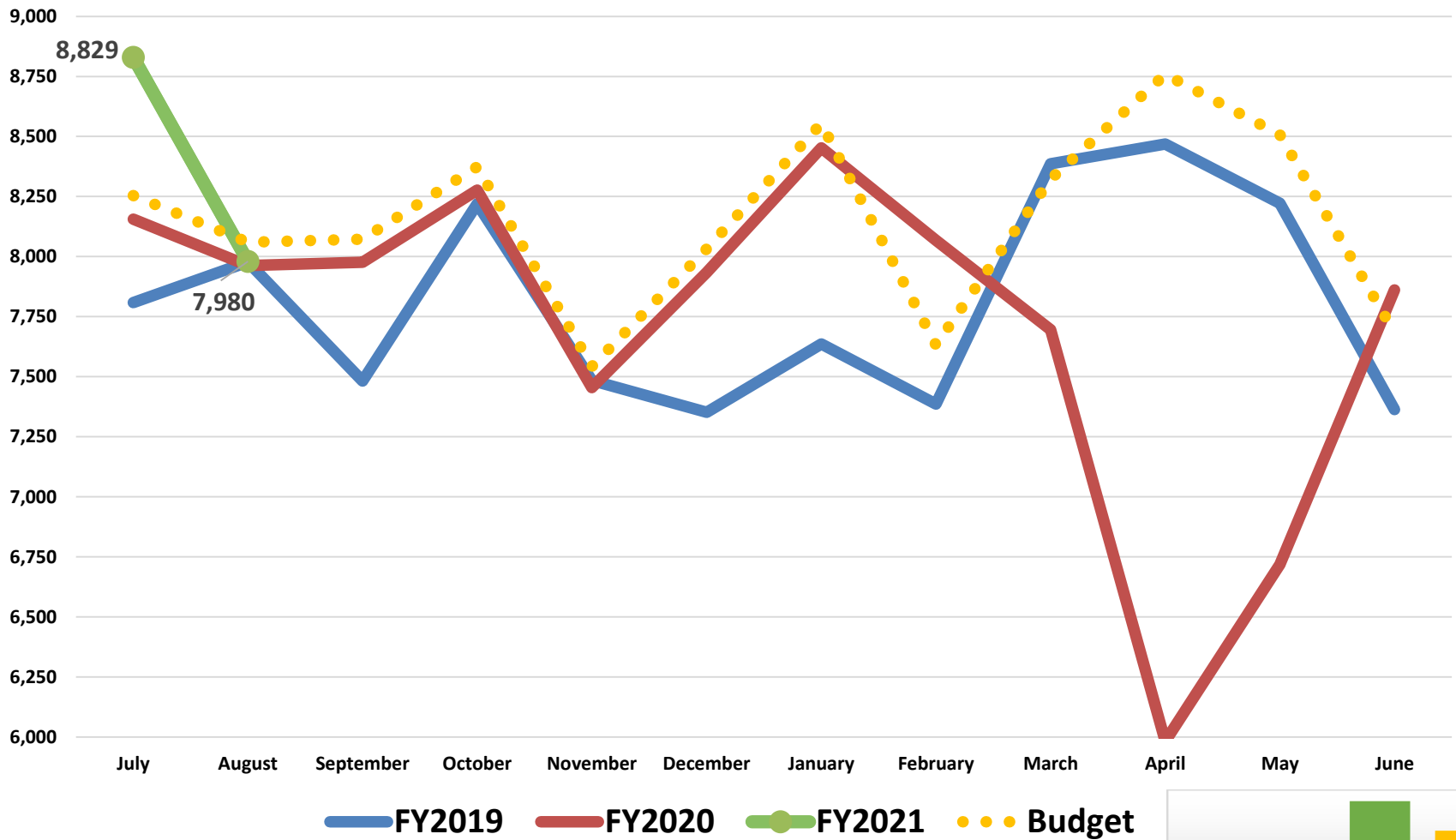
Radiology all areas – MRI



—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget

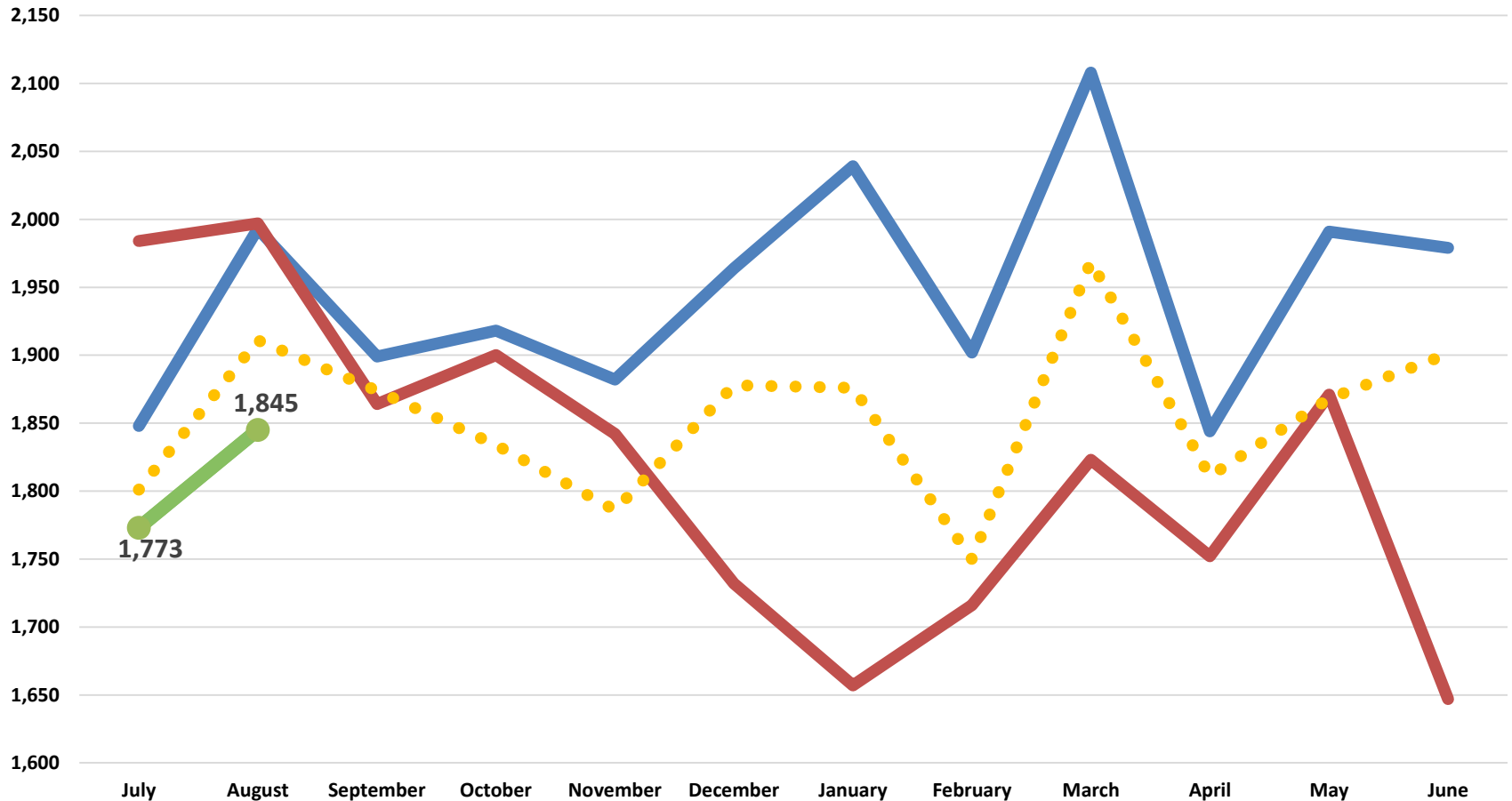
1,476	1,747	1,420	1,743
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Radiology Modality – Diagnostic Radiology



15,786	16,119	16,809	16,314
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

Chronic Dialysis - Visalia

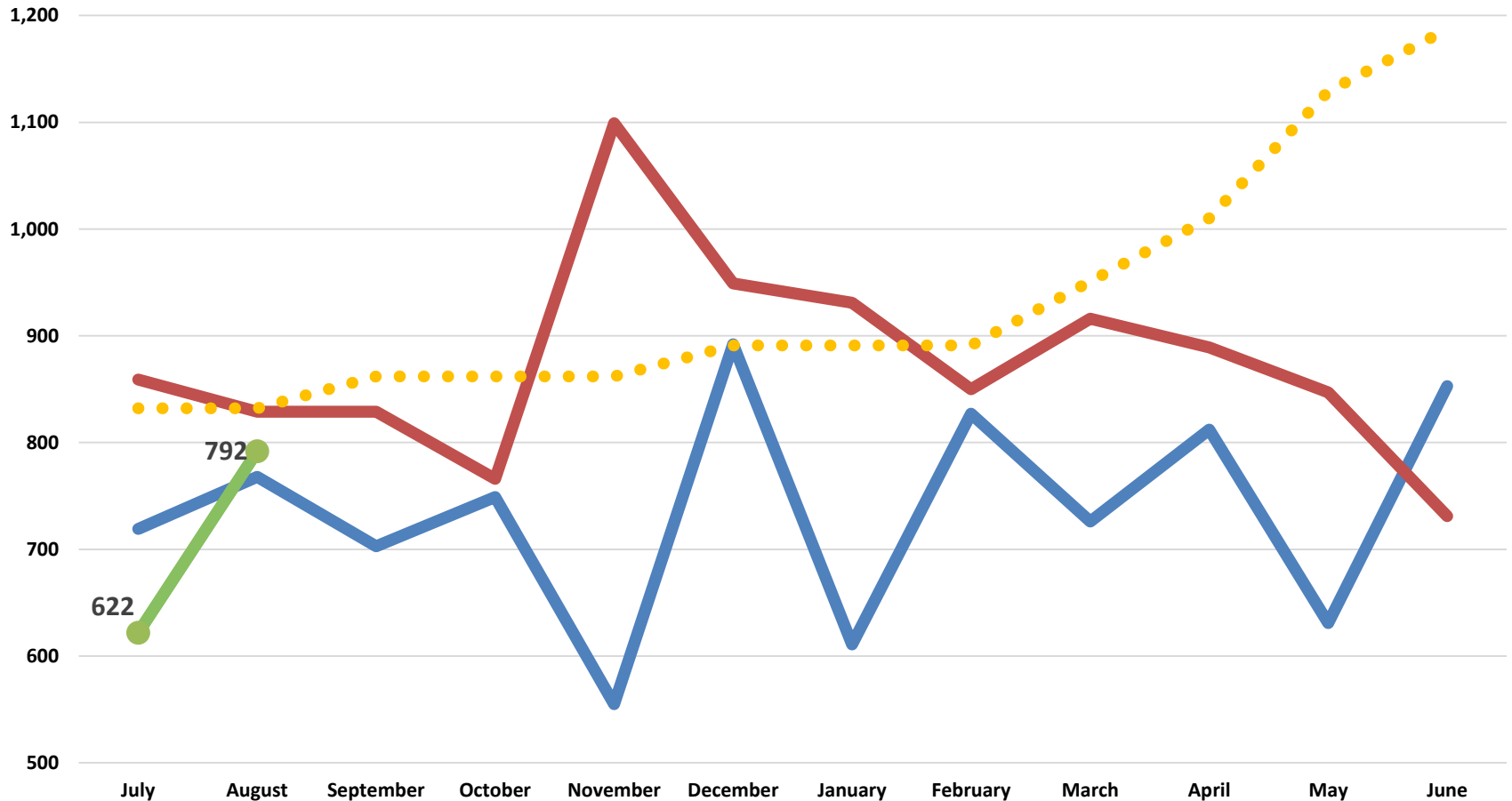


—●— FY2019
 —●— FY2020
 —●— FY2021
 ●●● Budget

3,841	3,981	3,618	3,712
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Maintenance Sessions

(Continuous peritoneal dialysis)

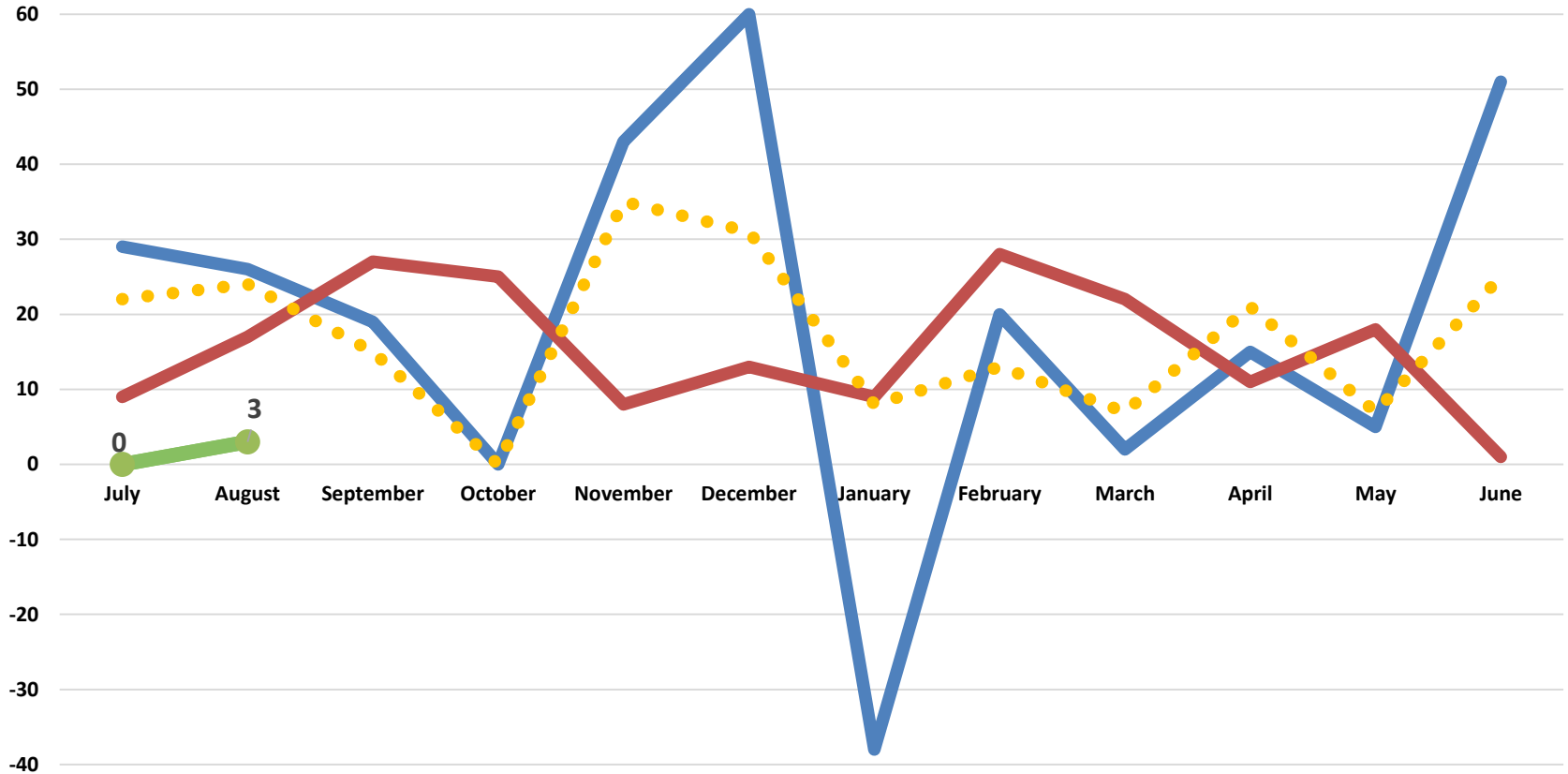


—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**

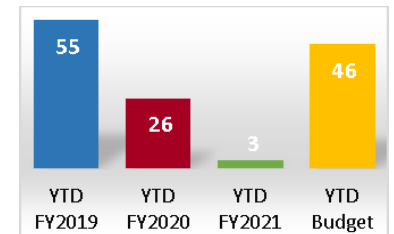
1,487	1,688	1,414	1,664
YTD FY2019	YTD FY2020	YTD FY2021	YTD Budget

CAPD/CCPD – Training Sessions

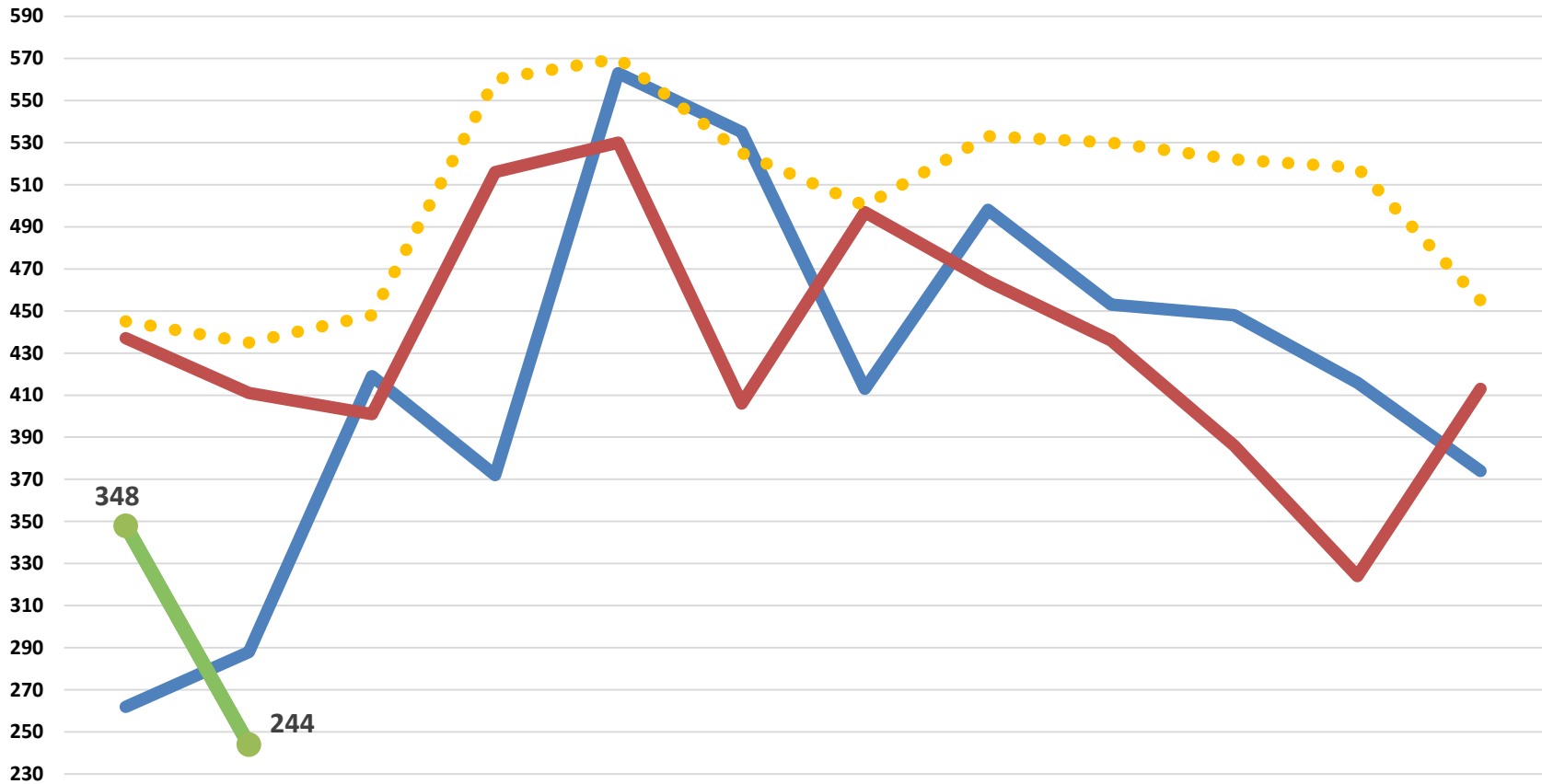
(Continuous peritoneal dialysis)



—●— **FY2019**
 —●— **FY2020**
 —●— **FY2021**
 ●●● **Budget**



Infusion Center



July August September October November December January February March April May June

FY2019 **FY2020** **FY2021** **Budget**

April	May	June
550	848	592
YTD FY2019	YTD FY2020	YTD FY2021
		880
		YTD Budget